

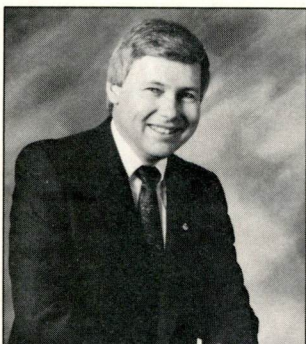
THE Toastmaster

NOVEMBER 1989



DALLAS
TOASTMASTERS
MEET
RAMSES
THE GREAT





Communicating in the Corporate Setting

Communication is the name of the game in today's fast-moving business world. Whether you're a shareholder, manager, customer or salesperson you are likely to find yourself spending an average of 70 percent of each work day communicating in one of the following four ways: 9 percent writing, 16 percent reading, 30 percent speaking and 45 percent listening.

To be effective in the corporate setting you must be able to perform these functions individually and collectively with a power and clarity that ensures understanding and prevents miscommunication.

The importance of effective communication was clearly demonstrated to me in 1988 when my scheduled flight to a Region 6 conference in Flint, Michigan, was delayed four hours. As I often do in such circumstances, I wandered into the nearest airport bookstore, went over to the business section and picked up the first available publication on management. Opening the book at random, the following words stared back at me: "He was hired for his technical skills, promoted on his management ability and fired for lacking in leadership skills." In other words, he was dismissed because of his inability to communicate effectively.

Those in the business of management frequently interview several equally qualified applicants for a position or as candidates for promotion. Inevitably, the nod will go to the individual who can present his or her ideas most effectively.

Lee Iacocca in his autobiography, said, "Communication is everything." He was right. Clearly the competitive edge belongs to the effective communicator. What is this indispensable skill we call communication? Communication is the exchange and understanding of information between two or more people.

We communicate not only by what we say, but by what listeners understand. We are understood not by what we intend to say, but by what listeners see, hear and are willing to accept.

The opportunities to both acquire and develop these most sought-after skills are available to us all through active participation in our regular Toastmasters club meetings. To belong to a Toastmasters club is one thing, but to benefit from membership, to build skills in speaking, listening and thinking, you must participate fully. This requires a clear understanding of the benefits, a willingness to spend time preparing for each assignment, and the courage to risk possible failure.

The reward is measurable: an increase of skills that are highly valuable in the marketplace.

All speech is for communication, and there is no possibility of communication unless people understand.

*Dr. Ralph C. Smedley
Founder, Toastmasters International*

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Twenty Ways to be a Better Talker

Ten ways to talk to your boss; ten ways to talk to your employees.

You've got something on your mind. Your job is not going as well as you'd like, and you think you have a good idea for improving it. The question is: how do you tell your boss about it?

Then there's the other side of the situation. You are a supervisor, and you want to know if your employees are sure about how to complete their latest job assignment. How do you go about finding out?

Every day, everyone has to communicate with other people. We talk to our bosses. If we are bosses ourselves, we talk to our employees. But are we doing a good job at communicating with each other?

An informal survey was conducted of employees at Illinois Power Company to find out how employees thought person-to-person communication could be improved. Employees and supervisors listed the ways they would like to communicate with each other. Following are their 20 most popular suggestions:

Ten Ways to Talk to Your Boss

1 Be Direct

A great drawback in any communication is lack of clarity. Neither party

should have to guess at what the other is trying to say, or have to hope the other will get the point.

2 Be a Good Listener

It pays to pick up on the reasons behind a supervisor's decision. Doing this could give you a clue on how to modify proposals that are turned down.

3 Be Natural and Comfortable

Effective communication often is stumped by nervousness on the part of one or both people involved. One good way to put an end to the jitters is to think through what you want to say in advance.

4 Get to Know Your Boss

Once you've conquered nervousness, focus on getting to know your boss better. Ask questions. Find out your boss's likes and dislikes. Build day-to-day, informal communication.

5 Let Your Boss Know You

Talk to your boss about your interests and goals. Don't just assume he or she knows. Let your personality come through and highlight your accomplish-

ments. If you think you have done a good job, there's nothing wrong with saying so.

6 Keep Your Boss Informed

Let your supervisor know about the progress of your work. If you are behind or anticipate a problem, tell your boss ahead of time. It's possible he or she can help you. At any rate, if a problem does occur, at least the supervisor will have had a chance to think about it.

7 Ask Questions

It's too easy for supervisors to assume you know what they want and why you are working on a particular project. If you have a question about your job, speak up. Otherwise, if you end up making a mistake because of lack of information, the supervisor may only see it as poor performance on your part, since he or she didn't know you had questions.

8 Don't Go Around Your Boss

If you have a problem or question, take it to your immediate supervisor first. Sidestepping your boss on work-related problems only destroys trust and hampers communication.

9 Be Thorough

Try to present a complete and accurate set of details about any situation you discuss with your boss. You may not know everything, but getting only half the facts can cause serious problems and prove to be embarrassing to both you and your boss.

10 Be Brief

Air complaints, make suggestions, discuss goals—but in doing so, be as concise as possible. Supervisors often have several people reporting to them and many activities to track. If your supervisor thinks every conversation with you will last an hour, you probably won't have many conversations. Through planning, you can keep your talk brief and to the point.

Ten Ways to Talk to Your Employees

1 Have an Open Door

Be available if employees have a problem or question to discuss. Let your employees know you want to talk to them and are interested in what's on their minds. This will not only be helpful to your employees, but also will help you stay up-to-date on issues and activities.

2 Be Frank

Let your employees know when there is a problem with their performance. If you're not up front when a problem occurs, the same mistake could be repeated. Employees would prefer to know if you are displeased, rather than to guess about it or hear about it through the grapevine.

3 Be Trustworthy

Earn your employees' complete trust and confidence. Employees expect you to be confidential with personal discussions. They also expect you to stick to your word. If you don't earn your

employees' trust, don't be surprised if you don't gain their respect either.

4 Discipline In Private

Never talk to an employee about a problem in front of his or her peers. It shows a lack of courtesy and tact.

5 Give Employees Your Complete Attention

When you answer the phone or otherwise interrupt a conversation with an employee, the message you are sending is that your telephone call is more important than your employee. Remember, your primary job is to supervise your staff. That means your employees are your priority.

6 Have an Open Mind

Acknowledge the fact that your employees may know something that you don't know. Be open to their suggestions. The key is to hear your employees out before you make a decision on their suggestion or opinion. Don't make assumptions without knowing the facts.

7 Don't Show Favoritism

Treat all your employees equally. Of course it's natural to have a preference for one person or another. However, the point is to avoid biased actions. No employee should know who your "favorite" is.

8 Communicate Frequently

Talk to your employees as often as possible, particularly regarding their work performance. Bi-annual performance reviews are not a substitute for daily feedback. Also, keep employees informed on a regular basis on how the business as a whole is doing.

9 Show Respect

Never talk down to your employees. The days of the highly authoritative management style are over. Today's employees demand to be treated as intelligent, competent participants in the business function.

10 Give Praise

If your employee has done an exceptionally good job, let him or her know. Be specific about it, too. "Nice job," is okay, but it's better if you tell employees exactly what it was you appreciated about their work. That way they know which strengths they can build on. ♦

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The Formal Conference Paper Presentation

How your Toastmasters club can help you perfect it.



BY JOSEPH FERRARA

People usually join professional associations to further their career objectives, increase their awareness of salient issues emerging in their fields and enhance their sense of professionalism and self-worth. One of the most enriching aspects of belonging to a professional association is the opportunity to attend conferences and seminars in which members present papers on topics of interest to the membership.

If you belong to a professional association, perhaps you have attended such a conference and maybe even had the opportunity to be one of the presenters. This article is designed to help you "present a paper" as effectively as possible by outlining how to involve your Toastmasters club in the preparation process.

A colleague and I recently wrote and presented a paper on bureaucratic influences on the defense budget process. As budget analysts in the Office of the Secretary of Defense, we had the chance to observe the defense budget process at close range. As members of the American Society for Public Administration (ASPA), we wanted to share our observations with fellow public servants and generate discussion and debate. We decided to submit a paper for consideration to be presented at a regional ASPA conference.

Our topic was accepted and we were placed on a panel of five speakers, all presenting papers dealing with various aspects of government budget policy. We had approximately two months to

prepare our paper and presentation.

Preparing for the presentation

In preparation for your presentation, discover as much as possible about the conference environment. This will be a great advantage. Ask yourself questions such as:

- Will the presentations be given from a lectern, podium or dais?
- Will the speakers address the audience from a conference table or will they engage in a panel discussion?
- Who will be in the audience?
- How much time will be allotted for each presentation? Paper presentations usually vary from 10 to 45 minutes.
- Should the subject matter be summarized or detailed?
- Will the use of visual aids be advantageous? If so, will overhead projectors be provided?
- Will a question and answer session follow?

Asking these questions in advance is critical not only to the ultimate success of your presentation but also in making the best use of your Toastmasters club in the preparation process.

Request club participation

Let's assume that you've received answers to the above questions. You know that you'll have 20 minutes to present your paper. A lectern and overhead projector will be provided; the audience will consist of academics and practitioners in the field; and a 20-minute question and answer session will be held after all papers have been presented. Now you are ready to set up a special Toastmasters meeting. The following steps are suggested:

1. Contact your educational vice-president and discuss your plans for a meeting. Tell the EVP that you would like as much time as possible for the presentation and for audience feedback. You will want to schedule your preparatory meeting at least two or three weeks before your formal presentation. This will give you sufficient time to incorporate any changes warranted by the feedback you receive from Toastmasters.

2. Once the meeting is scheduled and you (ideally) are the only speaker on the agenda, contact the Toastmaster of the Day. Explain the details of your plan:

- **Visual aid requirements.** An overhead projector with slides is recommended as an effective means to visually illustrate important aspects of your

presentation.

- **Special introductory matters.** You may want the Toastmaster to introduce your speech by explaining to the audience that you will be presenting a paper at a conference shortly and would like to try a "dry run" on the club.

This introduction also may include other specifics. For example, you may want members of the audience to assume various roles, such as the panel moderator or the "devil's advocate" who takes issue with your presentation. The point is to get the Toastmasters involved to simulate the conference environment as closely as possible.

The point is to get the Toastmasters involved to simulate the conference environment as closely as possible.

3. Contact the other members of your club, and encourage them to attend your meeting. Explain your project to them and let them know that you value their input as experienced Toastmasters. Assign roles to those who are willing to play an active part in your presentation. Club members often will value this type of evaluation exercise as a learning experience.

4. Review your Toastmasters Speech Manual. Regardless of where you happen to be in the Toastmasters program (beginner, CTM, etc.), you'll probably find that your presentation can be counted as a manual credit. In addition, perusing your manual(s) will allow you to review the skills you'll want to use in the conference presentation. Skills such as proper speech organization and research, vocal variety and appropriate body language, are particularly important to the successful conference presentation.

5. On the day of the meeting, bring all necessary material (slides, memoranda, reports, etc.). **Encourage feedback** after you have finished your presentation. The most effective way to accomplish this is to open the floor for general discussion. If you are using this presentation as a manual exercise, you will need a written evaluation. Encourage members to be as specific as

possible in their feedback.

6. Try to schedule a follow-up Toastmasters meeting to present your paper again, so that club members can hear the presentation after you've had a chance to incorporate their earlier feedback. This is a good opportunity to work out any final "bugs" in the presentation.

After the presentation

Be sure to let the club know how the presentation went. You may want to request some time on the meeting agenda to brief the club on your experience. This serves two purposes: it gives the club members who evaluated your trial runs a deeper sense of participation and accomplishment in the project, and it allows you to convey "case study" experience to Toastmasters who may be preparing for presentations of their own.

Joseph Ferrara is a member of the PEN-TAF Toastmasters Club in the Pentagon Building in Arlington, Virginia.

"Whenever I feel like exercise I lie down until the feeling passes" -Robert Maynard Hutchins

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After witnessing the Nile turn to blood and locusts devouring Egyptian crops at the time of the Israelites' exodus, Ramses the Great probably never expected much luck to come his way again.

It wasn't until December 1988—about 3,000 years later—in Dallas, when things started to look better. That's when Bob Lanz, DTM, co-chair of Toastmasters District 25 Speakers Bureau, was asked by the Dallas Museum of Natural History to start a separate speakers bureau to help publicize the largest collection of Egyptian artifacts ever displayed in the United States.

Ramses would have smiled; he built half the monuments and statues in Egypt. And Lanz, who with partner Phil Krause had been helping organizations start speakers bureaus for two years, was a perfect coordinator for the exhibit's speakers bureau.

Besides creating publicity for the exhibit, which ran from March through August 1989, the speakers bureau offered exposure for Toastmasters International. "We got to be a well-known district for our involvement with the Ramses exhibit," Lanz said.

More speaking opportunities

The museum and District 25 weren't the only beneficiaries of the Ramses Speakers Bureau. Twenty-six volunteers, 20 of whom were Toastmasters who had been involved with Lanz's non-profit speakers bureaus in the past, had much to gain. The Ramses presentations were unlike other community talks they had ever given. They were different in that the speakers always gave the same speech but had to tailor it to audiences of different ages and backgrounds.

Bureau volunteer John Fooks, educational lieutenant governor for District 25 and reporter for the *Texarkana Gazette* in Texas, said giving 56 presentations for the Ramses Speakers Bureau was "the best learning experience in my four years as a Toastmaster."

"All audiences responded differently," he explained. "After 20 presentations, I found I had the power to manipulate audiences according to what their needs were. For example, if I were giving a presentation to kids, I would talk about the wooden artifacts, such as the combs, and what they were used for. If I were addressing senior citizens, I would talk about Ramses and what his character was like. He lived to be 93."

He said high school seniors were his

DALLAS TOASTMASTERS MEET RAMSES THE GREAT

Speakers Bureau promotes Egyptian exhibit,
takes Toastmasters closer to the Promised Land.

BY BRIAN RICHARD

worst audiences. "High school kids were very negative. You've got to move fast and change constantly—you've got to walk the audience.

"Now I'm a firm believer in doing each talk at least 10 times," he said.

For Sharp copier dealer Mickey Lewis, ATM, a resident of East Dallas, the repetitive talks were a way of learning how to relate with his audiences.

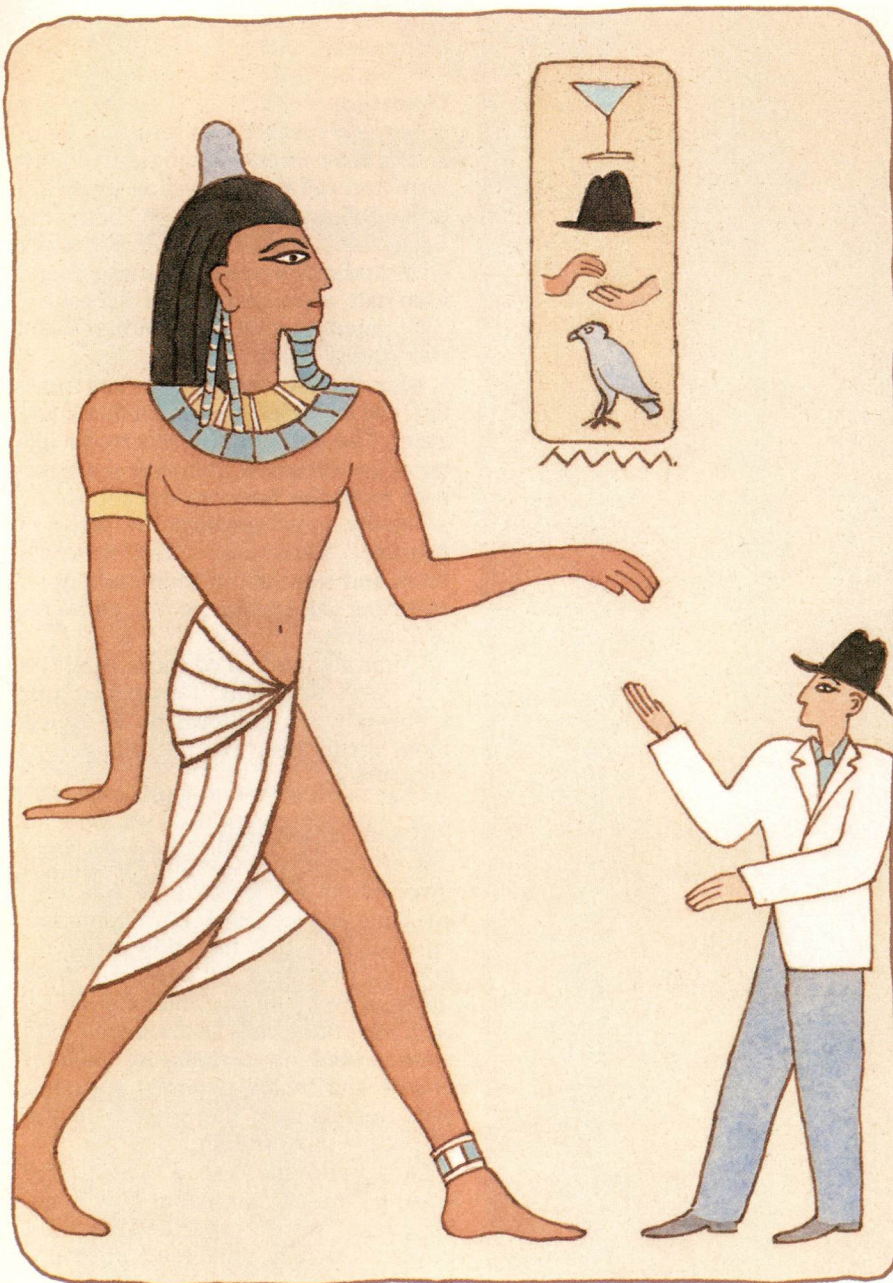
"When I began, I talked to myself. People knew I was putting on a facade. I wanted to be real. I wanted to be better connected with my audience. I did not want to show them how much I knew." After giving 15 presentations, he said he accomplished his goal

"somewhat," adding that the experience helped his speaking skills "immensely."

Good exposure and PR

The Dallas Museum of Natural History, in an effort to raise \$1.5 million for a new wing, launched a major advertising campaign for the Ramses exhibition in hopes of attracting 1 million visitors, which they did. Starting a speakers bureau was simply one small, but effective, part of this massive campaign.

By the fourth week in July, when the presentations stopped, 410 talks had been given by the speakers bureau. Unfortunately, Lanz said, no statistics are



available to indicate how many people actually saw the exhibit as a result of hearing the speakers.

"You're not really going to bring in hundreds of thousands of people," Lewis said. "Most people probably came because of the ad campaign." He said the museum's was the cleverest ad campaign he had ever seen.

Nevertheless, the value of the speakers bureau for all involved was unquestionable. For District 25, the exposure was invaluable. For volunteers like Lewis and Fooks, the experience furthered their communication skills and self-confidence, not to mention how it helped in establishing contacts

for future speaking engagements. And the Dallas Museum of Natural History received publicity at no cost.

The whole process of creating a speakers bureau, no matter if it's at the club or district level, is relatively simple as long as you have speakers willing to volunteer, Lanz said. The Ramses Speakers Bureau took a mere three weeks to organize and become functional. Creating a bureau like District 25's, on the other hand, which is solicited by many different organizations, may take years, but follows the same steps.

Basically, Lanz explained, five steps are involved in starting a speakers

bureau: recruiting, training, organization, operation and program solicitation.

Recruiting

For Lanz and Krause this wasn't very difficult since their District 25 Speakers Bureau has 150 Toastmasters signed up, willing to give talks when needed. When starting a bureau, Lanz suggests not only using current volunteers, but also recruiting employees, board members and even family and friends.

He also suggests using: "outsiders" such as members of other speakers bureaus, volunteers from related organizations, "good citizens" and trained speakers.

"We had a full range of speakers giving presentations (for the museum)," Lanz said. "A lot of them did not even have their CTMs." Speaking experience was not a necessity during recruitment since volunteers were trained before they were sent out.

To find potential speakers, letters were written and phone calls made. Members were encouraged to bring friends and "spread the word." The bureau followed up, by letter or phone, with everyone who expressed interest in joining.

Training

Training meetings were conducted periodically in which speakers were presented with program information, public speaking training and basic information about the organization they were to address. They were informed of available resources—people and/or materials—and provided with handouts as well as training on audio-visual equipment.

Ramses Speakers Bureau volunteers were given a four-hour training session; half of it devoted to "Toastmasters principles" and the other half to technical information presented by archaeologists and Egyptologists.

"The museum gave us a script that was very shallow," Fooks reported. "But they also gave us great back-up information. I digested all of it and picked out fascinating little details for my talks."

The museum gave the bureau slides of the artifacts that were to be displayed. The script was written to correspond with the slides.

Organization

"The first thing (the museum) did was to put someone in charge of the speakers bureau," Lanz said. "This per-



The wooden coffin lid of Ramses II

son got us organized, made a list of places that would want speakers and estimated how many speakers would be needed."

Similarly, in a speakers bureau, this person—a staff member or volunteer—must coordinate administrative activities such as mailings and phone calls, as well as solicit speaking engagements, set up programs, organize training meetings and do follow-up.

Once someone is in charge, a volunteer chairman is needed to provide leadership in recruiting and training and to conduct regular meetings

with the chairman, staff and selected volunteers.

Operation

Before a speaker was sent out, he or she would complete a program request form and call the requesting organization. Follow-up letters to both the organization and the speaker were mailed to confirm the speaking engagement. Materials were ordered, if necessary. "We made sure to double-check everything," Lanz said.

After the presentation, the organization was contacted and sent a thank you letter. The speaker also received a letter of appreciation, relaying the feedback from the host organization.

"Notify your speakers as early as possible," Lanz said. "Get to know them and learn about their audiences, matching the speaker to the audience or program.

"Motivate and encourage them to 'sell' your programs. Recognize your speakers when appropriate, by giving them certificates, awards, plaques or door prizes."

Program solicitation

Everyone involved in the bureau got involved in the process of soliciting speaking engagements. Lanz contacted organizations that had previously requested programs. In addition, mass mailings were sent out, and followed up with telephone calls. Announcements were posted on community bulletin boards and inside potential speaking sites, highlighting the benefits to the respective organization.

Lanz's advice for a successful speakers bureau, no matter how large, includes a "worthy cause and message, trained speakers and good organization."

Deciding which organizations you'll cater to also is a matter of choosing the kind of learning experiences your speakers will be exposed to. Know what skills your speakers need to improve, and choose speaking environments accordingly.

If you start a speakers bureau in your area, you will not only build a fantastic reputation in your community; you'll allow speakers, experienced and not so experienced, to learn something new.

A speakers bureau is really a first step toward the ultimate Toastmasters experience! ♦

Brian Richard is a student and freelance writer residing in Corona, California.

The Corporate Speakers Bureau: A Personal and Professional Opportunity

Employees with Toastmasters training can be a company's most valuable asset.

BY JACQUELINE de RIVER-DANIEL

What I desire I must first sense; what I sense I create." Michaelangelo attributed his genius, so vividly expressed in his sculptures, to his ability to envision, in raw marble, a detailed three-dimensional image of the work he had first conceived in his mind. He could liberate the image entrapped in stone by using the tools of his trade.

In like manner, the Toastmaster desiring further growth can break out of self-imposed limitations through active participation in a Toastmasters speakers bureau.

Practice makes perfect

One reason to start a speakers bureau or to get involved in one is obvious: practice not only makes perfect—it makes professional. And it makes you feel good because you gain self-confidence and self-esteem.

My father, a physician, had a favorite admonition: "Muscles, mental as well as physical, will atrophy when not used." As a Toastmaster you must continually practice being a better communicator or you'll lose what you've gained.

Besides speaking practice, another reason for starting a speakers bureau is public relations. The image of you as a Toastmaster, of your club and of the entire organization will benefit by the community goodwill shown when Toastmasters speak before groups on behalf of the United Way, the American Cancer Society or other respected organizations. Wonders can be accomplished by volunteering your public

speaking skills on behalf of a worthwhile cause.

Furthermore, employees with Toastmasters training can become a company's most valuable asset. Corpora-

As a Toastmaster you must continually practice being a better communicator or you'll lose what you've gained.

tions are finally discovering that those who represent them must have good communication skills.

A company speakers bureau can eventually spawn a highly effective public relations team that can promote goodwill and project a company's professional image to the community. It especially provides a natural niche for sales and marketing personnel. Human resources people also could benefit by the training involved.

A survey of 55 top corporate executives revealed that 54 of them named good speaking skills as "the most important trait in helping junior executives get promoted."

A speakers bureau also will help you retain members in your Toastmasters clubs. Members who have completed their manuals and other leadership training goals have a tendency to ask: "Is this all there is?" Show them that the journey to success is never ending

and that the Toastmasters club can continue to be a meaningful partner in that journey. After all, fine artists, great musicians, outstanding athletes and all professionals continue to practice and set new challenging goals for themselves.

The beginner's approach to starting a bureau

A company speakers bureau can begin with one experienced and motivated Toastmaster. Ideally, five or six members should be willing to form the core group. A special meeting with management should be arranged so the details as to the intent and direction of the speakers bureau can be presented. Management must be sold on the idea and agree with the content of the material to be presented.

If possible, get the corporate officers involved as members of the bureau. The more they become involved, the better they will help recruit and promote. Invitations to department managers and a write-up in the company newsletter with the idea of selling the speakers bureau to employees and management should be followed by announcements, fliers and personal calls to encourage attendance at bureau workshops.

How difficult is it to sell something that you believe in? If you're selling or marketing a speaker that really impresses you, you will eventually convince or "sell" some program chairman on booking that speaker.

If you don't like to make phone calls, you might have problems booking your speakers. Some Toastmasters send out fliers and notices, but refuse to make

phone calls. Let's face it—people will not beat a path to our doors. Occasionally, a good presentation will result in a referral, but most often you must follow up on your own contacts. It's time-consuming and frustrating, but the truth is that few people will return your messages and still fewer will keep their promises.

Furthermore, don't waste time, money and effort sending out fliers that look homemade. It is better to distribute nothing than to send out a non-

professional promotional piece. tions to see if they were interested in our speakers. To get lists of organizations, I called the Chambers of Commerce in nearby cities. I enjoyed selling speakers to program chairmen; it was rewarding to give Toastmasters the opportunity to use and expand their skills. I was constantly on the lookout for those who needed to give outside speeches to fulfill their ATM requirements.

The 20- to 30-minute speech is the easiest to book and is the average time

of organizations like the United Way or the American Cancer Society, or to use their own speeches. Some organizations required that we use their slides or other audio-visu-als.

New speakers must be prepared for their first presentation to non-Toastmasters. Remind them to bring a proper introduction in case the program chairman forgets to bring one. Have them arrive early to check out the microphone and set up their audio-visual aids. They also should allow time to mingle with the audience, so they can relate to them better.

If possible, get the corporate officers involved as members of the bureau.

professional promotional piece.

When people say "send me something," in response to your request for speaking engagements, it usually is a polite brush-off. I tell them I will send a letter after they tell me which speakers interest them. Sometimes I have to remind them we're volunteers; they'll have a better attitude after you remind them.

Selling a speaker to an organization is not easy, but it can be rewarding for all concerned. Speakers bureaus can start with any corporation, community organization or special interest club. Within Toastmasters, you can start one at any level: club, division or district.

Selecting and organizing speakers

We normally encourage Toastmasters to finish the first manual before joining the speakers bureau. Sometimes experienced speakers join. Whatever the case, we suggest that a group evaluate the applicant. Embarrassment can be avoided by making sure the volunteering Toastmaster is well-prepared for a non-Toastmasters talk.

When I was speakers bureau chairman, I sent evaluation forms to the representatives of the host groups that invited our speakers. They were flattered when asked to provide feedback on the Toastmaster's performance. We made sure that speakers who were not up to standards weren't sent out again until they improved.

As a speakers bureau chairman at the division level, I saw myself as a talent scout. I listened for good speakers and contacted them, asking them if they'd like to join our bureau.

It also was my job to contact organiza-

allowed for speeches to service groups like the Rotary, Kiwanis, Optimist, Lion and others. But flexibility is essential—sometimes only 10- or 15-minute speech slots are available.

It's wise to have a booklet or brochure of available speakers to show organizations. Ours was organized according to topic. The first was adoption, then Alaska, alcohol abuse and so on. It was amazing how many talented Toastmasters we discovered and the variety of subjects they could talk about.

Organizations were very receptive to our booklet and continue to request it. Our speakers enjoyed reading it and seeing their names in print. Some of the presentations developed into workshops or seminars, which we noted in our booklet.

Preparing to become professional

We made every effort to screen the speakers and to help them become professionals. We had an advanced club evaluate speakers who wanted to join the bureau. We also had "video nights" when all speakers could view themselves on video and see what they might be doing wrong.

Speakers bureau workshops were held to teach members how to project a good image of the company. In the workshop, participants got to practice their presentations and their proficiency with visual aids.

One of our divisions actually formed a club made up of members of the speakers bureau in that division. They held special meetings for rehearsals of outside presentations.

Toastmasters wanting to give speakers bureau presentations must decide whether they want to speak on behalf

"Little things" make a difference

Recently, at a business-sponsored workshop, a paid speaker wasted precious time trying to fix equipment that should have been checked before the workshop. I was embarrassed for him when he had to call for two half-hour breaks. Fewer and fewer people returned after each break. Audiences are usually good-natured, but this time their comments and facial expressions showed that they didn't think much of the speaker's "professionalism."

I'll never forget what Joel Weldon said at the recent Toastmasters International Convention. "Always have a backup," he said, "even a backup to the backup, just in case something breaks down or doesn't turn out like you planned." It's those "little things" that Weldon spoke of that make the big difference in your success as a speaker and in your personal life.

Whether your involvement in a speakers bureau is to help your company in its public relations efforts, to help nonprofit organizations in your community to raise funds for a good cause, or "just" to market yourself, each time you speak under the auspices of your Toastmasters speakers bureau you are communicating the value of the organization that helped fine-tune your skills. It's also an easy way to recruit members into your own club!

There are many forms of art, and all art is communication. To help you master the art of communication, get involved in a speakers bureau. If you don't have one, start your own! It's a goal most worthy of your talents and your time.

♦
Jacqueline de River-Daniel, DTM, is the Founder's District Speakers Bureau chairman and owner of Daniel Enterprises, a marketing firm in Brea, California.

Make it Happen

How to set your new strategy in motion.

BY BOB WATERMAN

To launch a new plan smoothly, round up the people you'll need to execute it—before you've written the plan. I'm not kidding. I learned this in 1969, when I was at McKinsey, working with the Sanwa Bank in Japan.

The bank's problem—a floundering market share—was easy to diagnose. I told Sanwa's managers I would make a presentation to their board, the *jyomukai*, gain agreement on the solution with the top brass, set a few plans for the implementation, and proceed to my next project.

But they reacted with some horror to the idea of our talking to the board "so soon." "First, you should talk to a few others," they suggested. I asked who, and they came up with a list of several hundred names. Then I reacted with some horror. "It will take months, and we're expensive," I pointed out. "We're paying the bills," they replied.

When I finally made my presentation, it took less than an hour. Then two things happened that had never occurred in my career. First, we got a standing ovation. Second, and most surprising, within *days* the company's market share started to bounce back.

I understood the real project for the first time. Involving hundreds of people in strategy-making had nothing to do with problem-solving "efficiency." It had everything to do with getting results. Often, we are so intent on making "crisp decisions" that we don't take time to involve those who have to make the decisions work.

Back in America, I started organizing consulting projects to capture the good I saw in the Sanwa project: More conversations and presentations down the line; less time studying and writing

reports; more time communicating; more "straw in the wind" testing of ideas.

The Ore-Ida division of Heinz Corporation was successful, but it had been none too swift at new product innovation. Ore-Ida needed that skill to better compete with private labels. It emerg-

Often we are so intent on making "crisp decisions" that we don't take time to involve those who have to make the decisions work.

ed from our discussion with the employees that the company needed a way to *involve everyone* in strategy, innovation and improvement.

To encourage experimentation and the flow of ideas at all levels of the company, Ore-Ida started a "fellow program." Five "fellows"—employees from different areas of the company—were designated and given budgets of \$50,000 each. Their job was to spend 10 to 15 percent of their time considering new ideas submitted by other employees, and choosing which ones to fund from their allocation. Then these fellows went to bat with the board to get the best-performing projects more support.

Balancing act

"I would never have suggested my idea if it weren't for the 'fellows' program," observes Coy Petross, a manager of manufacturing at Ore-Ida who set up a new method for weighing goods for packaging.

Petross was looking for a way to increase accuracy, while eliminating the cost of extra staffers needed to hand-weigh frozen goods. He came across a new Japanese scale that weighed products before they were packaged. He needed to rent several scales for a factory test. "Before, there were too many layers of management to go through," says Petross.

It's the same at a lot of companies: You have to request money for the rental; the appropriate committee won't approve the check unless they see proof the test will work, which you don't have without renting the equipment. It's a catch-22.

With the new system, Petross just went to a fellow and got his test approved on the spot. By the time his idea made it to the boardroom he had the data he needed to justify buying the scales.

Petross' scales now are saving Ore-Ida \$1 million a year. Ore-Ida had made the plan work before there *was* a plan.

Creating a strategy is actually quite simple:

1) Involve everybody. It's a sure bet that people like ideas that have their stamp on them better than orders from on high.

2) Give people room to run with new ideas.

3) Implementation is an evolutionary process; it begins *before* you make your decisions. ♦

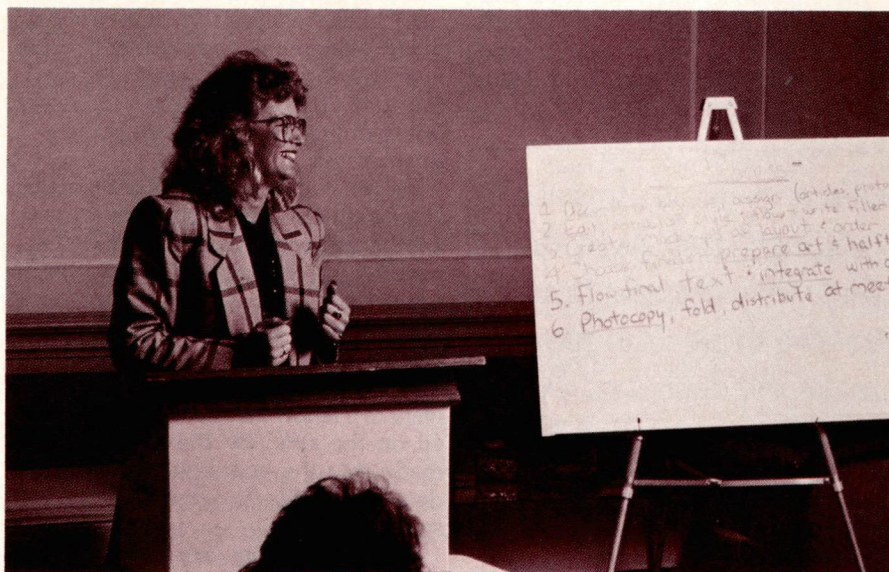
Bob Waterman, a San Francisco businessman, co-wrote the bestseller *In Search of Excellence*, and is the author of *The Renewal Factor*.

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Technical Seminars for the Non-Technical Audience

Seven steps for effective instruction.

BY TONI A. WILLIAMS-SANCHEZ



would for a technically skilled audience. The challenge is to give a technically correct presentation that does not frustrate the audience.

You must state your objective early in your presentation and clearly outline what you expect your listeners to do.

Following are seven steps for planning effective instruction and some methods to use when making your next "technical presentation" to a general audience.

Planning

Before creating the speech you must identify your target audience and the major objectives of the seminar.

For example, a civil engineer asked to present a seminar titled "Sewage for the Nineties" to a city council first must identify the audience's level of technical expertise. In determining the group's know-how, at minimum, the lecturer should obtain a list of the participants and their occupations.

When selecting the objectives, assume that the "best" audiences can rarely pick up more than three clear points. Therefore, the speaker should limit the presentation to the three items of greatest interest to the audience.

To determine the interests of the audience, it might be useful to survey the attendees in advance. The more knowledgeable one is about the audience, the better the chances are of selecting the right material in the right quantity.

The speaker next must consider each of the following seven steps to determine whether they will be appropriate

When presenting technical information to a general audience, the presentation must be planned and executed differently than when addressing experts.

People tend to spend most of their time gathering facts when preparing to speak to an audience with a technical background. In contrast, when planning a presentation to a non-technical audience, most time and effort should be spent learning about the participants and their relationship to the information.

Audience analysis is crucial because it enables you to properly select the most important, relevant and interesting information. In fact, you must be even more prepared when speaking to a general audience than you normally

for this audience and for each of the particular objectives. For each seminar, determine whether to include, exclude or combine subsequent steps. Knowing how to effectively integrate the steps is the essence of the planning task.

The Seven Steps for Effective

Instruction:

- Anticipatory set
- The objective and purpose
- Instructional input
- Modeling
- Guided practice
- Checking for understanding
- Independent practice

1. Anticipatory Set

Speakers need an opening line or activity to develop the mental readiness of their audiences.

The civil engineer mentioned in this example has displayed the blueprints of the town's sewage system in the hall, visible to the seminar attendees as they enter the room. Large, colorful asterisks indicate the location of each council member's house. The caption reads: "And what would your sewers tell you, if they could speak?"

Each participant finds a page at his or her seat. The copy includes the agenda and the objectives. The objectives are clearly stated: "By the end of this seminar, you should know how to compute the estimated costs of the two proposed sewage systems. And, you should be prepared to express your opinion as to which system seems most feasible to you and why."

It's important to realize that the written objectives don't necessarily have to be exactly the same as the verbal objectives stated to the audience. The written objectives should develop concrete expectations in the audience. When reading the agenda, participants will realize that they are expected to make computations. However, the lecturer may decide not to announce this fact because of the possibility of getting negative comments and complaints from the audience for not warning them in advance.

Before the presentation, announce to the audience that you are interested in hearing their feedback about the presentation. Mention that they'll have an opportunity afterward to speak to you individually, or that you'll distribute evaluation forms for them to fill out at the end of the seminar. Don't present the opportunity for one person to say to the entire group, "I hated this stuff

in school," (math, in this case) because from then on you'll have a hard time convincing your audience that this will not be a frustrating and disagreeable experience.

2. Objective and Purpose

Tell the audience at the beginning what they should know or remember. The engineer, sometime shortly after the opening, said: "By the end of our session today, you should know what features our town can expect to get for each of the two proposed plans to im-

prove the sewage system. When we are finished you should be prepared to explain which plan seems the most feasible and why."

prove the sewage system. When we are finished you should be prepared to explain which plan seems the most feasible and why."

3. Instructional input

The means for getting information into a listener's head is the instructional input. Will it be by lecture, book, film, records, filmstrip, picture, diagram, real objects, demonstration, etc.? The engineer decided to use the lecture method with a demonstration, real object, a film, a blackboard and an overhead projector. Arrangements were made to loan calculators to the participants to make their computations easier.

This is your chance to select the suitable audiovisuals and materials to keep your audience glued to the activities.

4. Modeling

Don't expect or ask the audience to do anything you have not shown them how to do. In other words, don't say without explanation, "Calculate the cost of five miles of sewage lines using the formula on the board."

Lecturers often are tempted to commit another grave error, namely to ask some unsuspecting soul to stand before the group and give the answer. Don't call on poor Joe, who hasn't used algebra in 20 years! To minimize frustration, tell your audience that you will explain everything you want them to do, show them how to conduct the projects, and check that they know how to successfully complete them. Model,

guide their practice, check for understanding and then let them practice independently. For the participants to have a fundamental understanding of the estimating process for both systems, the engineer demonstrated on an overhead illustration how to use the scale drawings to figure the estimated costs for the first mile of sewage line. She also listed the steps necessary for making cost estimates. Modeling allows the audience to see examples of an acceptable finished product or process.

The challenge is to give a technically correct presentation that does not frustrate the audience.

5. Guided practice

While the participants are working, you have the opportunity to make personal contact with each of them. Many people have wrong assumptions about "technical" people: they often say that "technical specialists just don't know how to talk to the average person on the street." This is your chance to show them otherwise.

This also is the opportunity to assist those in the audience who need help. Asking questions at this time usually won't put people on the spot, since you've already modeled the task that you wanted them to perform. To request one person to tell the answer—to just you—is not very threatening. This activity also tells you how many individuals need you to model yet another example before you continue your presentation.

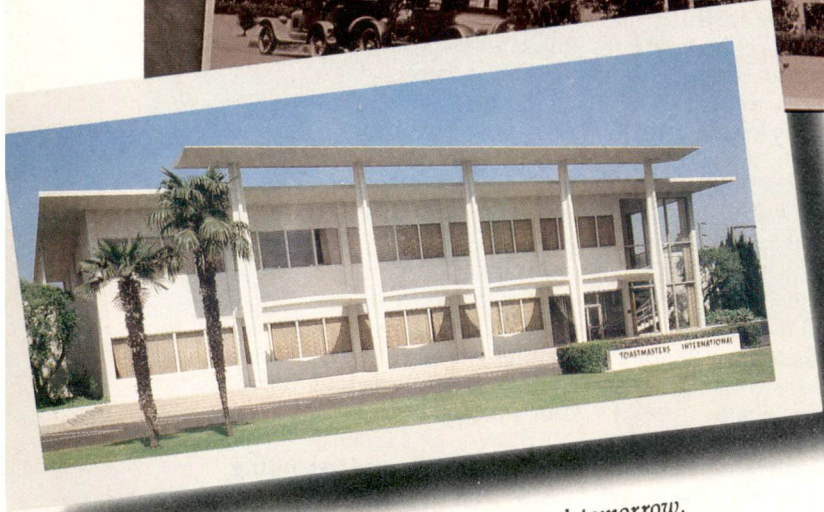
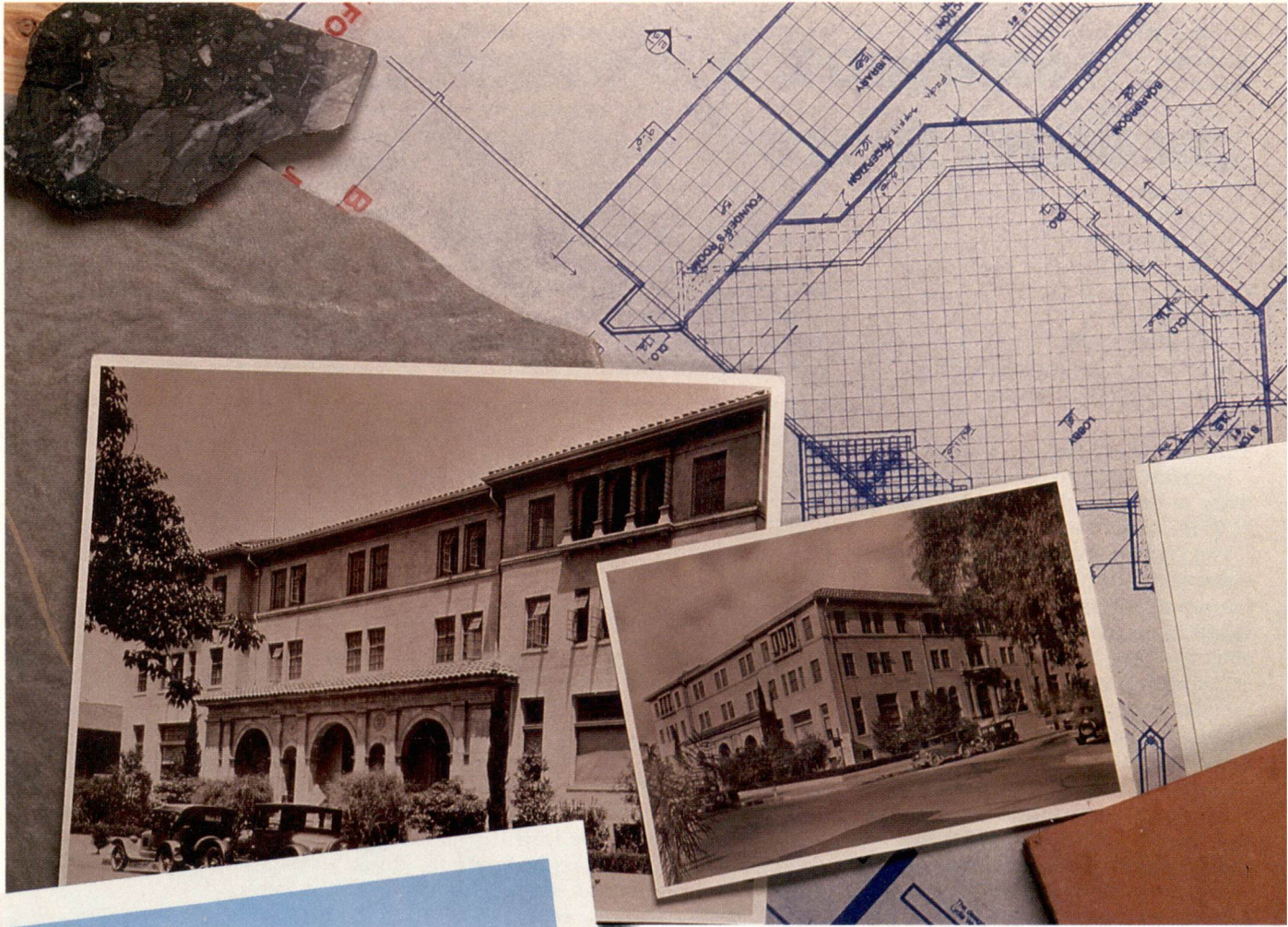
6. Checking for understanding

After the demonstration, and again after the guided practice, the engineer asked the audience to figure the cost for the next two miles of sewage lines. After putting three possible answers on the overhead, the participants were asked to show which answers they selected.

By checking for understanding, the engineer found that more than 80 percent of the participants had the right answer. She explained which answer was correct and why, and why the other answers were incorrect.

At this point the engineer had to

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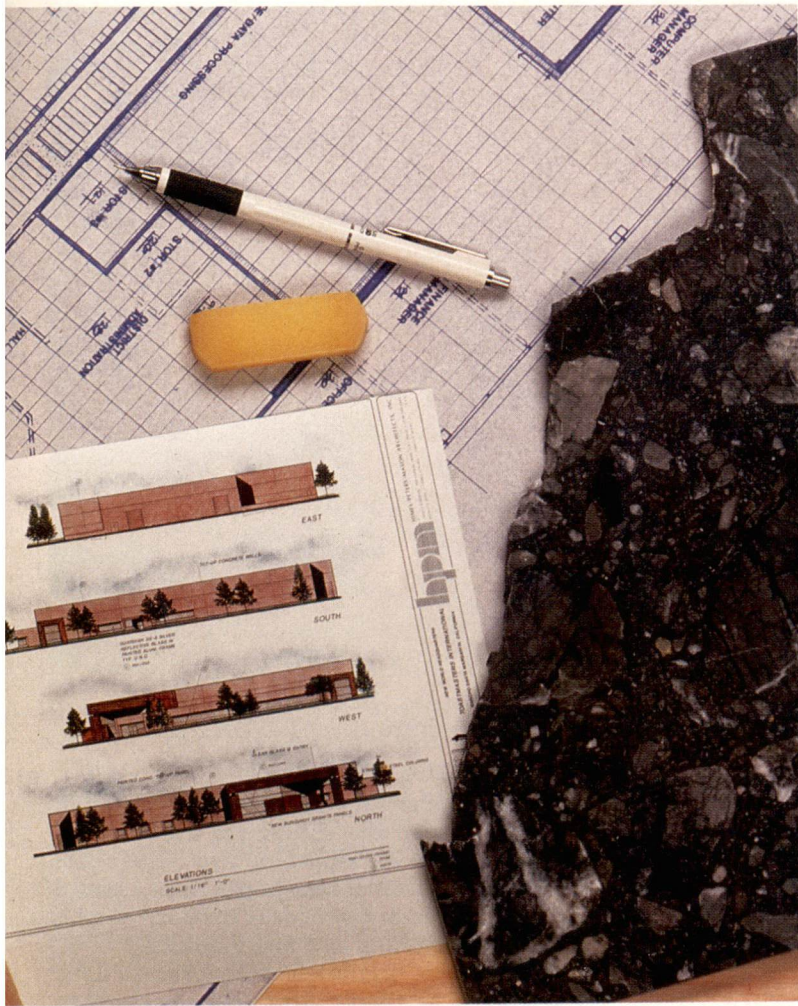
Toastmasters WHQ today, yesterday and tomorrow.

EXPLOSIVE MEMBERSHIP GROWTH

TI Builds New World Headquarters

Larger facility means improved service to members.

BY SUZANNE FREY



When Dr. Ralph Smedley officiated at the grand opening of the new World Headquarters building in 1962, he must have thought "his" organization had reached the pinnacle of success.

After all, the modern, 27,000 square-foot, two-story building was a far cry from the organization's humble beginnings in the basement of the Santa Ana YMCA in California. It also was a long way from the very first office, a 12-by-16 foot room in a downtown bank building that served 139 clubs. Finally, after years of running the organization from modest offices in the Santa Ana Community Center, the organization had grown to 80,000 members and 3,500 clubs and desperately needed its own headquarters building.

Unfortunately, Dr. Smedley didn't live to experience the pride of seeing the new WHQ's "face-lift" in 1985, necessitated by the organization's constant and explosive growth. With 120,000 members in 5,300 clubs worldwide, the building was remodeled to accommodate 5,000 additional square feet of warehouse space.

Now, only four years later, the organization has grown at such an unprecedented rate that the current facility soon won't be able to keep up with the

The new headquarters building signifies improved service to individual members.

demands caused by effectively servicing Toastmasters around the world. So the Board of Directors in August voted to proceed with the purchase of land and construction of a new headquarters building in the nearby city of Rancho Santa Margarita.

A Sign of Success

In light of predictions that Toastmasters International soon is likely to double its membership, a new headquarters building is not only a necessity, it is a fitting tribute to the organization's success.

International President John F. Noonan, DTM, explains: "It's because of our organization's success that we have outgrown our present building. It's only been four years since the last building renovation, but I'm pleased to say that the current facility is already stretched to the limit. There no longer is space for additional managers. The warehouse is at capacity. Records are stored in the basement with the heating and air conditioning equipment."

To elaborate on the need for more space, consider that, with a current membership of more than 150,000 in 6,900 clubs in 50 countries, WHQ each month mails out approximately 4,120 New Member Kits, 1,000 CTM awards, 3,100 Supply Catalog orders and tens of thousands of letters, certificates, newsletters and brochures. With the exception of *The Toastmaster* magazine and the basic Communication and Leadership manual, all Toastmasters materials are printed in-house on three printing presses, bound and collated in the bindery department, stored in a crowded warehouse and sorted, weighed and mailed from the in-house shipping department.

In addition, consider the amount of space required to maintain records of all correspondence pertaining to each of the 6,900 clubs; not to mention the office space needed for employees to process applications, maintain records, create new manuals, write letters and input data.

Site with Room to Grow

After reviewing several sites in different locations, the TI Board of Directors decided on the Rancho Santa Margarita Business Park in Orange County, Calif., which is located approximately 22 miles south of the existing facility. This site was selected based on the following criteria: reasonable land cost, proximity of the existing building, prestige, real estate appreciation potential and freeway access. The historical aspect also was considered — the organization has its roots in Orange County — as was the fact that Orange County is one of America's fastest growing markets for real estate appreciation.

The new building is designed by the architectural firm of Himes-Peters-Mason, which also handled the remodeling of the current WHQ building in 1985. Situated on a 3.467-acre lot, the new single-story building will have 47,036 square feet of office space, with expansion capacities for an additional 10,000 square feet. A building this size will have enough room to accommodate the organization's growth for the next 25 years.

In contrast, our current facility, situated on a 1.7-acre lot, has only 27,000 square feet of usable space, with insufficient expansion capacity.

Construction on the new building is handled by local builder Snyder-Langston, a well-established firm that specializes in upscale commercial developments, and is scheduled to be completed in early April, 1990.

President Noonan is quick to point out that "one of the greatest things about this new building is that it won't bring any additional cost to the individual Toastmaster." The cost of land and construction will be financed largely with the proceeds from the sale of the existing building and from reserve funds that have been invested.

Improved Service

Tom B. Richardson, DTM, who was International President when the decision to move was made, says he is "very proud and excited" about the new building and thinks members should be, too. He emphasizes that the main benefit of the new headquarters building is that it signifies improved service to individual members.

"Administrative efficiency and productivity will be increased," he says. "For example, a larger warehouse means that we can stock more volume, which will help the efficiency of order turnovers. The additional shipping area will create more space for assembling orders and preparing New Member Kits so they can be mailed immediately after applications are processed."

Toastmasters International has grown not only in members, but in educational services and programs as well. Since 1962 when the present headquarters was built, we've:

- Doubled our membership and number of clubs.
- Created the Advanced Communication and Leadership Program with its 12 different manuals.
- Created 10 Success/Leadership modules.
- Created the Youth Leadership program.
- Introduced educational awards: the CTM, ATM and DTM
- Established the Accredited Speaker Program
- Introduced the Distinguished Club, Area and Division programs.
- Expanded merchandising services: the Supply Catalog currently offers approximately 550 items for sale.
- Added two large printing presses and a state-of-the-art IBM computer.
- Increased the organization's annual operating budget from \$700,000 to approximately \$4 million.

However, while the amount of services offered has increased dramatically, WHQ has only added 12 people to its staff in 27 years: from 36 in 1962 to 48 presently. This means that there is only one WHQ employee per every 3,125 members! While the service still is acceptable, more space for record keeping, storage and printing presses will ensure that the service members have become accustomed to will only improve in the future.



International President John F. Noonan, DTM, and his predecessor, Tom Richardson, DTM, review blueprints of the new WHQ building.

TI: A Publishing Company

John A. Fauvel, DTM, who was TI's President in 1987-88 when the concept of a new WHQ building originated, points out that while Toastmasters International always has been a part of the service industry, the focus in later years has shifted to publishing and merchandising.

"Although our organization's growth is in direct proportion to the service provided to our members for the development of their communication and leadership skills, we've had to accommodate a change in direction," he says.

"The ever increasing interest among our members to enhance their self-esteem and broaden their skills in areas such as listening, speaking, problem-solving, goal-setting, teamwork and motivation, has swung the major focus of our organization from administration to merchandising."

So far, only blueprints and artists' renderings exist of the new building. But President Noonan assures that it will be a "beautiful tribute to the leadership and members of Toastmasters International."

A Tribute to Members

In addition to a major expansion of the Production Department and the warehouse and storage facilities, each department will become fully functional to suit the organization's needs for years to

This means there is only one WHQ employee per every 3,125 members!

come. Two new rooms will be added that are not part of the current WHQ facility: a Founder's Room and a Research Library.

The Founder's Room will pay tribute to Founder Dr. Ralph C. Smedley and the volunteers who contributed to the growth and development of Toastmasters International. The room also will trace the history of the organization by featuring showcases displaying historical documents, photographs and other memorabilia. The Research Library will house the organization's extensive collection of books on speaking, leadership and other communication-related topics, and more books will progressively be added. This room will be available to members for research purposes.

In the meantime, all WHQ employees are working hard to prepare for the move so that disruption in service will be kept at a minimum during the actual move next spring.

History Repeats Itself

One of the experts on Toastmasters history is Joseph P. Rinnert, DTM, who was International President in 1946-47, worked closely with Smedley and has served as legal advisor to the Board of Directors for approximately 30 years. What does he think of the organization's rapid growth?

"The events leading to construction of our World Headquarters building prove that history does indeed repeat itself," he says. "Plutarch was right!"

He explains: "The prologue for the Toastmasters

“The new building will be a beautiful tribute to the leadership and members of TI.”

President John F. Noonan, DTM

events of the late '70s and the '80s occurred in the late '40s and the '50s. The similarities in those two periods are almost unbelievable."

He attributes the membership surge in the late '40s and '50s to the many men returning from service in World War II eager to learn new skills and generally improve themselves. "Many were encouraged by their wives to join a Toastmasters club," he says.

The present membership growth started in the 1970s when women became eligible for membership, and it hasn't stopped since.

With no crystal ball in sight, perceptive Toastmasters leaders years ago looked ahead and began planning for the growth they were so positive would ensue for the organization. Some of those leaders are now reaping the benefits of saying "I told you so!" One of them is Alex Smekta, DTM, who was International President in 1962 when the current WHQ was inaugurated. He says: "I'm very pleased about the new building and that we are growing at such an accelerated rate. But this is only the tip of the iceberg. I don't see why we can't triple our membership in the future."

And this comment comes from someone who spent most of his time as a Toastmasters officer dreaming about reaching a membership of 100,000...

Suzanne Frey is manager of the Publications and Public Relations department at World Headquarters.

Technical Seminars

Continued from page 15

decide whether to check for understanding again, proceed to independent practice or model again and give more guided practice. By checking for understanding, you will know how many people understand—and more importantly, how many don't. You also will know whether to proceed or review.

7. Independent practice

Once the participants can perform without major errors or confusion, they are ready to develop fluency by practicing without the help of the lecturer. The engineer had prepared activities for small groups to work independently to determine the remainder of the cost analyses.

Afterward, participants reported their findings to their groups. Each group then selected a spokesperson to make a summary of its findings and opinions to the audience.

A question and answer period was used to end the seminar. Few unexpected questions were asked because the action of the attendees had been planned and well-directed.

Just think how wonderful the engineer felt not having to answer questions like: "Why should we put out the extra money just so that engineers can spend it?"

Most time and effort should be spent learning about the participants and their relationship to the information.

Measuring success

At the end of the seminar, the engineer, using an evaluation form, asked each participant which system was most feasible and why. She hoped to get some explanations she hadn't thought of, which could be used in future seminars on the topic. The form asked: "How clear were the objectives of the seminar? Were these objectives met? At the bottom of the evaluation form, space was provided for feedback on the

speaker's presentation skills; including voice level, tone, pronunciation, eye contact, ability to answer questions effectively, appropriateness of terminology as well as clarity of examples, graphs and diagrams.

By setting clear objectives for the answer, and using the steps for effective instruction, the engineer was able to make a technically complicated subject easy to understand for people who may have limited skills in mathematics or the sciences. Modeling, followed by a guided practice session, helped insure that the participants would not become frustrated with the necessary computations. Few people, if any, were left behind, because the engineer checked for understanding before proceeding.

Not only was the engineer able to convince the city council members that the proposal for the more expensive sewage system was the best for the city, but she also convinced them to allocate the extra funds for the project.

Toni A. Williams-Sanchez, CTM, is a certified Data Educator. She is a technical computer consultant for the Systems of Educational Enrichment, S.A., in the Republic of Panama.

The Seven Faces of Stress

Learn to identify and control your stress personality.

BY CHARLES DOWNEY

We've all worked for the person who declares, "My door is always open!" But when you're waved through that door, he's on the phone, working on three or four items at once. Usually, he listens with half an ear and immediately forgets what you've discussed.

That boss has an Internal Timekeeper personality—one of seven stress-induced workplace personalities that can be hazardous to attitude and productivity, say West Coast psychological consultants, Rene Tihista and Mary Dempcy. Like the **Internal Timekeeper**, the other personalities—**Pleaser**, **Sabertooth**, **Worrier**, **Striver**, **Internal Con Artist** and **Critical Judge**—have symptoms that are easily recognized.

Whether you're the boss or the employee, say Tihista and Dempcy, knowing how to keep your stress personality under control can save your job and improve your personal life.

Internal Timekeeper

"The personalities of stress are based on faulty perceptions about coping," says Tihista, whose consulting firm, Focal Point, is based in Salem, Oregon. "For instance, the faulty perception of the Internal Timekeeper is: 'My survival and self-worth depend on staying busy.'"

The Internal Timekeeper is a description of people who do several tasks at once: They bustle all day but aren't efficient. The boss with a strong Internal Timekeeper typically demands everything done "by yesterday" and is



so busy staying busy he has no *real* time for his staff.

An employee with a strong Internal Timekeeper personality sees all projects as top priority while each new job becomes yet another emergency. Work gets duplicated; families and relationships are neglected.

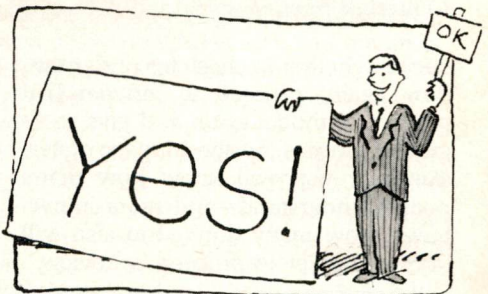
To cope, Tihista recommends you cut your activity list by one fourth, allowing time for interruptions, which are a normal part of any day.

Pleaser

The Pleaser, on the other hand, wears an ever-present bland smile and feels guilty even thinking about saying 'no.' His faulty perception: "People respect me for all I do for them." So the Pleaser tries to please everybody and ends up pleasing nobody.

"Pleaser bosses can't say 'no' to anything," says Tihista. "Employees with a Pleaser in control remain overworked, overwrought and underpaid. And they often work overtime to mask slipping productivity."

To manage better, ask your supervisor to order your work by priority. And "start refusing at least one request made on your time each week," says Dempcy.



Sabertooth

Not so meek is Sabertooth. This stress persona can never directly express anger. Instead, anger seeps out in disguise—through petty arguments, sarcastic observations or caustic statements. Sabertooth is chronically irritable, hostile and frustrated. Her faulty perception: "The world is a hostile, unfriendly place and I must keep up an adversary position toward life."

The boss with a Sabertooth personality rules rather than supervises, and lives by the motto, "I don't *have* ulcers, I give them." The Sabertooth employer won't delegate tasks for fear of eroding her authority. She explodes when asked to give explanations or directions and loves to chew up bystanders such as

sales clerks, food servers and mates.

Sabertooth employees chafe under supervision and often feel trapped by their jobs. They view colleagues as adversaries.

To counter the stressful effects of a Sabertooth personality, Tihista and Dempsy recommend learning to express anger aloud: "I'm feeling angry right now about such and such." Sabertooths also must try to be assertive and realize that confrontations are negotiations, not yelling matches.



Worrier

While Sabertooth rages, Worrier frets and paces and wrings his hands. Worrier is the trembling voice of distrust in one's own abilities. He always expects the worst. His philosophical mentor is Chicken Little. His faulty perception is that worry will protect him from unforeseen disasters.

"Worrier executives know they have not only their own mistakes to fret about, but those others have made as well," Tihista says. "Thus, a Worrier boss often looks over the shoulders of his staff, eroding its trust. Worriers tend to drive original thinkers away. They worry about making decisions instead of making them."

The employee with a Worrier personality tends to be over-meticulous and never has a problem that isn't laden with disaster. Insignificant events are blown out of proportion while important chores are left undone.

Up-to-date information is the best antidote to Worrier's woes. When making decisions, try to list all the options available, eliminate the least desirable and pat yourself on the back for thoroughness. Then, carry out the decision. Write down all your decisions made during a month and note how rarely disaster occurs. Learn not to worry about the problems of others beyond your control.

Striver

The most seductive of the stress personalities, Striver, promises fame and fortune. She views life as an endless climb to the top and measures happiness by status and possessions alone. Striver's faulty perception: "Your measure as a person is your accomplishments."

"A Striver-dominated boss expects from her staff the same slavish devotion to the job she herself puts into it," Dempsy says. "She considers only the production side of business and ignores the human side of the work arena."

Striver employees are outspokenly disdainful of others' abilities. They are opportunists who insist every chance be grabbed and every minute—at home or at work—fully utilized.

Dempsy and Tihista advise Strivers to learn to stick to their own areas of expertise and let others contribute in their own ways. Striver also must learn to delegate authority, to relax and spend time with loved ones.



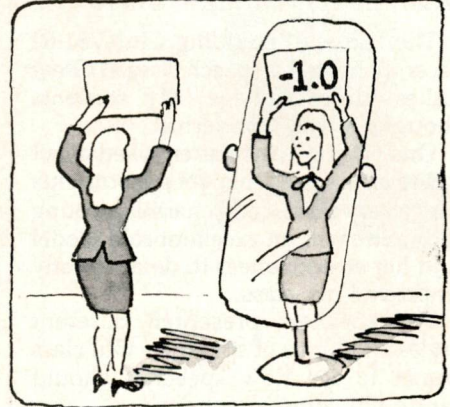
Internal Con Artist

While Striver has her motor always revving, the Internal Con Artist is slamming on the brakes. This personality thrives on reckless action, but is also the voice of procrastination. The Internal Con Artist indulges in undesirable habits by whispering that change is impossible and that the bad habits aren't really bad. Her faulty perception: "Self-denial is punishment and detrimental to survival."

The Internal Con Artist boss puts off decisions, talks workers into flaky propositions and usually gets into situations that border on the illegal, unethical or dishonest.

A worker with an Internal Con Artist personality avoids work and concentrates on looking prepared instead of being prepared. She thinks the current job is only temporary and that a real career lies just around the corner.

"If you have a strong Internal Con Artist personality, you probably need to quit smoking, lose weight and watch the drinking," says Tihista. "To cope, start saying 'no' to impulses at least half the time. Bone up on the techniques to self-control and pay attention to detail."



Critical Judge

Critical judge is the damning internal voice. It constantly finds fault—pointing out a sloppy job here or a dumb remark there. The faulty perception of the Critical Judge: "Constant negative self-criticism will make you try harder." It tells you your successes are naught but "strokes of luck."

Bosses with a Critical Judge personality set standards that are unrealistically high. The employee with a Critical Judge personality gives higher-ups exaggerated credibility, feels stupid for asking questions and is generally defensive.

To overcome a Critical Judge personality, learn to be objective about criticism by seeking it from those you admire. Consider the positive side of calculated risk-taking by experiencing new challenges and opportunities. Seek career counseling and learn what skills, knowledge and abilities you could bring to a new job.

In the professions, say Dempsy and Tihista, Striver and Sabertooth behavior tend to dominate in business; many Pleasers wind up in nursing; and Critical Judge tends to show up among schoolteachers. Worriers are found among accountants and bookkeepers, while out-of-control salesmen often fall into Internal Con Artist patterns.

But the personalities of stress, say Dempsy and Tihista, know no professional boundaries—they enter any workplace door that's open to them.

Charles Downey is a professional free-lance writer residing in Fawnskin, California.

Club Hosts College Class

The Harvey Spaulding Club 781-62 recently hosted a speech class at Great Lakes Junior College. My students thought it was wonderful!

One visiting Toastmaster talked about being afraid to speak; yet my students saw a very poised and charming young lady. She was an excellent role model and her attentiveness to detail greatly improved my class.

The speakers presented different styles and kinds of speeches. Our class began to see how speeches should (and will) come together.

What a charming and gracious club!

Valerie K. Magyar
Instructor, Great Lakes Junior College
Saginaw, Michigan

Speak Up, Toastmasters!

This letter is in reply to Paul J. Sanden's letter (July 1989) in which he indicated he would like to "see more letters about speaking and less space devoted to people with a cause."

Since one of the goals of Toastmasters is to encourage people to speak up, discouraging members from writing letters about Toastmasters-related causes would contradict one of the purposes for joining Toastmasters. (Have you seen the bumper sticker that says, "Speak Up—Join Toastmasters?")

There are many issues related to speaking and Toastmasters meetings, and what better way is there to practice the skills we learn at Toastmasters meetings than to write a letter for publication in *The Toastmaster*?

For example, Sanden mentioned the issue of smoking during the club meetings. The scientific and medical evidence as to how smoking affects the throat, larynx, lungs and heart is well documented. It does not make sense to allow an activity that affects one's health as well as one's ability to speak, to occur in the presence of others who do not wish to have the smoke forced upon them. Because of these concerns, the Board of Directors of the National Speakers Association recently voted unanimously to prohibit smoking at all

of its meetings and meal events. If the Board of Directors of TI has not already adopted a similar policy, I encourage them to do so.

Just as Sanden wrote a letter to *The Toastmaster* to advocate his cause, let's not discourage other members from doing the same.

David Miner, ATM
De Kalb Area Club 3190-54
De Kalb, Illinois

Gestures are Clichés

Speakers should constantly re-evaluate their gestures, discard some and add others. Your June issue article "Speak Up, Hands!" by Chris Rogers recommended "the chop" and the palms-up gestures to indicate authority and pleading respectively.

As far back as 1916, these were considered clichés by John M. Brewer, author of *Oral English*. Maybe gestures go in cycles and it's all right to let them reappear if enough time has gone by?

The okay sign, popular in the United States, was another recommended gesture. However, this would bring gasps or snickers in some audiences, as it is an obscenity in Brazil and in other South American countries. Study your audience; if any South Americans are present, skip the okay sign.

On another subject:

Many articles sound as if they were written by the same person—or at least as if each writer imitated his or her predecessors—so it was refreshing to read John Cadley's "I Am Manager—Hear Me Roar" in your October 1988 issue.

Elaine Morrell, CTM
Word Weavers Club 2029-32
Puyallup, Washington

Telephone Courtesy

Thank you for your articles on telephone etiquette in the July issue. I thought that Leon Fletcher's article "Mind Your Telephone Manners" had many excellent points.

However, I think that Fletcher missed with his third point: "Don't ask 'Who's calling?' in answer to 'Is Mr. Smith in?'" Telephone courtesy is a

two-way street. This problem could be avoided if callers had the courtesy to identify themselves. In my field of work, we are swamped with telemarketing calls. My employer did not hire me to spend all day answering sales calls. We must screen our calls.

Even for legitimate calls, it helps me to know who's calling. Then I can mentally put myself in their shoes and prepare to hold a productive conversation.

So, my solution to Fletcher's third point is: Don't make people ask "Who's calling." Identify yourself as soon as they answer the phone.

Alfred Roy Herzing
Educational Lt. Governor, District 42
Los Angeles, California

The Power of the Pen

It was with great enthusiasm that I read your August issue. I have long been an avid letter-writer, but unfortunately I'm part of a dying breed. Therefore, it is always refreshing to see articles that remind us how wonderful letters are to receive and how easy they are to write.

I joined Toastmasters a few months ago and am in the midst of preparing my first speech. This is a wonderful organization! I am especially pleased to find that a group focusing on the power of speech still recognizes the power of the pen.

Shelley Precivale
Triton "Toastbusters" Club 4573-57
Alameda, California

A Big Thank You

The response to my letter "Please send Bulletins," in the March 1989 issue has been overwhelming. We appreciate your gesture and deeply thank you. Please keep them coming to: Dhahran Toastmasters, Box 2287, Aramco, Dhahran 31311, Saudi Arabia.

Patrick Chinnappa, CTM
Dhahran Club 1059-2
Dhahran, Saudi Arabia

In Defense of TI's Logo

In response to Mr. John Cleland's letter concerning feminist interest in the name "Toastmasters": Perhaps Dr. Smedley was "divinely guided" when he chose that name to mean "one who has 'mastered' the toast." No indication of gender whatsoever! Mr. Cleland can breathe a sigh of relief and once again invite his feminist friends to our "non-sexist" self-help groups.

As for the Toastmasters logo, please

don't change a thing. The Toastmasters logo stands out prominently among several other logos that appear on a sign outside our community indicating which organizations exist in our town. As a graphic design artist, I respect the logo for its ability to withstand the test of time as opposed to many of the "trendy" designs and styles that require frequent updating.

Jeff McCann, ATM
Peace River & District Club 5401-42
Peace River, Alberta, Canada

Smedley's Daughter Shares Memories of Her Father, Our Founder

The following letter was submitted by the daughter of TI's late founder, Dr. Ralph C. Smedley, in response to the September article in The Toastmaster titled, "Reflections on Dr. Ralph C. Smedley."

I found the article about my father very interesting. However, I do have a few comments to make.

I am sure that Dad died in 1965. Since this is 1989, I cannot figure out how the 24th anniversary suddenly became the 25th.

For everyone's information, the C in Dad's name does *not* stand for Chestnut. The name is Chesnut—an old family name. I do not remember its origin. Dad was very particular about the spelling. When the subject arose, he always said he was not named for a nut or a tree.

As for Joe Rinnert's comments that Dad had no hobbies and took no vacations: Dad was an avid stamp collector and collector of First Day Covers. He corresponded and exchanged stamps with people all over the world and had a very large collection.

I think his greatest interest—after Toastmasters and Rotary—was music. He played the flute for many years and the piano all his life until his arthritis became too painful. In his younger days he sang in quartets and choirs. Furthermore, he always organized and directed a men's glee club at every YM-CA, including the one in Santa Ana, California, which I accompanied for several years. We went to every opera, light opera, concert, play, Hollywood Bowl performance he could afford in those depression years. He also thoroughly enjoyed vaudeville, movies, radio. He rarely missed Jack Benny or Edgar Bergen and Charlie.

Another great interest was religion. He was only a few units short of fulfilling the requirements to be a minister. So all of his life he analyzed Biblical scripture. I guess one can't call religion a hobby, but it seems to me that many things he did for pleasure—or as hobbies—were activities that many would consider to be chores.

Dad took vacations whenever he could get away, whether for a week or a weekend. He loved to go camping and fishing with a good friend—to Death Valley, Mammoth Lake, Coachella Valley. For many summers we went to the family camp at Osceola. We were fortunate to have friends with beach and mountain cabins, so we were often at Redondo Beach, Laguna Beach, Forest Home, Running Springs and Big Bear.

I could go on indefinitely with more examples of the "other side" of Dad's life. I feel that it is unfair to picture him as a narrow, dedicated "workaholic." Such a picture of him upsets me as much as the official painting of him with brown eyes upset my mother!

Dad was a man with an inquisitive mind. He thoroughly enjoyed people and experiences and was truly interested in learning as much as he could, both for his own enjoyment and to help other people.

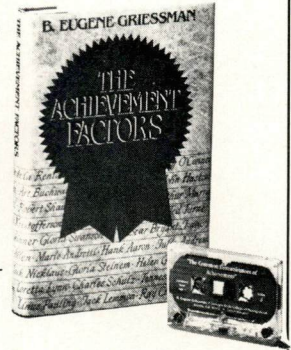
Betty Smedley Stephenson
Victorville, California

Editor's Note: We thank Mrs. Smedley Stephenson for her insightful comments about her late father. The memories expressed in this letter shed light on the human side of our organization's esteemed founder and illustrates his versatility, his love for learning and his interest in helping others.

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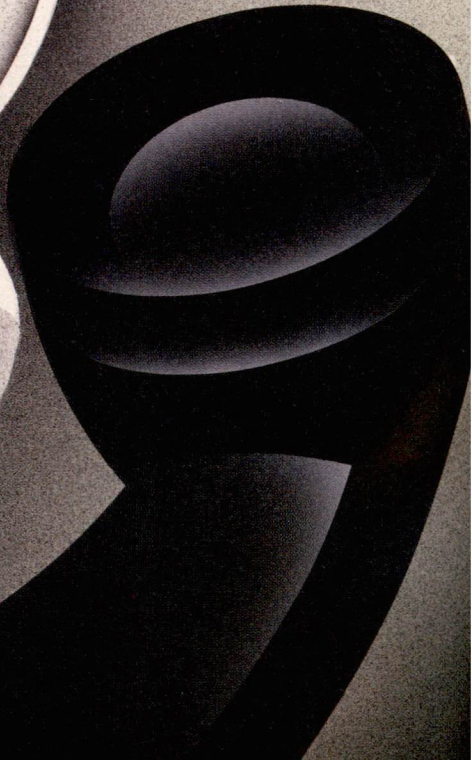
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T H E F I R S T

5

M I N U T E S

How you begin your work day often determines
if you're satisfied when it's through.

BY DAVID TREMBLEY

At 9 a.m. you enter the office building, stopping in the lobby to chat with some colleagues. In the elevator you and Tim laugh about one of the events at a party you both went to the night before. Once inside the office, you head directly toward the coffee pot. Cup in hand, you pick up a donut and ask Ellen about her upcoming vacation.

Finally at your desk, you reach for the mail, only to be interrupted (after opening the second letter) by the telephone. Forty-five minutes later (and there are still two letters to be looked at), an associate wants some information about a project she's working on, and you're late for your appointment with the sales manager.

After the meeting, it's time for the morning coffee break. And you still haven't started the project that you had planned to work on as soon as you entered the office.

Does this sound familiar? If this is how your morning usually goes, no wonder you never seem to get all the work done that you would like to. The reason lies in how you begin your workday.

The first few minutes of your day are precious. They set the tone for what will happen the rest of the day, and they deserve your concentrated attention.

Unfortunately, many of us can't recall what we do the first few moments at work. And those of us who do know—or could recall if we chose to—can't figure out why we have decided to begin our days the way we do.

To improve the quality of your workday, you must decide exactly what it is that you want to accomplish. Then you've got to specifically identify the self-defeating behavior in your present early morning routine and set about to change it.

Avoid distractions

Let's look at the introductory scenario and identify some of the problems.

- *The social conversations in the lobby, in the elevator and around the coffee pot*

Socializing is an important part of life at work, but if it occurs in the beginning of the day and it just happens automatically, chances are the socializing will get in the way of work that needs to be done.

- *The mail*

Even if the mail has been screened, it's not likely to contain the most pressing items of the day. Much of the daily mail is routine, and it rarely merits your primary attention. Opening the mail first is usually a habit that comes from a combination of childish curiosity and a desire to slide into the work routine in the least demanding way possible.

- *Interrupting phone calls*

Even more so than mail, the phone is used to distract and steal time.

- *Colleagues who drop by*

This interruption combines all of the problems of the above items.

- *The coffee break*

Coffee breaks are good for those who have spent the first few hours working productively. It's the appropriate time for socializing. However, this worker hasn't really begun to work.

The general rule is this: The worker who is most productive takes full charge of his or her day. In short, active decisive responsibility is likely to be more productive than passive habitual response. Because of the nature and variety of work situations, each worker's appropriation of these truths will be particular and personal. But general guidelines can be drawn.



Active decisive responsibility is likely to be more productive than passive habitual response.

Concentrate Your Time

- **Save the socializing for later.**

A courteous greeting in the lobby or elevator is fine, but you shouldn't become involved in an extended conversation at the beginning of the day. Your mind should be on your work.

- **Start the day with a plan.**

The last task before you go home each evening ought to be arranging the next day's schedule. Of course, there will be occasional emergency interruptions, but they will be occasional, not daily.

- **Spend the first hour on the most important task.**

If you have work that must be done, devote the first hour of your workday to its accomplishment. Have your secretary or the switchboard operator take all phone calls and handle other interruptions.

- **Establish a phone policy.**

Most of us would be much more efficient if we devised and adhered to a "phone philosophy." If the practice were companywide, it would make it even easier to enhance the productivity of workers, but a single employee can make a beginning. You might, for example, inform the switchboard operator or your secretary to tell early morning callers, "I'm sorry, but that office (or Mr. Benson) doesn't take calls until 10:15."

One of the benefits that might result from this practice is that your business associates will respect you more. If they discover that you value your time enough to protect it, chances are they'll begin to value it more highly, too.

Remember, also, that answering the phone is a passive reaction, and not as productive as an intentional action.

- **Make the morning coffee break an actual break.**

This is the time for socializing. The attention span of even the most dedicated and disciplined worker is limited. In the long run, it is just as counterproductive to attempt to conduct business nonstop for eight hours as it is to mix your professional and social life.

- **Finish your day with a plan.**

The productive worker always plans the next morning's activity. At bare minimum, the next day's most important item should be isolated and prepared.

Of course, no recipe, not even a general one, is suitable for each specific situation. Different individuals have different warm-up rates, and different jobs require different strategies.

For all of us, however, how we begin the day will significantly impact how we feel when the day is through. By starting the day off right, those employees who feel frustrated by low productivity and being behind schedule will be able to take control of their workday.

David Trembley is a writer based in Burlington, Wisconsin.

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“The essential charm of good talking rests upon sincerity, spontaneity and the willing revelation of character.”

John Oliver Hobbes

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 Dale K. Pughsley, 2165-48
 Elsie Chun, 720-49
 Steven C. Jordan, 910-49
 Kirsten R. Stahl, 2900-52
 James Furlong, 1931-53
 Ramona L. Venable, 5883-53
 Clarence W. Adams, 4113-54
 Anita de Lude Tools, 598-57
 Mary E. McGrath, 3958-57
 Nancy Jenkins Ogle,
 1453-58

Alan M. Kapp, 4472-58
 Zulieme Ball, 4639-58
 Martha K. Briddell, 477-62
 Marjorie L. Norris, 3930-63
 Anita East, 2150-64
 F. David Patch, 279-65
 William C. Allen, 4325-68
 Jack Wright Jr., 4528-68
 Michael R. Dunkel, 5926-68
 Clare A. Bruch, 6612-68
 Maurice K. Pepper, 5323-70
 Jennifer R. Gilchrist,
 5323-70
 Bob Kirchner, 5655-70
 David A. Godfrey, 762-71
 Derrick J.E. Moxham,
 2256-72
 Erika H. Menneer, 3473-72
 Katherine J. Mair, 1961-73
 John F. Domingo, 35-75
 Joseph Madonis Milan
 Baduel, 1539-75

NEW CLUBS

Dragon Trade Masters,
 2334-U
 Taipei, Taiwan, China-
 Thurs. at 5:30, Fri. at 12:15,
 Taipei World Trade Ctr., 5,
 Hsin-Yi Rd., Sec. 5, 2F, (02)
 725-1111
Hewlett-Packard Malaysia,
 7638-U
 Penang, Malaysia-2nd & 4th
 Thurs., 5 p.m., Hewlett-
 Packard Malaysia SDN.
 BHD., Bayan Lepas Free
 Trade Zone, Phase III, (04)
 830611
The Renaissance Speakers,
 2374-1
 Hollywood, CA-Sun., 10
 a.m., Author Services, 7501
 Hollywood Blvd., (818)
 951-1181
Torrance Thunder, 5813-1
 Torrance, CA-Tues., noon,
 State Farm Insurance, 19700
 Mariner Ave., (213) 214-5826
Corporate Pointe, 7635-1
 Culver City, CA-Tues.,
 noon, State Farm Insurance,
 200 Corporate Pointe, (213)
 568-5377
DCS, 7640-1
 Los Angeles, CA-2nd & 4th
 Tues., 9 a.m., Dept. of
 Children's Services, 3965 S.
 Vermont Ave., (213)
 940-3421
Thursday's Thunder, 7641-5
 San Diego, CA-Thurs., 11
 a.m., NSDAT NAVSTA,
 P.O. Box 147, (619) 556-8274

LEC, 7637-7
 Beaverton, OR-Mon., 6:30
 a.m., Elmer's Restaurant,
 3455 SW Cedar Hills Blvd.,
 (503) 649-5896
Medical Center, 5132-9
 Spokane, WA-Tues., 4:15
 p.m., Patterson's, W.
 128-3rd Ave., (509)
 455-7920
United Students Aid Funds,
Inc. II, 5946-11
 Indianapolis, IN-Tues.,
 11:30 a.m., United Student
 Aid Funds, Inc., 8115 Knue
 Rd., (317) 576-1177
Crystal Clear Speakers,
1612-21
 Coquitlam, B.C.,
 Canada-2nd & 4th Tues.,
 7:30 p.m., Reflections Book
 Store, 1111D Autin Ave.,
 (609) 939-6000
New Thought, 4879-23
 Santa Fe, NM-Tues., 7:15
 p.m., Church of Religious
 Science, 505 Camino de los
 Marquez, (505) 471-5422
Dallas Singles, 2912-25
 Dallas, TX-Thurs., 6:30
 p.m., Highland Park
 Cafeteria, 6411 Cole, Mez-
 zanine Rm., (214) 575-4012
PHD's, 5114-25
 Dallas, TX-Thurs., 11:30
 a.m., Baylor Medical Center,
 3500 Gaston Ave., (214)
 820-2097
Spellbinders, 7632-29
 Pensacola, FL-FPC Saufley
 Field, (904) 457-1911
American Samurai, 379-33
 Las Vegas, NV-1st & 3rd
 Thurs., 7 p.m., Macayo's
 Restaurant, 4457 W.
 Charleston, (702) 877-2343
Image Makers, 4094-33
 Simi Valley, CA-Thurs.,
 noon, First Interstate Ban-
 card, 1700 Surveyor Ave.,
 (805) 584-5703
Voice Links, 7634-33
 Las Vegas, NV-Thurs.,
 noon, Central Telephone
 Company, 330 S. Valley
 View Blvd., (702) 877-7394
The Eyeopener, 7642-42
 Lethbridge, Alberta,
 Canada-Wed., 7 a.m., Truls
 Restaurant, Basement, 740
 4th Ave., S., (403) 382-3131
Words R Us, 7630-43
 Rogers, AR-Tues., 7 p.m.,
 City Administration
 Building, 300 W. Poplar,
 (501) 636-1301
Hot Springs, 7643-43

Hot Springs, AR-Sat., 7:30
 a.m., Avanelle Restaurant,
 1228 Central Ave., (501)
 767-0497
Jawbreakers, 7627-46
 Jamaica, NY-1st & 3rd
 Tues., 11:30 a.m., JFK Air-
 port, Federal Building, Rm.
 223, (718) 917-1228
Regency, 7631-47
 Jacksonville, FL-Sat., 7:45
 a.m., Retirement Services,
 8800 Arlington Expressway,
 (904) 249-5735
Paradise, 7644-49
 Honolulu, HI-Wed., noon,
 Tripler Army Medical Ctr.,
 Psychiatry Dept., Con-
 ference Rm., (808) 261-4323
Harbor Bay, 7639-57
 Alameda, CA-1st & 3rd
 Wed., noon, Doric Develop-
 ment, 1141 Harbor Bay
 Parkway, (415) 769-5705
SSI, 2830-58
 Charleston, SC-Mon., noon,
 Support Systems Interna-
 tional, 4349 Corporate Rd.,
 (803) 747-8002
London Speakeasy, 4656-60
 London, Ontario, Canada-
 Tues., 7:15 a.m., London
 Life Insurance Company,
 255 Dufferin Ave., (519)
 432-5281
Three Letter Club, 3431-66
 Virginia Beach, VA-3rd
 Mon., 7 p.m., Central
 Library, 4100 Virginia Beach
 Blvd., (804) 545-1107
City of Virginia Beach,
5099-66
 Virginia Beach, VA-1st &
 3rd Thurs., 8 a.m., 1st Per-
 sonnel Bldg., Rm. 113, (804)
 427-8807
Carina, 7636-69
 Brisbane, Queensland,
 Australia-2nd & 4th Wed.,
 7:30 p.m., Carina State
 School, Creek Rd., (07)
 390-8645
Centenary, 7645-69
 Brisbane, Queensland,
 Australia-2nd & 4th Mon.,
 6:30 p.m., Centenary
 Tavern, Summers Road,
 Sumner Park, (07) 2010851
Taxmasters, 1930-70
 Canberra, A.C.T., Australia-
 Tues., 12:30 a.m.,
 Australian Taxation Office, 2
 Constitution Ave., (062)
 75-1767
Wagga Corporation, 5640-70
 Wagga Wagga, N.S.W.,
 Australia-1st & 3rd Thurs.,

12:15 p.m., Town House International Motor Inn, Morgan St., (069) 211077
Formula One, 5029-73
 Adelaide, South Australia, Australia-Wed., 7 p.m., The Strathmore Hotel, 129 N. Terrace, 1st Fl., Balcony Rm., (08) 271-1699
Geelong, 5227-73
 North Geelong, Victoria, Australia-2nd & 4th Mon., 7:30 p.m., Geelong Golf Club, Ballarat Rd., (052) 223-416
Dynamic, 5798-74
 Pretoria, South Africa-alternate Mon., 7 p.m., Berea Park Club, Van Der Walt St., (012) 47-1387
The Sy Clan, 7622-75
 Binondo, Metro Manila, Philippines-alternate Saturdays, 6:30 p.m., 280 Dasmarias St., 3rd Fl.,

Siem Kang Bldg.
King Solomon's, 7633-75
 Cagayan De Oro City, Mindanao, Philippines-1st & 3rd Thurs., 7:30 p.m., Garden Restaurant, San Agustin St.

35 years
 Camelback, 1631-3
 Grand Junction, 1671-26
 Tittabawassee, 1655-62

30 years
 Suburban, 1009-22
 Hamilton Standard, 3037-53
 Lakeview, 2767-57
 Oak Ridge, 1858-63
 Peninsula, 2619-66

25 years
 Cochise, 3198-3
 Gusto Speakers, 746-16
 Airport, 380-19
 North Miami Beach, 3840-47
 Manly Warringah, 3827-70

20 years
 Unity, 57-57
 Engineers, 3677-71
 Palmerston North, 1923-72

15 years
 Newport Center, 231-F
 Seattle A I B, 1531-2
 The Daybreakers, 2429-26
 Atwater Dynamic, 3131-33
 Norwood, 284-42
 Palm Beach Noon, 22-47
 Engadine District, 3118-70

10 years
 Penang, 752-U
 Tumbleweed, 1739-9
 Muskogee, 1859-16
 University of Okoboji, 3223-19
 Master, 4098-19
 Peak of the Week, 4092-24
 Park Central, 4095-25
 North Dallas, 4096-25
 OCC Speakeasies, 4093-27
 University, 4100-29
 Executive, 1788-33
 Swannanoa Valley, 1704-37
 Gold Country, 4089-39
 Madco, 4097-40
 Cal, 2867-57

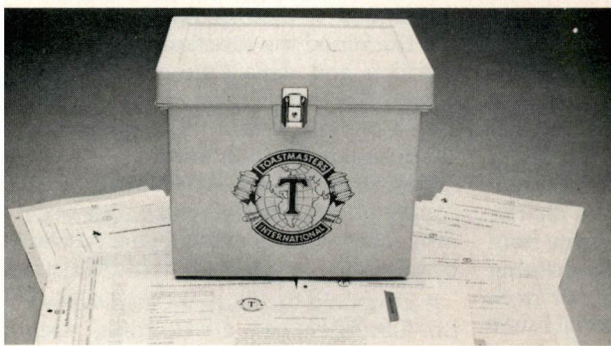
ANNIVERSARIES

55 Years
 Pasadena, 6-F
 Downtown YMCA, 23-2
 Ventura, 33-24

40 years
 S.O.S., 155-F
 Rolling Hills, 139-1
 Gate City, 759-20
 Camosun, 757-21
 Sandia, 765-23
 Nutmeg, 764-53

CLUB ADMINISTRATIVE MATERIALS KIT

Now, your club can keep complete, accurate records in one handy kit.



Portable File Case. 12" x 9 1/2" x 9 1/2" sturdy, putty color plastic case to house the Club Administrative Materials Kit.
Club Administrative Materials Kit. Contains three Cash Receipts and Disbursements Journals (81), one Membership Roster and Records of Dues Paid (82), 25 Member Interest Survey Forms (403), five Quarterly Program Assignment Schedules (1502), one set of Meeting Reminder Cards (912), 25 Program Assignment Notices (900), 20 Membership Achievement Records (1328), three CTM Applications (223), two ATM Applications (1207), one DTM Application (1209), one Annual Membership Program flyer (1620), five Prospective Member Follow-Up Charts (1327), two Member Sponsorship Progress Charts (1326), 20 Applications for Membership (400), two New Member Record Sheets (1325), 12 Record of Regular Meetings (503), five Change of Address Cards (902), five Committee Minutes Record Forms (1504), and assorted flyers and brochures. Contains four dividers—financial, educational, membership and administrative.

Name _____
 Club _____ District _____
 Address _____
 City _____
 State/Province _____
 Country _____ Zip _____

Quantity
 _____ 1324 Club Administrative Materials Kit \$ _____
 @ \$13.00
 _____ 1329 Portable File Case @ \$18.50 \$ _____

**Add \$2.00 for each kit.
 Add \$2.00 for each file case when ordering with kit.
 Add \$4.00 for each file case when ordering.**

Subtotal \$ _____
 Add postage and handling \$ _____
 CA residents add 6% sales tax \$ _____

PAYMENT MUST ACCOMPANY ORDER

Enclosed is my check for \$ _____ (U.S.)
 Charge my MasterCard / VISA (circle one)
 Card No. _____
 Expiration Date _____
 Signature _____

**Send to: Toastmasters International, P.O. Box 10400,
 Santa Ana, CA 92711, U.S.A**

Action for Advancement



Toastmasters are indeed "touching tomorrow today." Members proved their dedication by increasing last year's (1988-89) growth rate by 10,000 members to more than 150,000 members in 6,900 clubs in 50 countries. This year also marked the organization's entry into countries behind the Iron Curtain, as two clubs were chartered in the Soviet Union.

"What a year it has been," exclaimed 1988-89 President Tom Richardson, DTM. "Our growth rate is at an all-time high and this is the second year in a row that we have chartered more than 600 clubs."

He attributed this record-setting year to the "dedication, enthusiasm and volunteer spirit" of members throughout the world.

The organization's growth during the past year and the resulting need for a new World Headquarters building (see page 16 for more information) were just two of the many topics the Board discussed during its meeting, held during the International Convention in Palm Desert, California. The Board also reviewed the following data concerning administrative and educational matters:

Board Action:

- Amended the policy to allow all districts outside the United States and Canada to nominate a candidate for director-at-large. The amendment en-

ables these districts to run candidates every two years. Previously, if a district outside the United States and Canada had a representative elected, it would not be permitted to nominate a candidate for the following term.

- Created a policy that prohibits the use of district funds or the personal funds of a district officer in payment of charter fees and/or per capita dues. It is the intent of Toastmasters International that money for a club's charter fees or per capita dues shall come from that club or an appropriate sponsoring agency/company/group and not from any district funds or the personal funds of a district officer. WHQ shall not accept payment of charter fees or per capita dues which is drawn on any type of district, division or area account; nor shall WHQ accept any personal check, money order or other form of payment for a club's charter fees/per capita dues from any district officer unless the officer is also a president, vice-president or treasurer of that club.

- After a proper hearing, found that a club incorrectly claimed a membership of the required 20 active members and that the charter should not have been issued. Effective Aug. 14, the charter was revoked and the club is no longer a member of Toastmasters International. Per capita fees were returned to the club president for distribution to members.

There was no refund of the charter application fee.

- Recommended that guidelines for District Toastmaster of the Year be distributed to districts for their use.

- Examined the functions of District, Division and Area Councils and discussed the formal recognition of Division Councils within the structure of Toastmasters International.

- Reviewed progress of districts that contain fewer than 50 clubs and reaffirmed the value of encouraging growth by providing support to these districts.

- Examined the Outstanding Division Lt. Governor and Outstanding Area Governor of the Year awards and recommended development of draft guidelines for review at the February 1990 Board of Directors meeting.

- Declined a request from District 73 to incorporate, pending further information.

- Incorporated into policy the reporting of income and expense for the Regional Conference by the Host District Chairman to WHQ as soon as possible after the conference but no later than Aug. 31.

In other business, the Board:

- Reviewed an appeal by Malaysia to become a Territorial Council. Additional information is being requested before a decision is made.

- Approved a proposal to accept cash donations to acquire furnishings and equipment for the new WHQ building.

- Approved funding to train district officers outside the United States each year before the International Convention. The training will begin in Dallas, Texas prior to the 1990 International Convention.

- Reviewed computer reports currently distributed to district officers and incorporated this information into policy.

- Made the mandatory three-year review of the assignment of Toastmasters clubs to the eight geographic regions, as well as assignment of undistricted clubs to regions for voting purposes. Assignments remain unchanged.

The Board also:

- Reviewed requirements for the Club Sponsor and Club Mentor awards and

recommended the following changes to the Club Sponsor program, effective July 1:

- The District Governor may appoint as many as two Toastmasters to serve as Club Mentor.

- Mentors need not join it but will actively work with the club for a minimum of six months.

- To receive credit for Distinguished Toastmaster recognition, mentors must submit an application, signed by the club president, to WHQ no sooner than six months following the chartering of the club.

- Reviewed procedures for selecting judges for Regional Conference speech contestants. The Board also recommended that district officer programs make it clear that all Toastmasters meeting the qualifications outlined in the Speech Contest Manual should be

afforded the opportunity to judge.

- Considered a request to expand the Toastmasters debate program and found the current educational materials adequate for general application in our organization.

- Reviewed drafts and offered suggestions for several handbooks for club officers—developed as part of the club structure modification approved at the August 1988 Annual Business Meeting—to become effective January 1, 1992.

- Reviewed the Phoenix Award program and recommended that the Phoenix Award requirements coincide with the new Club Specialist requirements.

- Considered a proposal to revise the requirements for the Distinguished Toastmaster Award and recommended no change at this time. ♣

TI FINANCIAL STATEMENT 1988-89

STATEMENT OF ASSETS—LIABILITIES OF ALL FUNDS

June 30, 1989
GENERAL FUND

UNRESTRICTED:

Cash	712,571
Temporary Investments	\$ 1,022,208
Restricted cash	82,266
Accounts receivable	57,306
Deposits, prepaid postage and other	67,311
Total—unrestricted	\$1,941,662

RESTRICTED:

Cash	\$ 301,266
Total—restricted	301,266
TOTAL	\$2,242,928

INVESTMENT (ENDOWMENT) FUND

Marketable securities, at cost (estimated market value of \$2,962,477)	\$2,724,703
TOTAL	\$2,724,703

PROPERTY FUND

Property, building and equipment at cost:	
Land	\$ 45,716
Building	1,046,601
Furniture and equipment	1,650,914
Acquisition of new property	104,312
Total property	\$2,847,543
Due from General Fund—unrestricted	6,460
TOTAL	\$2,854,003

LIABILITIES AND FUND BALANCES

June 30, 1989
GENERAL FUND

UNRESTRICTED

Liabilities:	
Accounts payable	\$ 245,137
Advance Convention deposits	50,153
Deferred charter fees	24,750
Due to Property Fund	6,460
Funds held for TI Regions	18,051
Total liabilities	\$ 344,551
Unrestricted—General Fund balance	1,597,111
Total—unrestricted	\$1,941,662

RESTRICTED:

District Fund balances	226,399
Ralph C. Smedley Memorial Fund	74,867
Total—restricted	\$ 301,266
TOTAL	\$ 2,242,928

INVESTMENT (ENDOWMENT) FUND

Investment Fund balance	\$ 2,724,703
TOTAL	\$ 2,724,703

PROPERTY FUND

Property Fund Invested balance	\$ 2,847,543
Property Fund Reserve balance	6,460
TOTAL	\$ 2,854,003

**GENERAL FUND—UNRESTRICTED
STATEMENT OF INCOME AND EXPENDITURES
FOR THE YEAR ENDING JUNE 30, 1989**

INCOME:

Membership charges	\$ 3,265,534
Charter fees	46,425
Charges for optional educational materials and supplies	999,107
Other income	123,021
Total membership charges	\$ 4,434,087

OPERATING EXPENSES:

Executive Director's Office	\$ 261,653
Education & Club Administration	244,026
Finance	700,493
District Administration & Programming	316,385
Membership and Club Extension	375,485
Publications and Public Relations	743,169
Production and Distribution	400,126
Merchandising and Policy Administration	101,956
Club supplies, equipment, and insignia purchases	710,019
TOTAL	\$ 3,853,312

Excess of Income over Operating Expenditures

\$ 580,775

OTHER DEDUCTIONS:

Provision for other replacements and additions to property	\$ 225,000
------------------------------------------------------------	------------

EXCESS OF INCOME OVER EXPENDITURES

\$ 355,775

*You Are Cordially
Invited to
Turn Your Guests
Into Members*



Do you make your guests feel welcome? If you do, they'll come back . . . as members. Does your club have the tools necessary to bring guests to your meeting and then turn them into members?

- Membership Building Kit (1160)** Complete kit of membership building materials . . . \$5.00 plus \$1.50 S&H
- Membership Growth Manual (1159)** . . . \$2.00 plus \$.50 S&H
- Guest Book (84)** . . . \$8.50 plus \$2.00 S&H
- Visitor's Card (904)** (quantity of 30) Get some basic information about your guests . . . \$2.00 plus \$.50 S&H
- Guest Invitation Card (344)** (quantity of 25) Handsome formal invitation to invite guests to your club . . . \$5.00 plus \$1.00 S&H
- Note Cards (352)** (quantity of 25) . . . \$5.00 plus \$1.00 S&H
- Invitation to Membership (348)** (quantity of 25) Formally invite guests to become members . . . \$5.00 plus \$1.00 S&H
- New Member Profile Sheet (405)** (quantity of 10) . . . \$.75 plus \$.50 S&H
- New Member Orientation Kit (1162)** Everything you need to properly orient new members . . . \$5.00 plus \$1.50 S&H
- Toastmasters and You Kit (1167)** Introduce new members to your club and the organization . . . \$2.00 plus \$.50 S&H
- Package of Five Toastmasters and You Kits (1167-A)** Introduce new members to your club and the organization . . . \$8.75 plus \$1.50 S&H

Mail To: Toastmasters International
P.O. Box 10400, Santa Ana, CA 92711

Please send me:

- Quantity
- ___ 1160 @ \$ 6.50
 - ___ 1159 @ \$ 2.50
 - ___ 84 @ \$10.50
 - ___ 904 @ \$ 2.50
 - ___ 344 @ \$ 6.00
 - ___ 352 @ \$ 6.00
 - ___ 348 @ \$ 6.00
 - ___ 405 @ \$ 1.25
 - ___ 1162 @ \$ 6.50
 - ___ 1167 @ \$ 2.50
 - ___ 1167-A @ \$10.25

Shipping and handling are included in the above prices. If ordering from this advertisement, please use this coupon. Coupon expires 10/1/90. California residents add 6% sales tax. Where postage exceeds shipping and handling, customer will be billed for the excess.

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___ Check or money order enclosed: \$ _____ (U.S. funds)

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Credit Card No. _____ Expiration Date _____

Signature _____

Name _____

Club No. _____

Address _____ District _____

City _____

Country _____ State/Province _____

Postal Code _____

See the 1990 Supply Catalog for complete descriptions and other membership building materials.