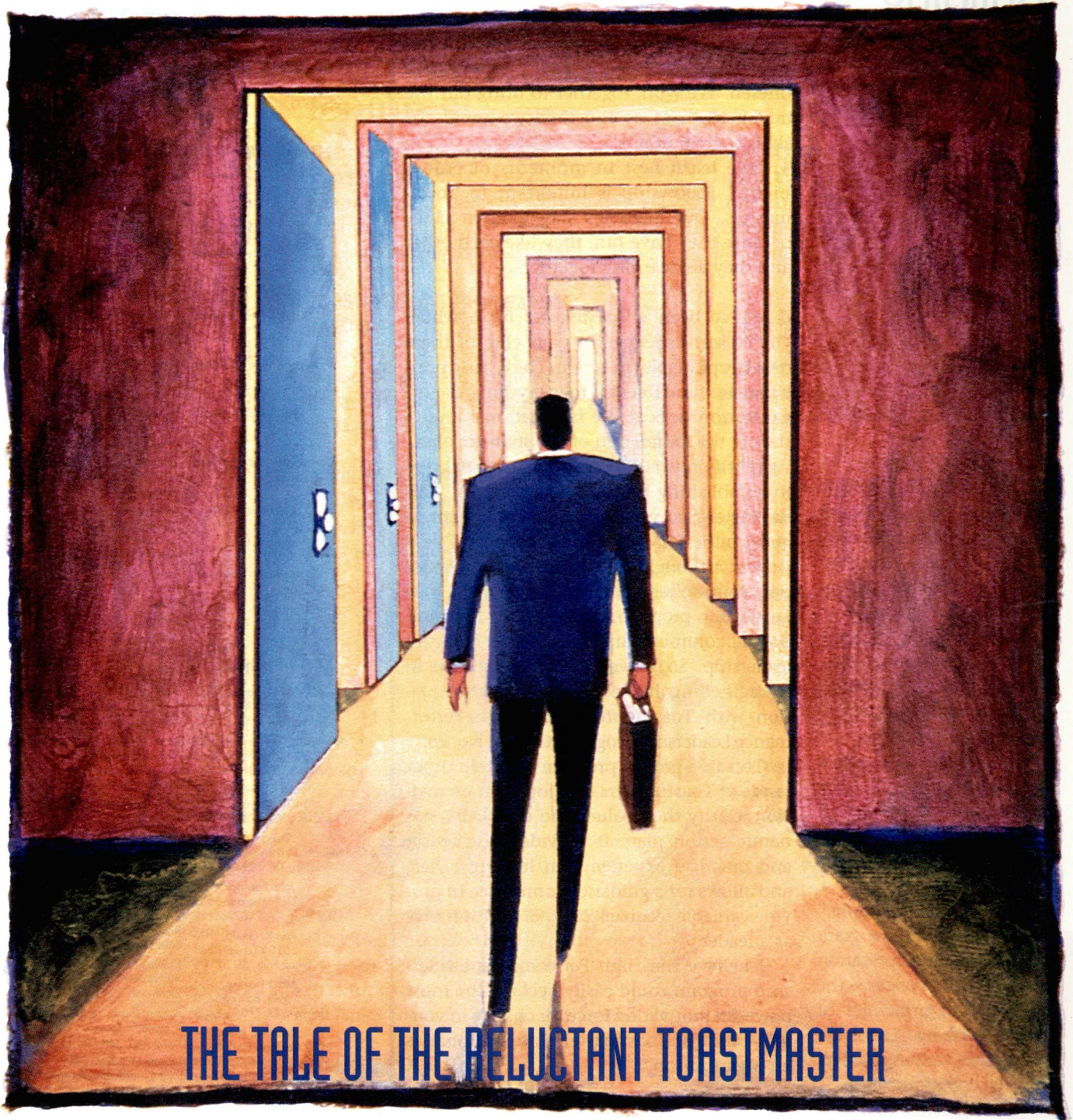


# the Toastmaster

january 1994

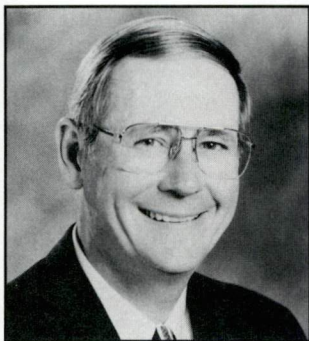


## THE TALE OF THE RELUCTANT TOASTMASTER

Overcome Procrastination...Today!

Toastmaster Judo

## Building on a Solid Foundation



**L**AST MONTH I WROTE about the importance of having a personal vision – or road map – to point you in the direction of your goals. It is equally important to build your life around a set of values or principles.

Toastmasters is built on the basic principles established by our founder. In 1964, Dr. Smedley wrote about four principles that he felt had helped the organization reach its 40th anniversary:

1. "Let's keep it simple." Our Basic Training program (now called Communication and Leadership) presents the fundamental principles of public speaking. These are the eternal verities of effective oral communication.

2. "Toastmasters is a 'do-it-yourself' activity." Don't be afraid to use your imagination and initiative. Our motto encourages better

listening and better thinking because these habits will result in better speaking.

3. "Toastmasters is based on belief in the individual" – and the ability to improve oneself. We work together to bring out the best in each of us and then we apply our skills to help others.

4. "We learn best in moments of enjoyment." Fellowship is important in Toastmasters. Our members stay in their clubs because they have fun, they like each other and they are learning together.

If you've been a Toastmaster for a while, you've seen evidence in your club of these four key principles in action. These basic principles are fundamental to everything the organization does at the international level – they're the foundation of our strategic plan.

Clarifying values is the first essential step in establishing an individual vision. And having a clear vision of where you want to go is critical if you want to develop as a leader. Although we're justifiably proud of our comprehensive Communication and Leadership program, the emphasis has been on the communication end rather than on leadership. So we've taken a giant step in strengthening the leadership side of the equation with Toastmasters' new High Performance Leadership program (Catalog No. 262).

This five-project program will help thousands of Toastmasters develop their own vision, clarify their values and establish a dynamic action plan. It provides instruction and practical experience in leading others and allows for a guidance committee to provide valuable feedback on your performance as a leader.

I believe the High Performance Leadership program could easily become the most powerful motivating force for change in your life – and for Toastmasters International as an organization.

Neil Wilkinson, DTM  
International President

# the Toastmaster

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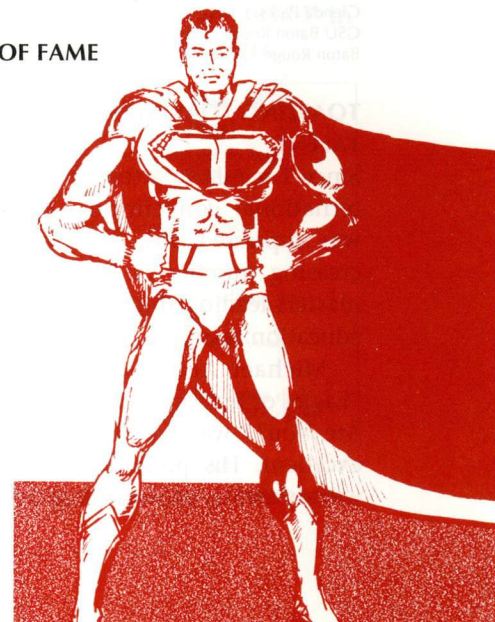
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**DISAPPOINTED IN LOUISIANA**

I've always felt Toastmasters was a place we could go to escape the traditional biases thrown at us in the workplace, where a Toastmaster making a presentation would be evaluated in a positive setting without racial, ethnic or sexist slurs. That is why I was so disappointed to read Thomas Leech's article, "What Should I Do With My Hands?" (August 1993).

In his third point, Leech creates for us a visualization of a presenter fumbling with his visual projector, unable to turn it on. He calls the scene "Amateur Night in Dixie."

I was offended by his lack of tact in labeling the undesirable scenario as a Southern failing. Where did he get this stereotype? The top district for the past several years has been District 68 in Louisiana. District 68 has been a President's Distinguished District every year that I have been in Toastmasters.

Glenda Parks, CTM  
GSU Baton Rouge Club 4897-68  
Baton Rouge, Louisiana

**TOASTING TOASTMASTERS TALENT**

Since I regularly attend international conventions, I was impressed with the increasing number of Toastmasters leading the various education sessions.

Michael Aun's speech, "Eagles or Buzzards - Which Are You?" was particularly excellent. His presentation was dynamic, entertaining,

informative and inspiring. I say inspiring not only because of the content of his message, but also because he is a Toastmaster. Michael Aun showed that we can achieve what we aspire to once we have a solid Toastmasters foundation.

Congratulations to the convention program planners for letting our Toastmasters talent shine.

Jocelyn Spencer-Hilaire, ATM  
St. Thomas-St. John Club 7366-U  
St. Thomas, U.S. Virgin Islands

**A REHABILITATED TOASTMASTER**

Since I joined Toastmasters in July 1991, I have learned and enjoyed more from my participation than anything I have ever done in my life. I truly am proud to be a Toastmaster and I use my Toastmasters skills in everything I do.

I have served as an officer every year since joining - and as you can see by my CTM application I have just completed the required speeches to earn my CTM.

Our club is a prison extension of the Marion, Ohio club. I have been incarcerated for 8 years and I want to share with you that Toastmasters has helped me more in the area of rehabilitation than any other training or groups I have been involved with.

When I was first approached about Toastmasters I didn't think I'd fit in. Now I know that as I continue to progress as a Toastmaster there's no limit to my

achievements and there's no place I won't fit in. It's a wonderful adventure! See you when I apply for my ATM!

John C. Harvey III  
Marion Club 2020-10  
Marion, Ohio

**ARE WE TOO SELF-SERVING?**

I used to love Toastmasters and *The Toastmaster*, but now am disappointed for two reasons.

First, the October 1993 issue had nothing to offer those of us wishing to improve our oral and written presentations. The issue was devoted to the improvement and expansion of Toastmasters clubs. This seems a little self-serving.

Second, our district meetings used to help us become better speakers. Now, they concentrate on back slapping, club growth and administration.

Both the magazine and the district seem to miss the point. If they serve their members well and help them become better speakers, our clubs will grow. If they ignore the rank and file members and concentrate on growth, our clubs will lose the old members and disappoint the new.

I want to become a better speaker, not a better politician.

Henry L. Lefevre, CTM  
Daybreak Club 2228-26  
Denver, Colorado

**GET YOUR FLAGS STRAIGHT!**

"Edmund Burke: Voice of Liberty" (October 1993) was another fine article by Tom Laichas. Unfortunately, the

art work with the article displayed the wrong flag. It was not until 1801 with the "Act of Union" that the diagonal red stripes from the banner of St. Patrick were added to the Union Jack.

The flag of revolutionary times - the flag in existence when Burke made his three-hour speech, "Reconciliation With America" - was England's Cross of St. George superimposed on Scotland's diagonal white stripes in a blue field, the banner of St. Andrew.

William R. Kershaw, ATM-B  
Advanced Speechmaster 7448-38  
North Wales, Pennsylvania

**WALTZ TO THE 1994 CCET SPRING CONFERENCE**

All Toastmasters are invited to the 1994 Continental Council of European Toastmasters (CCET) Spring Conference May 27-29 in Vienna, Austria. Vienna awaits all who come to witness the European Speech Championship, European Speech Evaluation Contest, European Parliamentary Procedures Contest, educational sessions and excellent dining in the magnificent "City of Music." Most importantly, mix and mingle with European Toastmasters from Scandinavia to the Riviera and the English Channel.

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Jokes with ethnic, sexist or religious slants do not belong in a Toastmasters club.

have to learn to develop thicker skin if they are to speak in public."

This may be true, but the unkind remarks should not be offered by Toastmasters – that is not what our organization is all about! This

So read the Toastmasters Mission Statement again. Think about your club members and yourself – are you providing that mutu-

# What's Our Message?

by Ede Ferrari-D'Angelo, ATM

■ TOASTMASTERS INTERNATIONAL HAS A club Mission Statement that claims to provide a "mutually supportive and positive environment" for its members. We also have a Toastmasters Promise to "treat fellow club members and guests with respect and courtesy."

Comments and jokes that make a member or guest the brunt of attempted humor do not support this mission or promise. Unfortunately, they are all too common in many clubs. Members just get caught up in the momentum and can't resist poking a little fun at someone. Usually, these comments have an ethnic, sexist or religious slant, be it subtly or blatantly. While no harm is intended, all such comments are potentially offensive. The person being teased may not immediately respond to the remarks, but he or she may gradually cease to attend meetings. And the potential member visiting your club may decide to join another club whose members are more sensitive.

No club can afford to lose members. Research on work environments has found that people would rather quit a job than complain about harassment. This would certainly apply to a Toastmasters club environment as well.

A common response to a person's leaving the club for this type of reason is "people

is certainly not appropriate behavior for members of an organization that encourages the proper use of language and subject matter when addressing an audience.

Toastmasters are communicators. When we make comments that are racial, ethnic or sexist in nature, what are we communicating to the world? What does this say about our ideals? Toastmasters spend countless hours writing and rewriting a speech in search of the perfect words to appeal to everyone in the audience. We strive to give constructive evaluations that encourage growth and self-confidence.

While the joke teller or teaser usually means no harm, the person on the receiving end or the visitor or club member overhearing the remark may find it offensive. It is this perception that matters the most.

ally supportive environment to everyone? If not, it is time to make some changes and begin treating fellow members and guests with the respect and courtesy they deserve.

People need to know that Toastmasters is a place where they will be accepted for who they are and for what they have to offer. As Toastmasters, this is what we should be communicating to the rest of the world.

*Ede Ferrari-D'Angelo, ATM*, is a member of Anaheim Breakfast Club 3836-F in Anaheim, California.

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6

Recruiting new club members is easy if you just remember two words: 'Ask' and 'Welcome.'

## Want New Members? **Just Ask!**

■ HAVE YOU EVER ATTENDED A CIVIC, social or professional meeting, been impressed by the organization, but didn't join because nobody asked you to? Believe it or not, that is a common experience for many Toastmasters club visitors.

I recently moved to a city with several Toastmasters clubs. As a veteran Toastmaster, I knew the value of our program and intended to transfer my memberships to local clubs. Of the five clubs I visited, only one invited me to join. After a thorough evaluation of my behavior and possible bad impres-

sions made, I decided the lack of an invitation was not a personal affront. Club members simply did not ask guests to join, presumably assuming that if a person is interested, he or she will ask about membership.

Whether derived from an elitist view or a lack of assertiveness, failing to invite a guest to join leaves that person with feelings of uncertainty, misunderstanding and overall demotivation. That is the result of a poor hosting job! How can we do better?

The first step in successfully hosting a prospective Toastmaster is locating the pros-

by Marcia Taylor Barney, DTM

pect. This can be done through brochures, posters, news media or word-of-mouth advertising. Continuous exposure to the Toastmasters name and logo cultivates the prospect's vague familiarity with our organization. However, a specific invitation is best for motivating the prospect to actually come to a meeting. Once prospects have been identified, ask them to come to a meeting at a specific date, time and location. If the first suggested date conflicts with other commitments, offer a second one. Offering to drop by and pick up the guest on your way to the meeting is an especially nice gesture.

Whether or not you actually escort the guest, arrive early so you and other members have a chance to greet the person before the meeting begins. Introduce guests to all members and ask them to fill out a guest card and sign your club's guest book. You will need their address and phone number for follow-up contacts. Formally introduce and welcome your guest to the club during the business session.

If time allows, such as during the meal break of a dinner meeting, find out your guests' interests. Do they want to develop public speaking skills, become better conference leaders or participants, chair meetings or receive constructive feedback on their presentations? By determining their interests, you can better explain the potential values of the Toastmasters program to them. Remember, our program is designed to assist a wide variety of people in individual improvement. A detailed description of all potential benefits of the program could cause confusion for the guest. So concentrate on their interests! Asking a guest to participate in the program, like Table Topics, is not suggested, but most successful clubs invite their guests to offer comments just before the meeting is adjourned.

After the meeting, ask if the guest has questions about the program. Use your listening abilities on this one! Try to clear up vague concepts without overwhelming the guest. When an experienced Toastmaster delivers a "here's what we are" synopsis to a novice, it can easily become a 30-minute dissertation. Beware of this! The vice president membership may wish to give the prospect an orientation program, too. Try not to confuse visitors with excess information.

Be positive in your comments about your club and our organization. Many people

would be willing to join a potentially successful group. Few would step aboard a sinking ship or move into a deteriorating neighborhood. There is a vast difference between "joining our rebuilding project" and "if we don't get some new members, we may lose our charter." If your club membership is low, be sure to use the former approach!

As host, you should be sure the guest knows how much it will cost to join the club, the formalities required to become a member and when the membership will become active. Invite your guest to join the club! Offer to help fill out a membership application!

Finally, ask guests to come back. Give the specific date, place and time of the next meeting. Be sure they know they are welcome! Send them a copy of your club newsletter between meetings (it should contain a "Welcome Guests" section) as a written reminder. Call them a couple of days prior to the meeting and remind them again.

Obtaining new members for your club is easy if you remember two words: "ask" and "welcome"!

*Marcia Taylor Barney, DTM*, is a past District 63 Governor and a member of Northwest Club 2946-37 in Winston-Salem, North Carolina.

***"When an experienced Toastmaster delivers a 'here's what we are' synopsis to a novice, it can easily become a 30-minute dissertation."***



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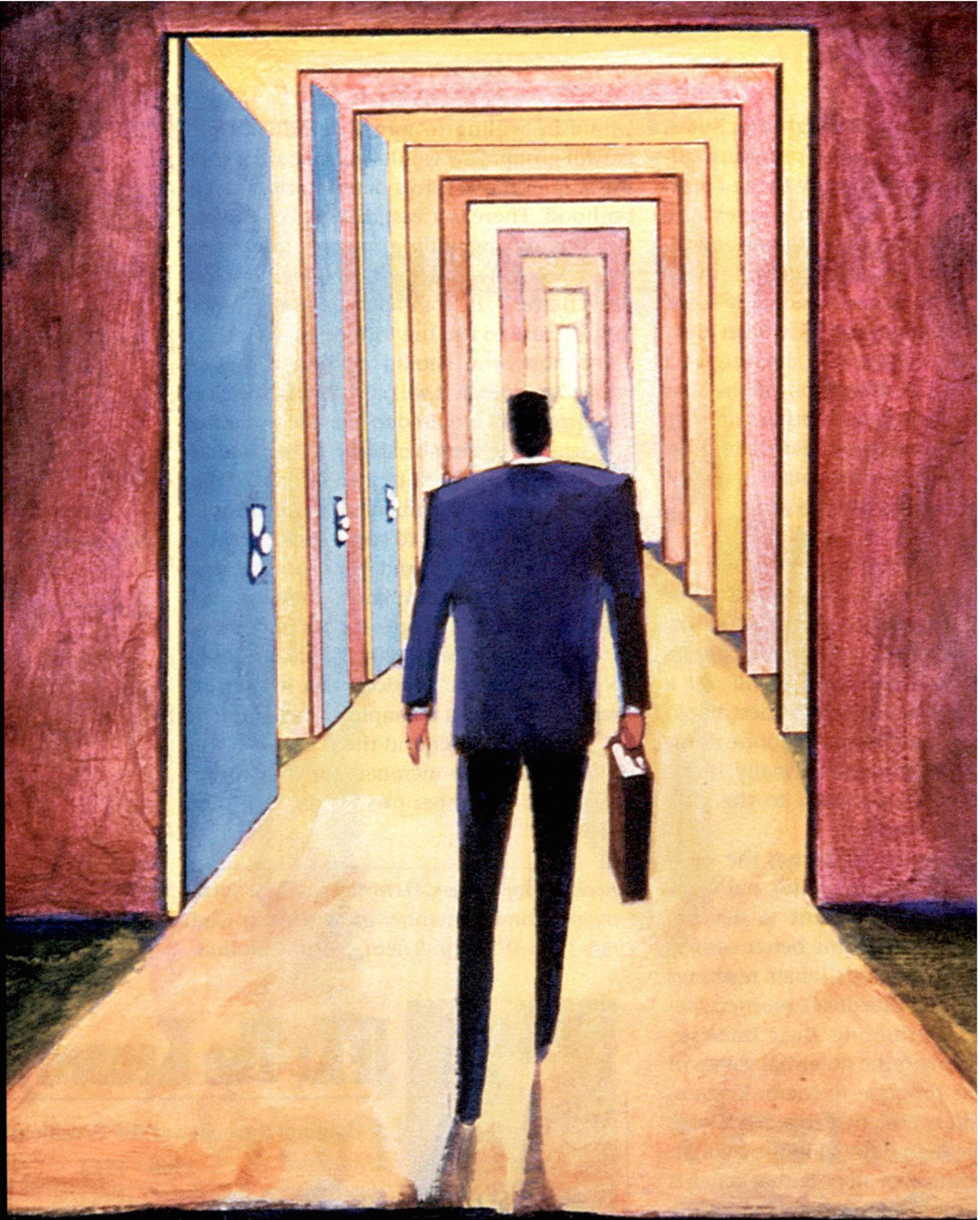
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the tale of the

# R·E·L·U·C·T·A·N·T

Toastmaster



NEVER ATTENDED MY FIRST TOASTMASTERS meeting. Oh, I arrived at the site, but spent 10 minutes in the hallway debating whether or not to enter.

By then, the meeting had started and I could not be so rude as to walk in late – at least that’s what I told myself. I was procrastinating.

This story actually started four months earlier, when I spotted a Toastmasters Booth at the County Fair. I walked by quickly so no one would reach out, grab me, pull me in and force me to join. Surprisingly, no one did, so I quickly walked by four more times before finally gathering enough courage to approach the booth. I knew what Toastmasters was about and I wanted the benefits it offered. I needed the benefits...desperately. I was shy, afraid and introverted – a person who hesitated and invented excuses. Something had to change, so I signed up. After all, what harm could it do?

A few weeks later, the club president called me. He seemed friendly enough, skillfully making me feel comfortable. Toward the end of the conversation, he invited me to a meeting and I accepted. When the fateful day arrived, I offered the infamous excuse of having to work late. The next meeting day I invented another excuse. I was good at making excuses. The club president called again – very friendly and cordial. No pressure. Instead, he made me put pressure on myself. “I’ll be at the next meeting,” I promised. I didn’t go. The phone rang. Oops. “I’ll be there,” I lied again. Finally, I went to the meeting...or at least to the door. The club president called again. “Where was that meeting?” I asked. He told me again. “Are you sure?” I continued, “I was there, but couldn’t find the room. I saw a meeting going on, but it didn’t look like the right one.”

“You were in the right place,” he said. Well, now I was stuck. I had run out of plausible excuses. I had to attend – three months after the initial invitation.

The first meeting was a terrifying experience. I was amazed people would be willing to make public fools of themselves and I didn’t relish the possibility of being one of them. In reality, everyone was very kind. It wasn’t the most dynamic group in the world, but the people had compelling honesty, integrity and humanity. There was magic in the air. So I scared myself to death and joined – three months later. I couldn’t stretch it out any longer.

I had faithfully attended meetings for three months when I received another fateful telephone call. “I’m the Toastmaster for Monday night’s meeting, and you’re scheduled for your Icebreaker, will you be ready?” he asked innocently.

“WHAT!?” I screamed into the phone. “I can’t do that! I’m sick! I haven’t had time to prepare! Nobody told me!”

## THIS ISN'T THE FAST TRACK.

by David A. Cruickshanks, ATM

Obviously, I didn’t attend that meeting.

A month later, the general evaluator asked me to evaluate a speech. I begged off. I didn’t know how to evaluate –

I hadn’t even given my Icebreaker. Two weeks later, I declined another request to evaluate someone. This time the general evaluator was relentless. “Everyone else has a job for the night. You’re it.”

Given no choice, I did my evaluation – of a veteran Toastmaster serving on the organization’s Board of Directors. I made waffling noises that I, the fledgling Toastmaster, felt intimidated evaluating him. Afterward, he put his arm around me and said, “Dave, you did a great job. I do need to work on my timing. Don’t feel intimidated evaluating more experienced Toastmasters. Everyone’s opinion is valuable, particularly that of someone new. You see things from a fresh viewpoint and it gives us a new perspective.” What a great day! I learned three things: First, I could speak in front of a group of people without putting my foot in my mouth. Second, it is possible to change a person’s behavior without criticizing. Third, I could make people feel good about themselves in the process.

Two Months Later: I couldn’t sleep. It was the night before my Icebreaker. I worked four hours straight on a four-minute speech. I had three beers before the meeting. And two after. I don’t remember the speech. But my manual says I delivered it. I learned that I could function without sleep.

ALL I WANTED FROM TOASTMASTERS WAS TO COMPLETE my manual speeches and learn to speak without entanglements. I was progressing with each successive speech, at the blazing rate of three per year, when something strange started occurring: I enjoyed speaking at the club! Speaking outside of the club was a different matter. Compete?

I never had enough time to compete. And never would. That is, not until the club drafted me for the humorous speech contest. I resisted, kicking and screaming. After the meeting, one of the more established members took me aside and said, “Dave, contests are one of the greatest growth experiences in Toastmasters. You’ll grow faster and further in a contest than by doing anything else.” Then the clincher, “I dare you to try it.”

Only slightly nervous, I won the club contest. I was more nervous at the area contest, but one of my fondest memories is from that night. As I walked away from the lectern, one of Toastmasters’ international officers attending the contest said, “Great talk, Dave!” I walked on air to the division contest.

I remember little from it. The night was like one of those slow motion dream sequences: The ride to the contest, pick-

“

Some are born  
to lead, others  
are called. Most  
of us are dragged,  
kicking and  
screaming.

”

ing at my dinner, making small talk at the table. Walking up to the lectern. Shaking the Toastmasters hand. Then, looking out at the audience and thinking, "Oh my God, there must be 120 people out there!" My heart leapt into my throat. I got dizzy. I stumbled through my opening – and the rest of the speech. To be kind, it was not one of my better performances. However, I had experienced one of my worst fears – falling flat on my face in front of a large group of people – and survived it.

**I** LEARNED NOT TO BEAT MYSELF UP over my mistakes. It was one of the best experiences in my life. From that moment on, I entered every contest. I learned something from each one – primarily that winning isn't everything. Don't get me wrong – I prefer it to placing second, third or fourth. But there is satisfaction in a job well done.

Still, I didn't want anything from Toastmasters except giving my speeches. Every time I was approached for an office, I declined. I had a good reason: I was starting to care about the club and its members and the last thing I wanted was to be in any way responsible for its decline. Then our club president lost his job and had to move 150 miles away to a new one. We needed a new club president. The vice president education was also our immediate past president and understandably, didn't want to serve. The drafting committee's eyes fell upon me. Would I do it? No. Did I have a choice? No. The next thing I knew I was club president. I was petrified. Since I cared for the club, I had to take the office seriously.

The task was daunting: Prepare a bi-weekly business meeting; set an enthusiastic tone; motivate people to accomplish things; make the meetings fun; keep in contact with the VPE and the Toastmaster for the night. And something completely alien to me: I had to become organized. I was lucky to have an excellent VPE who guided me through my job with alacrity. To my surprise, the club didn't die, it thrived. Membership increased from 16 to 27. A greater percentage of members were attending the meetings. The club started to laugh. What I learned from office surprised me. Since the club didn't die, I gained confidence! I started to believe in my abilities! I acquired organizational skills! I learned not only how to empower others, but also myself!

A year and half later, I moved to Florida. I had kept my membership in my old club but waited nine months to visit Toastmasters in my new home town. As usual, I had all sorts of excuses, but in reality, I felt uncomfortable going to a meeting of strangers. There was no reason for it. When I finally dragged myself to a club, it was like going home. The same type of people attended Toastmasters meetings here as

**I was starting to care about the club and its members and the last thing I wanted was to be in any way responsible for its decline.**

in Indiana. So why did I hold off so long? For simple fear of the unknown.

Nine months later, one of the area governors asked me to help him. You guessed it. "Oh, no. Not me. I don't have enough time." Then the division governor walked over to me, put his arm around me and said, "Dave, we could use your help. We're not asking you to become the area governor, just to help out. Please don't turn us down." What could I say? In a month, I completed the area visits. A few days later, I realized for the very first time that I was not nervous speaking in front of a new group of people. It was the start of another growth spurt. Six months later I accepted a position as area governor.

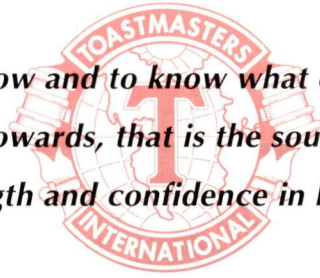
Now, seven years from my first Toastmasters meeting, I'm starting a term as division governor. My biggest problem is finding good candidates to serve as area governors. There are plenty of great candidates, but few are willing to serve. I understand their position all too well. As usual someone had to twist my arm to run for division governor!

Some are born to lead, others are called. Most of us are dragged kicking and screaming. Strangely enough, we are the ones who gain the most benefits. I look at what I've gained: confidence, poise, belief in myself, trust in others and a smoothness to my rough edges. I no longer fear the unknown (most of the time). Most of us join hoping we can become more confident through osmosis – that just belonging to a club will help us reach our goals. Usually, we discover something entirely different. What we get out of Toastmasters is directly proportional to what we put into it. Ironically, we are afraid to participate, yet most of us joined to learn how to control fear.

**T**HE MOST VALUABLE LESSON I'VE LEARNED IN TOASTMASTERS is that courage is not the absence of fear, but doing what we fear most. Eventually, we learn not to fear it. Making the stretch is easier if we take it one step at a time. I'm challenging all Toastmasters to try one new project: If you've never held an office, run for one. If you've never entered a contest, participate in one. If you've never spoken outside a Toastmasters function, speak to another group. (I'm working on that one myself.) If you've held a few club offices, run for a district office. I wrote this article because I've never written one before. Only by taking on greater challenges will we all continue to grow and learn. If you want the benefits you joined for, you must take the leap of faith to accept the challenges placed in front of you.

**David A. Cruickshanks, ATM**, is a member of Miami Lakes Club 6568-47 in Miami Lakes, Florida. He served as the 1992-93 Southern Division Governor.

*"To grow and to know what one is growing towards, that is the source of all strength and confidence in life."*



— JAMES BAILLE

You may already have resolved to accomplish some things for yourself in the new year, but have you considered setting some goals for your club? Following are some suggestions:

- **CTM awards.** One of your club's goals should be to ensure that all members receive the Competent Toastmaster (CTM) award. For the new year, identify those members who have only two or three speeches remaining in the Communication and Leadership Program manual and make sure those members are scheduled to speak. Encourage them to earn their CTM, and monitor their progress. As soon as each member completes the manual, send the CTM application to World Headquarters.
- **ATM awards.** Members who have received the CTM award should be working in the Advanced Communication and Leadership Program manuals. Encourage all CTM recipients to work toward the Able Toastmaster (ATM), ATM Bronze and ATM Silver awards. Identify members who are close to fulfilling CTM requirements and motivate them to apply for the award.
- **DTM awards.** The Distinguished Toastmaster (DTM) award recognizes members' leadership activities and is the highest award our organization offers. If someone in your club has strong leadership abilities and is willing to serve as a club or district officer, build or rebuild a club and fulfill other leadership-oriented requirements, tell that person about the DTM award and suggest that he or she try to achieve it. Track progress.
- **Success/Leadership Programs.** These modules help develop and provide practice in various communication and leadership skills. The modules can be used inside your club to enhance members' skills, in companies to increase employees' skills and in the community to pro-

mote Toastmasters to the general public. In order to keep new members coming, it's a good idea for all Toastmasters clubs to conduct one of these Success/Leadership programs each year.

So consult your Supply Catalog for a list of modules, choose one, order it, select a coordinator to present it and arrange to conduct a Success/Leadership program within the club, in a company or within the community.

start the  
new year with

# CLUB GOALS

- **Speechcraft.** This module in the Success/Leadership program is an excellent membership-builder. It may be presented during a club meeting or during special meetings for the public. Clubs presenting Speechcraft modules as part of a regular club meeting average more than twice as many participants joining the club as when it is conducted outside of the club.

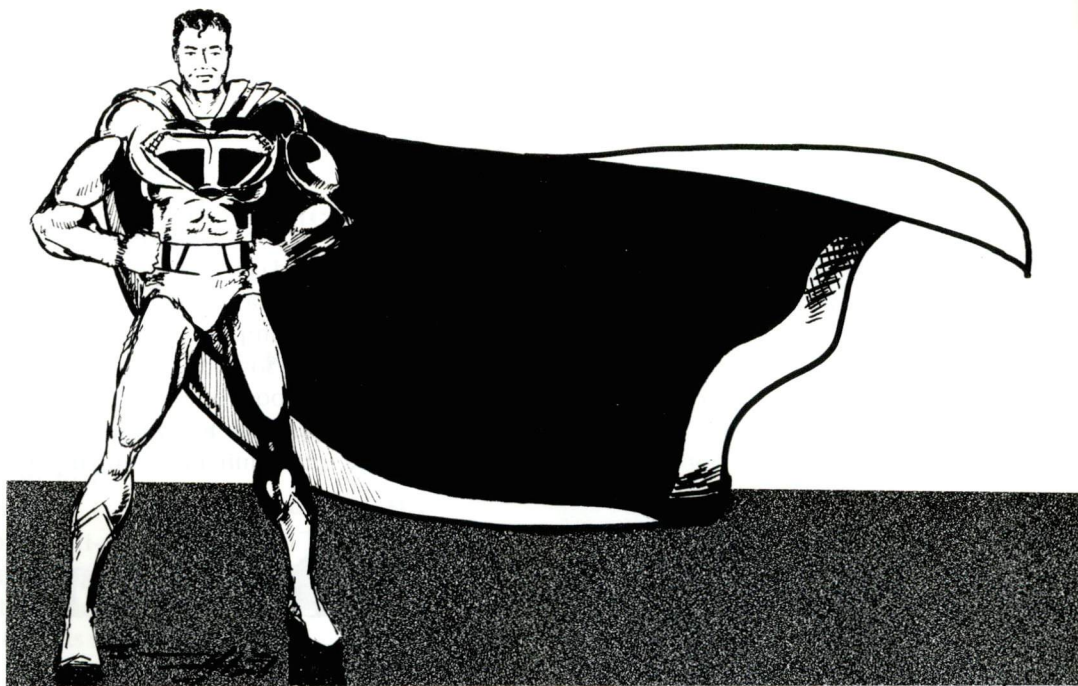
- **New Members.** All clubs need new members to keep meetings fun, productive and educational. Make it your goal to add at least one new

member a month to your club's roster. If you need ideas on membership building or promotional brochures, contact World Headquarters.

- **Club Building and Rebuilding.** Assisting a new club in its chartering process can be a rewarding experience. Your club can earn the Founder's Award for serving as the sponsoring club, and members of your club currently attempting to complete the DTM award can meet the Club Growth requirement by serving as a club sponsor or club mentor. Your club may also help a struggling group rebuild – and put their communication and leadership skills to the test in the process.

The habits of  
highly successful Toastmasters clubs.

*Toastmasters Distinguished Club Program/Club Success Plan (Catalog No. 1111) is an excellent tool to help you set goals and monitor your club's progress. Toastmasters International also has many materials to help your club achieve its goals. Consult your club's 1993-94 Supply Catalog for a complete list.*



17 tips  
guaranteed  
to keep you  
motivated.

# Keep Your Will Powerful

*"Winning isn't everything.  
Wanting to win is."*

CATFISH HUNTER

■ BY JOINING TOASTMASTERS YOU'VE taken a positive step toward accomplishing your public speaking goals. But did you realize that the same techniques used to improve your speech-making abilities can also be applied to other goals? No matter what your objectives, there are proven methods that will help you accomplish whatever you set your mind to – whether it's to become a better speaker, master fly fishing or lose 25 pounds.

Goals make life exciting. They're distant guiding lights beckoning you toward a better life. Achievement enhances self-esteem and makes you eager to tackle new challenges. And, as anyone who's broken a New Year's

resolution knows, failure to reach goals can result in feelings of defeat and depression.

When days turn into weeks with little progress, you realize that reaching your destination isn't going to be as easy as you thought. You begin to lose interest and your willpower weakens. But don't despair – this is a common problem. People who eventually succeed are not those who never experience frustration. Rather, they're the ones who persevere and learn to triumph over disappointments. Here are 17 tips guaranteed to keep you motivated.

## 1. JOIN A GROUP

It's obvious that joining a Toastmasters club can help you accomplish your public speaking goals. An exercise group, art class or book club might provide the support needed to fulfill your other dreams. Members get together to share advice on how to overcome problems and to celebrate each other's

by Susan Atkins

triumphs. You'll find comfort in knowing you're not alone, and you'll be inspired to work harder to earn the respect of your peers.

## 2. MAKE A LIST

When starting a project, write down all your reasons for wanting to change. Write your reasons on an index card, carry it with you, and refer to it whenever your resolve falters.

## 3. TAKE SMALL STEPS

Don't concentrate on the wide gap between where you are and where you want to be. Remember, the highest mountains are climbed one step at a time. If your ultimate goal is to run a marathon, begin by jogging around the block. If you want to preside over your company's annual awards banquet, serve as Toastmaster at your club meetings.

## 4. HAVE A HERO

Read biographies of famous people who've accomplished their goals. Or find a mentor – someone who is more advanced in a particular field than you are and willing to help you learn. To improve your speaking skills, watch other Toastmasters or your favorite commentators. Notice what makes their speech exceptional, then copy those techniques.

## 5. PRACTICE VISUALIZATION

Many top athletes use mental imagery to picture every detail of their winning performance, and you can use this same technique to accomplish your goals. For example, when practicing your next speech, close your eyes and envision yourself waiting calmly to give your presentation, then walking assuredly to the podium and greeting your audience. Hear the laughter after your opening joke and the applause when you finish. Use vivid details to imagine you are already the person you want to be.

## 6. DON'T KEEP YOUR GOALS SECRET

Tell others about your plans. Once you make this kind of verbal commitment, you'll feel obligated to carry through. Tell the president of your Toastmasters club that you plan to give a speech every month. Tell your family you want to lose weight.

## 7. RELAX

You're less likely to achieve your goals when you're tense and irritable. Alleviate stress by taking a walk, listening to soothing music or

spending quiet time alone. And don't let yourself become over-extended. "Just say no" to commitments that interfere with your plan.

## 8. USE THE LIBRARY

No matter what your goal, the library has books that can help you, offering the advice of experts on any topic.

## 9. ESTABLISH A ROUTINE

Make a schedule and stick to it. You might decide to practice the guitar every day at 3 p.m., or do sit-ups every morning at 7. Don't wait for inspiration; it may never come.

## 10. DRAW A FLOW CHART

This is a diagram with your destination at one end and your starting point at the other. Work backward from your goal, listing every step you must take along the way. For example, if you want a better job, you need additional training. But first you have to go to school. So find out which schools offer the courses you want. Then call various colleges for information.

## 11. COLLECT INSPIRING QUOTES

Write sayings on note cards posted where you'll see them. Here are some I have on my bulletin board: "The harder I work, the luckier I get;" "People aren't afraid of dying; they're afraid of never having lived" and "Leaders speak, followers listen."

## 12. ACCEPT FEAR

In her book *Wishcraft*, Barbara Sher writes, "There's only one way to live free of fear – and that's to live without hope, change or growth." If we never try anything new, we won't be afraid of failing or appearing foolish, but we'll also never know the thrill of winning. Don't forget, it's better to try and fail than to fail to try.

## 13. REWARD YOURSELF

Celebrate each small success along the way. After winning your first tennis match, buy a new racket. For your next speech, wear your favorite clothes and treat yourself to a nice meal afterwards. These small rewards make achieving your goal a pleasure.

## 14. OBSTACLES ARE OPPORTUNITIES

Every failure gives you a chance to analyze why things went wrong so you won't make

that mistake again. Thomas Edison tried more than 1,000 different filaments before finding the right one for the electric light. He considered his first 999 attempts successful discoveries of things that wouldn't work. Toastmasters are lucky because evaluations give us instant feedback. Remind yourself that if you were already perfect you wouldn't need goals.

## 15. MAKE IT EASY ON YOURSELF

If you want to get up early to exercise, put an automatic timer on your coffee pot and have a clean sweatshirt hanging on your door. Life is hard enough – don't make it harder.

## 16. LIFE IS A JOURNEY, NOT A DESTINATION

Enjoy the steps you take to reach your goal instead of always having your sights focused on tomorrow. Remember that *now* is the only true measure of time; the past is just a memory and the future is only a promise.

## 17. NEVER GIVE UP

Even people with only moderate talent can achieve their goals if they keep trying. What sets great people apart is not a lack of adversity. It's their ability to overcome problems until they eventually get what they're after. Then they set their sights on higher goals.

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*Susan Atkins* is a writer living in Lakewood, Colorado.

# Pursue Your Dreams with

What one Toastmaster's struggle with cancer taught him about the value of passion for survival – in life as well as in Toastmasters.

**W**hat quality do all successful speakers share? Passion. It motivates a speaker to plan and organize presentations, improve use of gestures and body language and, most importantly, deliver inspiring and incisive speeches. Frankly, without passion your speeches are doomed to mediocrity.

Suppose you haven't been able to muster much passion for your speeches lately. Can you improve? Absolutely! My passion for life helped me sustain a positive attitude throughout my battle with cancer. Later, I used this same passion to succeed as a Toastmaster. Here's how:

In January 1986, just as I was about to begin my second semester of college, I became ill. Soon thereafter I was diagnosed as having Acute Lymphoblastic Leukemia, a fast-acting cancer that – if left untreated – would have killed me within six months.

I underwent intense levels of chemotherapy in the early stages of the disease, and the side effects were overwhelming. One type of chemotherapy caused such a terrible rash of cold sores in my mouth that it was too painful to eat. I also experienced constant nausea. By the end of the first month of treatment, I had lost 20 pounds.

**T**hough the physical effects were brutal, they paled in comparison to the emotional ones. After all, life had delivered a terribly unfair blow to me. I wanted the chance to finish college, start a career, get married, raise a family and fulfill all my other dreams.

Depressed and angry, I searched for a way out. My only option was to continue with the endless onslaught of chemotherapy. But were my dreams worth the torment of chemo-

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by Damon Yeargain



# Passion!

therapy? My answer was yes. Once I reached this conclusion, chemotherapy became more bearable. Instead of viewing it as brutal form of torture, I saw it as a necessary sacrifice to fulfill my dreams. The physical pain remained, but the emotional one had been lifted.

The passion I felt for my dreams kept my attitude upbeat throughout my ordeal with cancer. I maintained this same perspective when I joined Toastmasters. Having been shy my entire life I was very uncomfortable speaking in front of people. As an engineer, I knew good ideas alone would not guarantee my success; I needed to be able to express my ideas, to become a better public speaker.

So, the need to fulfill my dreams fueled my passion once again and propelled me into Toastmasters. At my first visit, I volunteered to speak at the next meeting. I'd like to say that first speech was a success, but it wasn't. In fact, my next three or four speeches weren't very good. The problem was not that I had lost my passion for speaking, but rather that I did not feel passionate about my topics. As a result, I spent little or no time researching and practicing my speeches. I frequently lost my place and the audience would lose interest, adding to my already nervous state and causing me to speak too fast. I was afraid of being too emotional, of giving away too much of myself in my speech.

The turning point came around my fourth or fifth speech. I had decided to speak about cancer. This was difficult because of my personal struggle and strong feelings about the topic. But it got me out of my rut! The speech was much better than my previous ones. Afterward, my fellow Toastmasters commented on my improvement. Since it was an emotional speech I had shown greater intensity than before. I was still nervous, but instead of undermining my speech, my nervousness increased the intensity and created a positive energy – and enabled me to give my first successful speech.

I went on to give many successful Toastmasters speeches, each time making sure to choose a subject I felt passionate about. The

passion gave me energy to research and plan, and to deliver my speeches with intensity. My Toastmasters experience helped me land my first job shortly after graduating from college in 1991.

Passion not only helped me survive cancer, it also strengthened my speaking abilities and helped launch my career as an engineer. Of course, it was the need to fulfill my dreams that gave me passion in the first place. To feel passionate about speaking, you too should have a purpose. Choose subjects you feel passionate about and make sure your speeches help you accomplish a goal. Your desire to succeed will inspire you to put forth the necessary effort. Or, to paraphrase philosopher Friedrich Nietzsche: If you have a reason, if you understand the why, you can withstand almost any how.

*Damon Yeargain*, a Toastmaster for two years, lives in Alexandria, Virginia.

*"If you have a reason, if you understand the why, you can withstand almost any how."*

– NIETZSCHE

15)

Do You Want To Make An Impact With . .

## HUMOR ?

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by Dennis Kessinger, CTM

**A** good speaker tries hard to sell you an idea. A great speaker convinces you to open your wallet to buy.

The difference is technique.

We have all listened to speakers struggling mightily to sway an audience. Vocal variety, gestures and speech structure are impeccable. The right persuasive words and images are used. Yet, the listeners remain unmoved. They applaud politely – then they go home and promptly disregard everything said.

#### THE GENTLE ART OF PERSUASION

Toastmaster Judo enables a speaker to take an audience's resistance and turn it to his favor. It is done by being flexible and supple. Consider the term: Toastmaster Judo. A "Toastmaster" is a skilled speaker; "Judo" is two Japanese words – "ju" meaning *gentle* and "do" meaning *way*. Therefore, it is a speaker who persuades in a gentle way.

Think of going into a store. You need to buy an appliance but you are not familiar with all the features. A salesman sees you looking at a particular product line, moves in with a big smile – much like a wolf looking at a rabbit – and asks, "May I help you?" Your immediate, and quite normal, response is: "I'm just looking, thank you."

# toastmaster JUDO

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## Try this verbal martial art to get listeners to accept your opinion.

A few skilled speakers, however, present concepts that may be controversial. They may even attack cherished beliefs. Yet, you find yourself persuaded in spite of yourself. You may disagree with the conclusions, but you know you've heard a great and memorable speech.

How was it done? The secret lies in skillfully redirecting the listener's natural resistance.

The good speaker is like a sumo wrestler, but the great speaker is like a master of judo. Sumo wrestlers are those very large men wearing very tiny strips of cloth who struggle to overcome their opponent with force. They grapple and grunt and apply their impressive bulk to push the opponent out of the ring.

In judo, it is not size that counts. It is finesse. A small person may easily disarm a knife-wielding opponent or effortlessly throw a much larger person to the ground. Judo overcomes aggression by using the other person's energy. It is not confrontational, it is persuasive.

You wanted information on the product and you plan to buy it. However, you resisted the assistance because the salesman's approach was like that of the sumo wrestler: He was "bigger" than you (in knowledge of the product) and you felt that his "may I help you" was just a ruse to overpower you. The salesman followed the proper techniques: He smiled, he used appropriate body language, he said the right words in the right tone of voice...but it didn't work. His approach was aggressive and was matched by your resistance to his aggression.

This salesman could have overcome your resistance by approaching and attempting to persuade you in a "gentle way." Rather than charge into your personal space, the salesman could approach at an angle, to seem less aggressive, and say: "We have three different models of this product with some very interesting features." In this way he is taking your resistance and directing it toward *his* goal of selling you the product.



The speaker has a choice in the face that the speech can...  
The speaker has a choice in the face that the speech can...  
The speaker has a choice in the face that the speech can...



In public speaking, the listener also has a degree of resistance that needs to be overcome. It may not be as blatant as folded arms and a stony look; resistance can also simply mean not remembering your speech five minutes after you said it! It may have been a good speech with all the right elements. However, to make it a great and memorable speech you need to take the listener's resistance and redirect it.

**PASSIVE AND AGGRESSIVE RESISTANCE**

There are two types of resistance that need to be overcome. The first is *passive* resistance, when the listener hears your speech, nods in noncommittal agreement, and then forgets everything you said. The second form of resistance is the "sumo" type. You said something the lis-

17)

*"The good speaker is like a sumo wrestler, but the great speaker is like a master of judo."*

tener interpreted as an aggressive position and he or she responds with an aggressive posture. Either way, you weren't effective, because the first speech was ignored and the second turned your audience against you.

**INFORM OR ENTERTAIN THE PASSIVE LISTENER**

The passive resistance mode is common in "feel good" speeches, typically dealing with topics such as a summer vacation, motivation, goal setting, overcoming adversity, etc. The audience seemed to listen attentively but promptly forgot what you said.

The resistance here is caused by the fact that the speech contained nothing memorable or particularly useful to the listener.

Overcome this by appealing to a need the audience may not even know it has: the need to be informed or entertained. To be effective, give the audience more than platitudes about “doing it now” or how you remember your vacation. Redirect their mental inertia by using words that channel their thinking into *specific topics*.

A general presentation about becoming a millionaire or a trip to Hawaii may qualify for a manual speech but it will only mark you as a good speaker.

A great speaker will enthuse the audience by describing in detail the power of compounding interest, purchasing rental property or starting a business and will, thereby, empower the speech and make it meaningful and memorable to the listener.

A travelogue is boring. However, a speech describing the cookie-dough feel of the cool sand on Waikiki’s beaches, the white hot heat of the volcano at Kilauea-iki, or the out-of-the-way hotel that served fresh coconuts at breakfast will paint vivid and lasting pictures in listeners’ minds.

The key to overcoming passive resistance is being specific. Use active, descriptive words with appropriate gestures and vocal variety. People want to know specifics that are personally applicable, whether it is how to make money or what to see in Hawaii. As a speaker, use this “gentle way” to draw the listener into the speech, to entertain and inform, and thereby make a memorable speech.

#### SOOTHE THE SUMO WITH YONSHINRYO

The second form of resistance, the sumo type, requires more skill than passive resistance. Here, the speaker presents an opinion that may differ dramatically from the listener’s. You aggressively state your case against “those vile creatures who smoke in public” and the listener, a two-pack-a-day man, becomes all fired-up. Like a sumo wrestling contest, the irresistible force is encountering the immovable object.

For the listening smoker, your speech is memorable but for the wrong reason. You defined the issue too narrowly and forced him into an aggressive posture. It is difficult to persuade someone you’ve just attacked. You are still free, of course, to give a speech on any strongly held opinion. But try Toastmaster Judo to persuade the audience to accept your opinion; not necessarily agree with it, but at least accept it.

The sumo-smoker will be ready to attack (if only mentally) your position. You, like a judo master, must acknowledge the opponent’s power, take the aggression, and then deflect or redirect it. The listener will expect a sumo-like attack. Apply the “gently way” and deflect your listener’s aggression.

The creator of jujitsu (judo’s origin) described it as *yonshinryu* or the “heart of the willow.” When faced with a strong storm, the mighty oak tree will break and become uprooted. The willow tree, though, will bend and move, yet survive the storm intact. When giving a speech on a controversial topic, practice *yonshinryu*.

First, acknowledge the other position (even if you don’t know of any opposing views in the audience!), find common ground, define the differences, and then persuade the audience that, like a willow, you are flexible and may bend, but your opinion will not be broken.

In the anti-smoker/sumo-smoker scenario, you begin by stating that many people find smoking an enjoyable and valuable part of their lives. Then agree that individual rights are vitally important and a cornerstone of American beliefs. You may even throw in the line about “disagreeing with what you say but I’ll defend your right to say it,” and similar comments.

You’ve now acknowledged your listener’s position as valid and that you agree on a common ground: individual rights.

Next, define the differences on the right to smoke and the right to breathe clean air. Smoking is offensive to some and physically debilitating to others. However, it is not illegal for adults to smoke.

Conflict? No. When conflicting rights exist, you are flexible and willing to find a way of accommodating both sides. You may suggest that certain restrictions are reasonable and that you also support individual rights so long as they don’t interfere with the rights of others. You may share experiences of those considerate and reasonable smokers who acknowledged your right to clean air.

You then come to the heart of your speech and present facts, statistics and experiences of when non-accommodating smokers were unconcerned with the individual rights of others; unlike those smokers in the audience whose anger you’ve now redirected. After all, a smoker sees himself as reasonable and accommodating too.

You’ve still expressed your strongly held opinion. Also, you have redirected the listener’s resistance from sumo-like aggression to one of understanding the possibility of other views.

By engaging in Toastmaster Judo, you may apply the skills learned in Toastmasters with the “gentle way” of judo to overcome any perceived aggression and resistance to your speeches. Your audience won’t forget your message and you may well persuade others to accept your view on controversial issues. Effective persuasion is better than force in both speeches and life. And isn’t that what Toastmasters is all about?

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**Dennis Kessinger, CTM** is a member of Nooners Club 3435-39 in Redding, California.

***“A ‘Toastmaster’ is a skilled speaker; ‘Judo’ is two Japanese words – ‘ju’ meaning gentle and ‘do’ meaning way. Toastmaster Judo means a speaker who persuades in a gentle way.”***

We all have convictions. The difficult part is owning up to them publicly, logically and persuasively.

concerned with what your view is as with *why* you think your view is correct.

Never underestimate your audience's perceptive powers. Always give it your best effort. Your ignorance will show, for instance, if you are not committed to making the necessary trips to the library. While you may

background, search for appropriate arguments to convince them. Recounting anecdotes and personal stories is a way of making the audience relate to your viewpoint. For example, if

# The Persuasive Power of Clearly Reasoned Conviction

by William Wettler, CTM

■ SPEECH NUMBER EIGHT IN THE CTM manual calls for a talk that persuades the audience. The Toastmaster seeking to master this type of speech is wise to consider three issues: First, be as succinct as possible. Second, be sure to defend only those views that are true. And finally, develop a way of arguing from premises the audience cares about.

## CLARITY OF SPEECH

Succinctness is the first concern if the audience is to understand the thesis in the first place. This is best accomplished by using an outline that starts with a thesis statement and continues with reasons in support of that thesis. If left unorganized and tangential, the speech is in danger of giving embarrassing exposure to unresolved convictions.

## CONVICTION

Coherency is an important priority of the conscientious speaker, as is resolving what to believe. Without strong conviction, in the first place, what's the reason for gaining consensus of opinion? A persuasive speaker must convey a sense of knowing and speaking the truth. An audience will not be so

not change your convictions with the more information you receive, at least those convictions will sound informed.

We all have convictions. The difficult part is owning up to those convictions – publicly, logically and persuasively. Avoid talking in terms of what you think or feel is true. A speech in which every statement is prefaced with subjective qualifications is not persuasive.

Do not misconceive of the person who is always prepared to defend his or her convictions. We should all be able to do this. A responsibility to defend our convictions will always haunt us, regardless of whether we deny having them. A good persuasive speech should bring that out.

We always run the risk of being wrong and standing in need of correction. To paraphrase Solomon, "Reproofs are the way of life. He whose ear listens will dwell among the wise." Indeed, if we can learn how our views can be shored up, we should be grateful.

## ADAPTING TO THE AUDIENCE

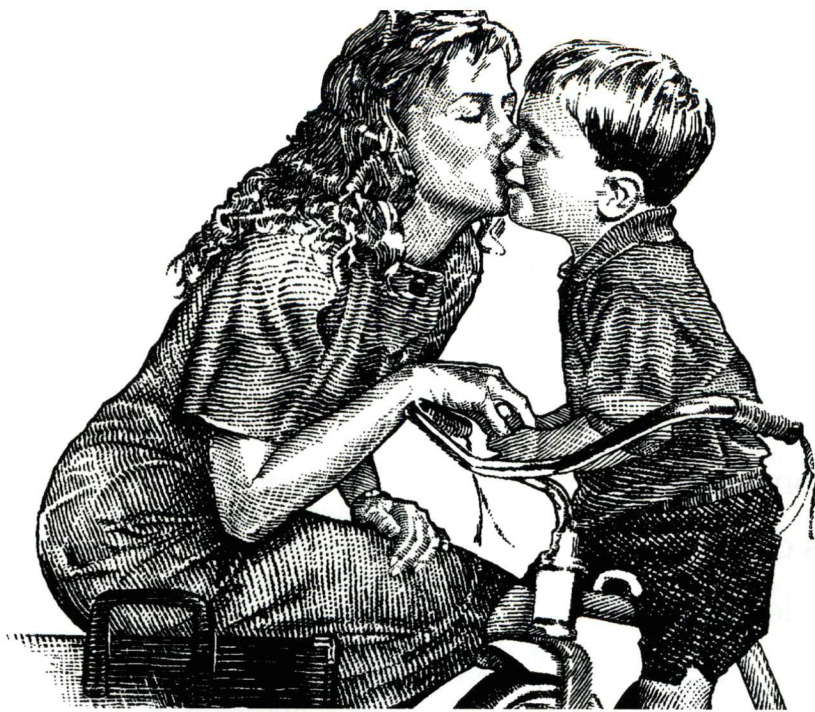
After clearly outlining your conviction, argue your case from premises the audience cares about. Remember that while reasons that persuade one audience may not persuade another, people still have a finite number of alternative ways to look at an issue. When facing an audience with a different

you are trying to convince your fellow club members to participate in speech contests, explain how this experience has helped you personally and how other Toastmasters have benefited by competing. If you are trying to convince your co-workers to donate money to a charity, appeal to their conscience and mention what's in it for them: tax deductions and a sense of having contributed to the wellbeing of others. Avoid jargon and political references that might alienate any member of the audience.

The conscientious speaker will thus be concerned with these three issues: Succinctness, establishing what is true and arguing from premises that the audience cares about.

---

*William Wettler, CTM*, is a member of Smedley Number 1 Club in Santa Ana, California.



# PERSUASION WITHOUT PRESSURE

20

Fiery logic may do the trick, but your listeners really want to know what's in it for them.

by Tamra B. Orr

**I**s it time to deliver your sales pitch to a new client? Are you running for a club or district office? Would you like your spouse to take you on a cruise? Or do you simply want your kids to clean their rooms once a week? Whatever the situation, the need to persuade or convince others is an integral part of our daily lives. It also can make for an exciting, yet tricky, speech. When persuading, the idea is not to pressure people, but rather to subtly lead them to your point of view.

The biggest mistake most speakers make in a persuasive speech is putting emphasis on changing listeners' minds or convincing them of a point of view. Instead, try to shift the focus to the specific action you are trying to bring about (obtain votes, be hired, etc.) and make that your ultimate goal. Once emphasis is placed on the goal, instead of on changing minds, your speech's structure will become clearer.

There are three crucial elements to a persuasive speech and each one must be considered before beginning your speech outline:

## **1.** Logic On Fire.

First, there's **logic**. Lyman Beecher, a 19th century preacher, once called persuasion

"logic on fire" and rightfully so! The persuasive speech must appeal to your audience on both rational and emotional levels to be truly successful. On the intellectual level, you can use a variety of techniques to support your stance, including examples, statistics and illustrations. To arouse the emotions, personal testimonies work wonders, as do pictures and anecdotes. However, a balance of both techniques needs to be used or your speech will seem lopsided and miss a good portion of the audience.

## **2.** Be Respectable.

The second essential element is **credibility**. This is when you answer the audience's question "Why should I listen to you?" Your message will never even be briefly considered if your listeners don't consider you trustworthy and knowledgeable.

How can you present yourself as a person to respect? First, make sure you are given a strong and positive introduction that distinguishes you as an expert in your field. Also include biographical facts that establish common ground with your audience. If you are talking to another service club, for example, include the four years you served as president of your

hometown chapter. If you're talking to a group of parents, mention your four children.

Next, be certain your appearance is neat, clean and appropriate. This is not the time to wear that flashy tie you got for your birthday or a jangly charm bracelet. Be poised and relaxed – at least on the outside – and immediately establish eye contact with your audience. Your character and demeanor are vital when trying to persuade someone.

### 3. Analyze.

The third element is perhaps the most essential and also the most complex – **analysis**. As you prepare and outline your speech, focus on your *listeners'* needs – not your own. This can be a real challenge, but it is the key element in any persuasive effort. To frame your speech according to your audience's interests, you must first recognize and understand them. You need to be familiar with their ages, occupations and levels of education.

For instance, financial advice for newlyweds will differ greatly from that given to senior citizens. You also need to know where the audience stands on your issue: Are they in favor, neutral or against it? If they already agree with you, your speech should reinforce their beliefs. If they are neutral, it should spur them into action and if they are opposed to your point of view, your speech should help them recognize and consider new perspectives.

In addition to incorporating your listeners' interests, your speech should appeal to a trio of basic needs, shared by all adults: the need for security (both personal and financial), adventure and a sense of belonging. You can combine this with an appeal to basic emotions such as sympathy, guilt, patriotism, justice, freedom and fear. These needs and feelings often go hand in hand, as in security and fear, belonging and patriotism, freedom and adventure.

After considering the three elements of logic, credibility and analysis, design your speech according to this step-by-step process for structuring a persuasive speech developed by Alan Monroe, a former professor of communication at Purdue University:

1. **ATTENTION:** Grab and hold it from the start.
2. **NEED:** Remind your audience of one of those needs they all share and how and why it isn't being filled.

3. **SATISFACTION:** Show how that need can be filled.
4. **VISUALIZATION:** Make that satisfaction easily seen and accepted.
5. **ACTION:** Show what needs to be done to achieve the goal the audience just imagined.

If this sequence is approached with logic, credibility and analysis, your success in persuading your audience is quite likely.

Other factors to keep in mind:

- When writing your speech, use concrete, vivid language that paints a picture of what you are talking about. A Yale University study showed that the 12 most persuasive words are: *discovery, easy, guarantee, health, love, money, new, proven, save, results, safety* and *you*. (Commercial producers already know this!) It's easy to see how these words tie in closely with the basic needs and emotions mentioned earlier.
- Anticipate your audience's questions and objections and prepare appropriate responses. By handling these comments calmly and knowledgeably, your credibility and persuasiveness will certainly increase. Be sure to remain respectful of opposing positions.

A persuasive speech can be one of the most passionate and memorable speeches you will ever deliver. It's easy to become quite involved in this type of message because you'll be dealing with topics you feel strongly about. It is vital, however, to prepare carefully and not lose sight of what your speech is trying to achieve.

*Tamra B. Orr* is a freelance writer living in Warsaw, Indiana.

*"A Yale University study showed that the 12 most persuasive words are: discovery, easy, guarantee, health, love, money, new, proven, save, results, safety and you."*



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# Selling your ideas

How to convince  
other people that  
you're right.

Effective communicators understand a wide variety of simple persuasion techniques and practice them regularly. Here are a few of these techniques – try them either at home or work:

- **Appeal to Shared Values.** When the people around you share common ideals or goals, demonstrate that your idea is the fastest, most effective way to achieve what you're all seeking. Conversation starter: "We both want the same results here..."
- **Spread Enthusiasm.** Speak enthusiastically about your idea, and others may begin taking it to heart. Conversation starter: "I heard a very exciting idea today..."
- **Share Examples.** Base your pitch on something another co-worker, friend or family member has done successfully. The closer your idea is to one that's already been implemented, the more relevant it will seem to the people around you. Conversation starter: "Let me tell you what Bob's company is doing successfully..."
- **Share Information.** Have you read anything lately relating to your idea? Copy or clip pertinent articles and information and pass them to the people around you. Alternatively, jot your ideas down on paper and circulate these random musings. Supportive printed material can easily lend credibility to your ideas. Conversation starter: "Wait until you read this terrific article I clipped for you..."
- **Talk the bottom line.** Demonstrate candidly how your approach will get you to a

by *Richard Ensmen, Jr.*



desired result quickly and efficiently. Conversation starter: "I think I know how to get top-notch results in record time..."

- **Dictate.** Here, you'll simply use your authority to issue orders and command others to follow your directions. This is usually the least effective method of persuasion. Conversation starter: "Here's what I want you to do..."
- **Hint.** Want something done a certain way? Casually suggest your approach two or three times. Conversation starter: "Maybe you could try this out sometime soon..."
- **Analyze.** Using analysis – the "thinking person's" tool of persuasion – you can show through deductive logic why your point of view is valid. Conversation starter: "If Project A turned out well, and

John confirmed the results, we ought to be able to do the same thing ourselves."

- **Try, Test and Sample.** Encourage a co-worker to try out a new idea for a limited time, without either of you making a long-term commitment. Conversation starter: "Why don't we just give it a shot for a week or two?"
- **Train.** Want something done your way? Reinforce your expectations by instructing your co-worker, step by step. Conversation starter: "Let me show you how it's done..."
- **Ask for Reports.** Invite a co-worker to ponder your suggestion, research it if necessary, and provide feedback within a certain period of time. Conversation starter: "Spend some time looking at this idea, and get back to me..."
- **Ask for Advice.** Note the results you'd like to obtain and invite people to explain how to best go about it. Prompt others with your own thoughts when discussion gets bogged down. Conversation starter: "Here's where I think we should be going. Now, how can we best get there?"
- **Ask for a favor.** Most people like to respond to a request for a favor. Ask for help in putting a new idea on the table, and you may tap into the positive personal habits most people display. Conversation starter: "I'd really appreciate your help on this..."
- **Ask for a Quid Pro Quo.** As you explain your idea, find out how you can help your co-worker with one of his or her ideas - if he or she will help you now. Conversation starter: "What would it take for you to help me make this happen?"
- **Ask questions.** Ask a series of pointed questions to illuminate the value of your ideas and the importance of getting them done right away. Conversation starter: "What do you think would be the greatest benefit of this approach?"
- **Rate.** Invite people around you to discuss the value of your idea by rating it on a scale of 1 to 10, or comparing it to other ideas they've tried out in the past. Conversation starter: "How does this compare to what we saw last month?"
- **Enlist a third person.** If you anticipate resistance to a novel idea, ask a mutually

trusted friend or acquaintance to broach it with the people you're trying to convince. A third party may be perceived as more objective than you. Conversation starter: "I heard that Bob talked with you yesterday..."

Persuasion is both art and science. When used skillfully, persuasive techniques are powerful tools of communication and productivity. When you're confident of your position, use one or more persuasion techniques to get your point across and motivate other people toward action. Your ability to mobilize others may bring results you never thought possible.

*Richard G. Ensman, Jr.*, is a freelance writer living in Rochester, New York.

*"The closer your idea is to one that's already been implemented, the more relevant it will seem to the people around you."*



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# Overcome **PROCRAS**

**"If a man indulges himself in murder, very soon he comes to think little of robbing. And from robbing he comes next to drinking and Sabbath-breaking and from that to incivility and procrastination."**

— THOMAS DE QUINCY, 1785-1859

**I**t might not be as serious as murder, but procrastination can be deadly in just about every aspect of life, from your career to your personal life. Whether it's a major work deadline, an important exam, organizing tax receipts or wallpapering the bathroom, some people just can't seem to get started. The farthest they get is thinking of all the reasons the task should be put off – and put off and put off again.

Ever since Hamlet wandered around Elsinore Castle putting off avenging his father's murder, business people, retirees, students, homemakers and others have been "getting around to it – someday."

Well, stall no more. Mental health professionals have closely observed procrastination and offer hope for those prone to delay. California psychologists Jane Burka and Lenora Yuen have extensively researched this human condition of inertness and have found that sterling intentions

of "buckling down and doing it" aren't enough.

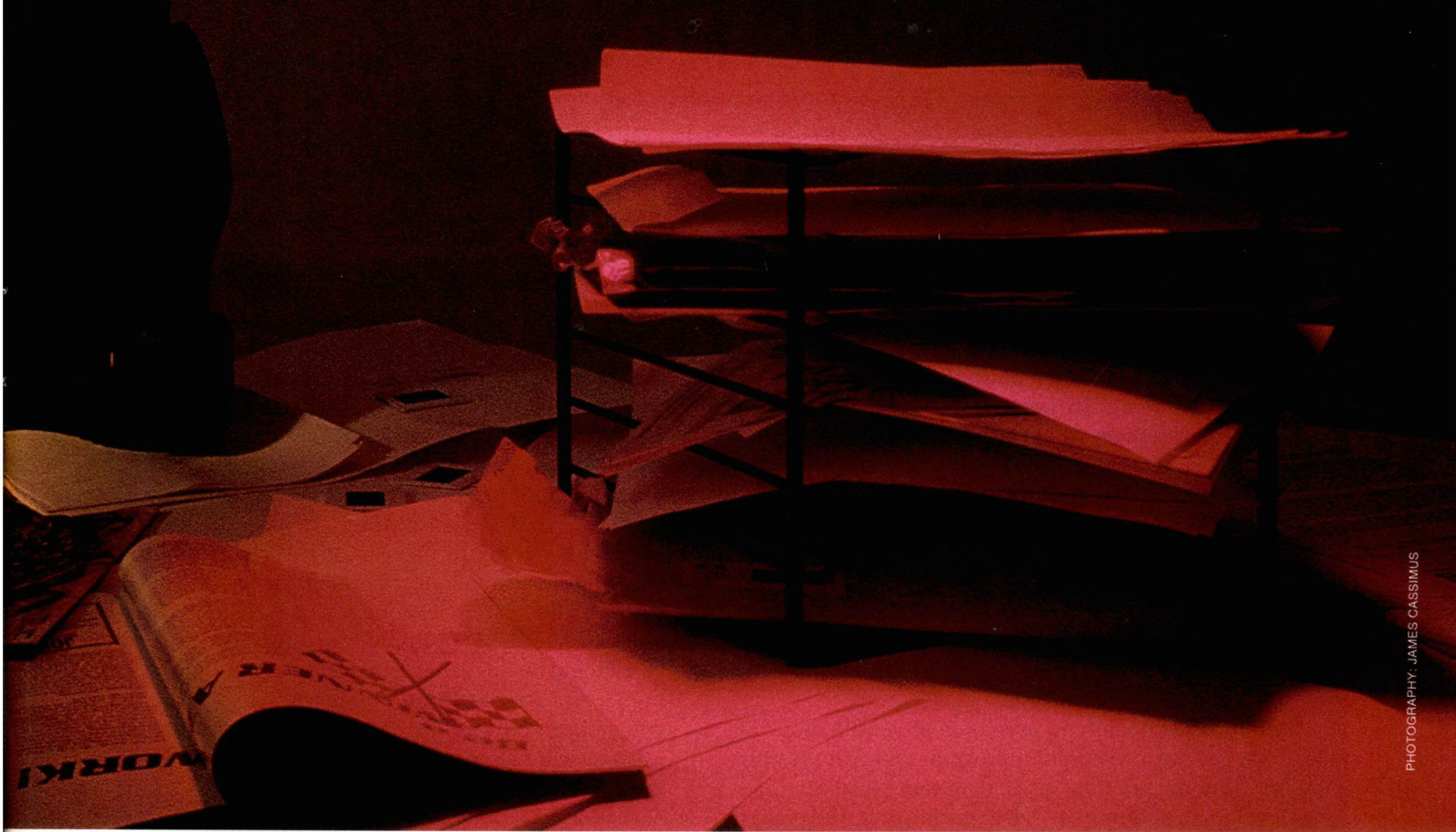
Burka and Yuen, co-authors of *Procrastination: Why You Do It; What to Do About It* (Addison-Wesley, Boston), say by letting things slide, you blissfully ignore your most carefully hammered-out schedule while fluctuating between sitting idle, doing the wrong thing and feeling a creeping panic over the anticipated consequences of your lingering inaction.

Almost everybody dillydallies at one time or another, but for some it's a way of life, making their life and that of others miserable to one extent or another. However, much more is involved than mere laziness or poor organization.

"Procrastinators use delay as an unconscious strategy," says Dr. Burka, who serves as a "get-it-done-now" consultant to businesses. "Some chronic delayers are afraid of both failure and success. Others use delay as a way to resist authority by saying to themselves, "No, I won't do such-and-such until I'm good and ready or maybe not at all!"

For some foot-draggers, procrastination is a way of avoiding any real test of their true abilities. A tiny but convincing internal voice whispers: "If you wait long enough to start the task, all you can be judged on is your





# Procrastination (Today!)

skill at 'brinkmanship.' You can then criticize yourself for being weak or lazy but not stupid." The procrastinator then gains a false sense of brilliance if he or she manages to pull things off at the eleventh hour. Some people delay action because they've set such high standards for themselves, any result that's viewed by others as less than perfect becomes a demoralizing put-down.

"Many people have 'low frustration tolerance,'" says Dr. John Boyd, a former University of Virginia psychology professor who has led workshops on overcoming procrastination. "They want things simple and easy. Often, though, just the opposite is true – a person can have an inflated sense of his own self-worth. He or she arrogantly thinks, 'I shouldn't have to do that job so I'll just put it off.' And then there are some procrastinators who tend to be impatient and exaggerate all the negatives in life."

Irrational attitudes lurk behind each assumption. For instance, the person who links his self-worth to his performance should realize he doesn't have to be great at everything to be a worthwhile person. Give up the desire to produce a masterpiece each time out and concentrate on getting the job done in a competent – not perfect – fashion.

"If you have a low tolerance level, you're frankly refusing to accept reality," Dr. Boyd says. "Nobody ever said life was easy or hassle-free."

In business, people sometimes dawdle as a means to protect themselves from the emptiness between finishing one project and starting another or from making important life decisions or commitments.

"In retirement, the most common procrastination is 'I'm too old'," Dr. Boyd says. "Research shows the biological aging process doesn't take that much away from the quality of life. Rather, the psychological aspect of being in the doldrums or giving up on life is the most limiting thing. Actually, the years beyond 70 are very productive for many. Because of the graying of our population, geriatric research is booming so there's no reason older people should

“Concentrate on getting the job done in a competent – not perfect – fashion.”

put off learning new skills, getting and staying in shape or taking up new sports or interests."

**H**elen Dennis, a lecturer at the Andrus Gerontology Center at the University of Southern California: "When I ask most new retirees what they would have done differently before leaving work, I hear one thing over and over: 'I wish I hadn't put off planning for retirement so long.'"

#### A PLAN OF ACTION

Whether it's planning for retirement, quitting smoking, starting a diet, attending to neglected household repairs, writing that novel you've always had in mind, or starting a new business, procrastination can drain your energy, preventing you from even starting.

So how, exactly, do you overcome procrastination? Dr. Boyd has devised a seven-point program to defeat procrastination, "that thief of time" as Shakespeare called it.

**Develop an action plan.** Set a specific time and place to start whatever it is you've been putting off. For example, say to yourself: "Tuesday at 7:30, I'll start hanging wallpaper in the bathroom."

“Use the ‘Swiss Cheese Plan.’ A seemingly huge task can be done by putting small holes in it. If you have an overwhelming job, break it into smaller chores.”

**Create a system of positive reinforcement.** When you complete an important project, reward yourself with a nice dinner out or a weekend away.

**Make a public commitment.** "Tell everybody you're going to do the things you've been putting off," Dr. Boyd suggests. "If you don't do it, you're going to be terribly embarrassed."

**Use reminders.** Post a "to-do" list in a conspicuous place – on the refrigerator door, for example. Cross off items as you go to measure your progress.

**Ride the wave.** If you're one of those long-suffering writers who has been putting off the "Great American Novel," and you feel a tide of words and ideas rush at you at three in the morning, get up and write.

**The five-minute plan.** If you've been putting off a particularly onerous task, commit yourself to work on it for five minutes only. You may quit after five minutes, but chances are good you'll stick with it longer once you've started.

**Do the easy part first.** "That gets you started, and you just may see it through to completion," says Dr. Boyd.

Need a few inspirational hints for starting down a new path? Dr. Stanley Frager, a psychologist and professor at the University of Louisville who teaches motivational techniques to teams and athletes, offers these tips:

- ▶ **USE THE "SWISS CHEESE PLAN.** A seemingly huge task can be done by putting small holes in it. If you have an overwhelming job, break it into smaller chores. For instance, if you've been putting off painting the house because it's going to take so long, spread to over four weekends instead of one. "Chopping a big job into little pieces makes it seem less ominous."
- ▶ **BREAK PATTERNS.** If you're watching television when you should be doing neglected tasks, simply stop watching TV and do something else – even if it's not the thing you've been putting off. "Merely breaking a pattern of idleness will help you to eventually get around to doing what needs doing," advises Frager.
- ▶ **ASK FOR HELP.** Some people seem lazy because they don't like working alone. House cleaning or wallpaper hanging is much easier if everybody in the family pitches in. If you feel bogged down at work, don't hesitate to ask for a hand. That'll at least help you get started.
  - ▶ **GET PROPER INSTRUCTIONS.** "Many times we just don't know how to start the task," Frager says.

Historically, people have been known to embrace procrastination by purposely putting things off. Napoleon Bonaparte, for instance, instructed his secretary to leave all his letters unopened for three weeks. The French conqueror then smugly observed how a large part of his correspondence disposed of itself and no longer required an answer. St. Augustine, one of the founders of the Catholic Church, wrote about his earlier attitudes in his book, *Prayers*. "Give me chastity and continence, but not yet."

If you still feel procrastination is your natural lifestyle, if you like living on the edge and being judged on your skills of brinkmanship, there's an organization just for you: the 26-year-old Procrastinators' Club of America. The 4,000-member club celebrates Christmas in July and protested the War of 1812 in 1967. Membership is open to anyone who doesn't fill out and return an application too soon. Once you do send it in, you'll receive "Last Week's Newsletter" – when someone at the club "gets around to it."

**Charles Downey**, a freelance writer who never misses his deadlines, lives in California.

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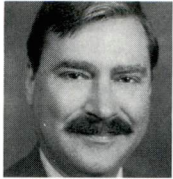
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 Tom Phelps, 878-33  
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 Janine Bailey, 1695-47  
 Phyllis J. Pawson, 4541-47  
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 Russ C. Foss, 5907-14  
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 Robert Saulsbury, 535-29  
 Elaine Morrell, 2029-32  
 Robert E. Higdon, 135-33  
 Brenda R. O'Brien, 5145-33  
 William F. Yim, 8400-33  
 Susan Lackey, 4135-37  
 William A. Foye, 4806-37  
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 Adrianna Lavell, 985-39  
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 David W. White, 6049-41  
 Dale Hjertaas, 2849-42  
 Harvey Faust, 2172-43  
 J.L. "Jigger" Rowland, 275-44  
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8. Known Bondholders, Mortgagees, and Other Security Holders Owning or Holding 1 Percent or More of Total Amount of Bonds, Mortgages or Other Securities (If there are none, so state)		
Full Name Complete Mailing Address <i>NONE</i>		
9. For Completion by Nonprofit Organizations Authorized to Mail at Special Rates (DMM Section 423.12 only) The purpose, function, and nonprofit status of this organization and the exempt status for Federal income tax purposes (Check one)		
<input checked="" type="checkbox"/> (1) Has Not Changed During Preceding 12 Months <input type="checkbox"/> (2) Has Changed During Preceding 12 Months (If changed, publisher must submit explanation of change with this statement.)		
10. Extent and Nature of Circulation (See instructions on reverse side)		Average No. Copies Each Issue During Preceding 12 Months
Actual No. Copies of Single Issue Published Nearest to Filing Date		
A. Total No. Copies (Not Press Run)	<i>168,904</i>	<i>158,946</i>
B. Paid and/or Requested Circulation		
1. Sales through dealers and carriers, street vendors and counter sales	<i>None</i>	<i>None</i>
2. Mail Subscription (Paid and/or requested)	<i>166,404</i>	<i>156,446</i>
C. Total Paid and/or Requested Circulation (Sum of 10B1 and 10B2)	<i>166,404</i>	<i>156,446</i>
D. Free Distribution by Mail, Carrier or Other Means (Samples, Complimentary, and Other Free Copies)	<i>N/A</i>	<i>N/A</i>
E. Total Distribution (Sum of C and D)	<i>166,404</i>	<i>156,446</i>
F. Copies Not Distributed		
1. Office use, left over, unaccounted, spoiled after printing	<i>2,500</i>	<i>2,500</i>
2. Return from News Agents	<i>N/A</i>	<i>N/A</i>
G. TOTAL (Sum of E, F1 and 2—should equal net press run shown in 4)	<i>168,904</i>	<i>158,946</i>
11. I certify that the statements made by me above are correct and complete		Signature and Title of Editor, Publisher, Business Manager, or Owner <i>Suzanne Frey, Editor</i>

# Membership Building - A

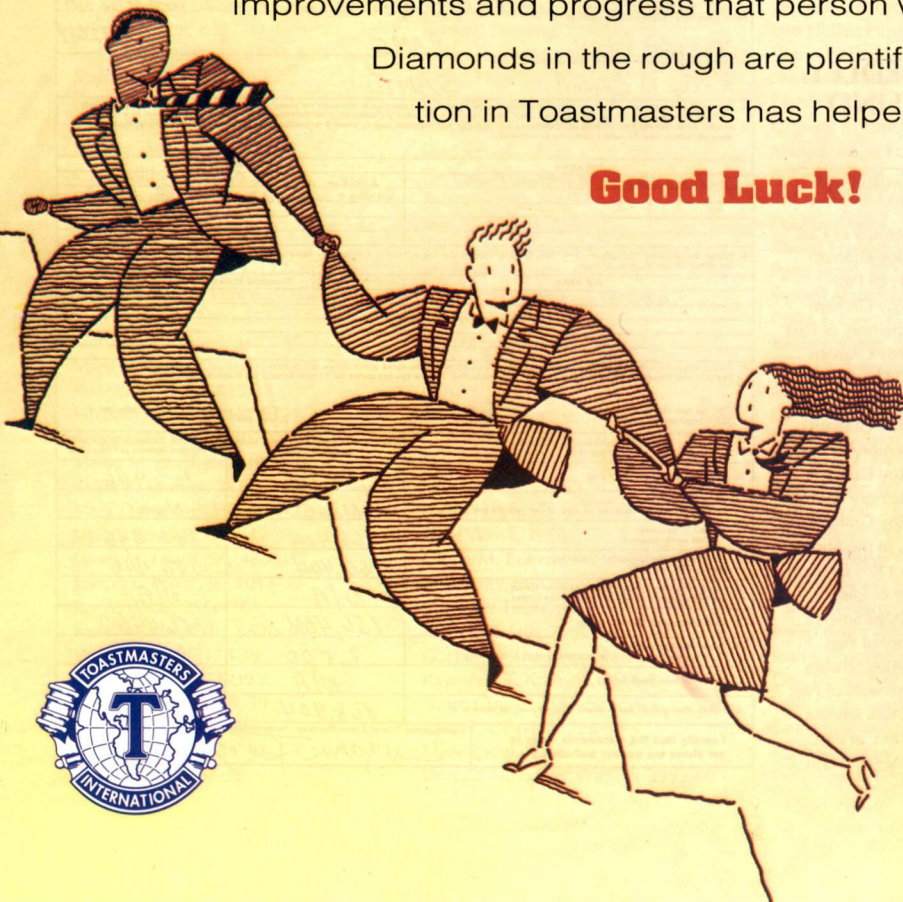
## What's In It For Me?

**Y**ou can see others grow through their participation in the Toastmasters program...and receive the Diamond Pin for sponsoring 5 members, the Star Pin for sponsoring 10 members, and the Toastmasters Ascot Scarf or Tie once you've sponsored 15 members.

Remember, someone once recognized your potential and invited you to a Toastmasters Club meeting. Now that 1994 has arrived, it's time to return the favor by resolving to bring a new member into Toastmasters. Then go ahead - take pride in the improvements and progress that person will make!

Diamonds in the rough are plentiful. Let them know how participation in Toastmasters has helped you...and how it can help them!

**Good Luck!**



From July 1, 1993 through June 30, 1994, the Diamonds in the Rough membership program challenges you to bring new members into Toastmasters. When you sponsor members, you may qualify for the awards listed above and shown in the photo. Consult your Club's copy of the *Membership Programs Flier* (Catalog No 1620) for details about this and other membership building recognition programs. *From Prospect To Guest To Member* (Catalog No. 108), is a "how to" booklet that takes you step by step through the recruiting process. Three copies of each of these items are available to your Club free of charge from World Headquarters every six months.

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