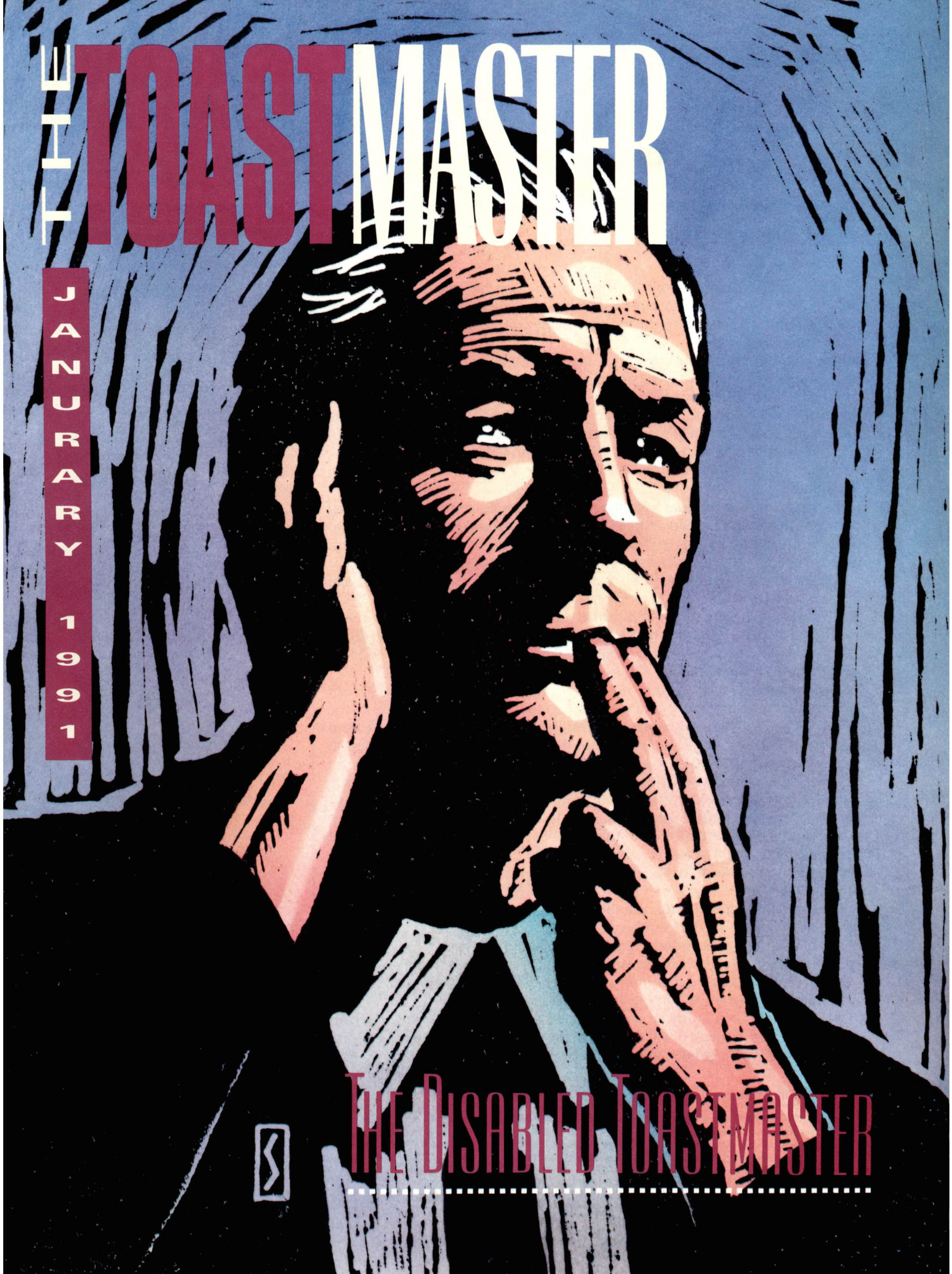


# THE TOASTMASTER

JANUARY 1991



THE DISABLED TOASTMASTER



## BUILDING AN EFFECTIVE LEADERSHIP TEAM

A glance at the calendar reminds us that a new year has begun. This usually means New Year's resolutions, new opportunities and new club officers. Club officer training has been conducted and the new officers have been installed. Opportunities abound.

The club officer training is a foundation providing the opportunity to focus on club and personal objectives, organizational skills and the mechanics of the successful club. You may wonder why more "how to" isn't included. That's because crucial elements such as teamwork and club culture depend on the personalities of individual members and thus extend beyond the control of elected officers. The Distinguished Club Plan provides the keys to success; those factors that, when accomplished by the club members, support an outstanding club.

Each club has the freedom to explore educational opportunities in a manner that best serves its members. While this allows the culture to vary from club to club, it also provides the environment for members to develop their team leadership skills in a unique manner.

The successful team will develop many valuable attitudes, including mutual respect, independence as well as dependence, trust and love.

Mutual respect is the ability to accept ideas that contradict our own as worthy of discussion and consideration. It allows us to receive helpful feedback on our ideas. Finally, this respect encourages us to support a collective decision and make it our own.

Dependence reminds us that no one person stands alone. Alone we can accomplish very little, but when working together with other members of the team we can overcome major obstacles. Dependence helps us learn from others, seek their counsel, and yet retain the capability of making a decision based on input from many sources.

Independence can be considered as two words: *in dependence*. The members of the club look to the leaders of the club for help, support and guidance – they are in dependence of the leaders. When the leaders respond with the direction and assistance that is expected of them, they act with independence for the members and at the same time in dependence of each other. This attitude strengthens self-esteem, confidence and character a team needs to be successful.

Trust and love, or bonding, with the other officers is the final step in uniting a team. To believe in one another, knowing you can count on a person to uphold his or her responsibilities, to grow to like and feel as a family member with the other officers, adds a sense of camaraderie that encourages everyone to pull together toward common objectives. It reinforces our faith in the Toastmasters program and in our fellow members.

Your term as a club officer can be exciting, fun and rewarding. As your leadership team meshes, it will encourage the members of the club to endorse and embrace your attitude for success, and your club will thrive.

*"The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on."*

– Walter Lippman

**A. EDWARD BICK, DTM**  
**International President**

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# LETTERS

## CLASSMATES REUNITED

Reading the April issue, I discovered that a former classmate and teammate was a featured speaker at the last International Convention in Dallas. He is John V. Slyker, DTM, a speaker at the luncheon of Thurs., Aug. 16.

John and I played basketball against each other in high school and at the University of Evansville. I played one year and John played at least two. I then joined the Army and lost track of John for more than 30 years. I then discovered him in this issue!

I have been a Toastmaster for eight years and hope to eventually attend one of the national conventions.

*Rich Koressel, CTM  
Crescent City Club 3506-11  
Evansville, Indiana*

## AUDIENCE IS A BETTER JUDGE

It's time we reevaluate our judging system at Toastmasters speech contests.

I think most Toastmasters would agree that audience response is the best way to determine whether a presentation has achieved its purpose – especially when speaking before a non-Toastmasters audience.

If this is true, and if the goal of effective public speaking in the Toastmasters program is to present an idea to listeners in such a way that they understand our message and purpose, and are moved to act upon them, then our current methods of judging speech contests are erroneous.

Judges are instructed to be dispassionate and use a point system, and no speaker's performance is to be evaluated in comparison with another's. This, I believe, is pure hogwash. Audiences certainly don't use point systems, and they certainly do compare speakers.

Any of us who have been Toastmasters for a year or longer have at times been amazed and disappointed with the results of the judging: the audience has overwhelmingly preferred a speaker who didn't even place in the top three, for instance. We can't blame the audience, though that's the group we're trying to influence.

Recently, I heard a humorous speech contest in which one speaker made the audience hysterical, yet the winner received only a few snickers. Somehow, the point system rewarded the wrong speaker. I've seen similar results in Table Topics.

Are there members out there who feel the same way?

*Otto Hauelsen, CTM  
Early Risers Club 5014-39  
Grass Valley, California*

## MARRIAGE INFO. WANTED

I would like to know how many Toastmasters have met through Toastmasters and eventually married.

Please write to:

"How Did You Meet?"

Olivia Headley c/o PAE  
1111 West Sixth Street  
Los Angeles, CA 90017, U.S.A.

*Olivia Headley  
Los Angeles, California*

## CAN ABORTION LETTERS

A letter in the September issue ("Inappropriate Example") condemns Margaret Sanger for her views on abortion. Is the magazine switching hats to become a voice for the religious right? That letter had no place in *The Toastmaster* – abortion is not an appropriate topic for the Letters section. Let's, as every good speaker knows, stick to the point.

*Amy Holbrook  
Winner's Circle II Club 4822-49  
Honolulu, Hawaii*

## ENCOURAGEMENT ARTICLE 'FINE'

Thank you very much for the fine article, "The Fine Art of Encouragement," by Victor M. Parachin in the May issue. It is one the best I have read in *The Toastmaster*. His point is well taken when he writes about encouragement, "Anyone can give it and everyone needs it." Parachin's examples are well written and highly motivational.

I have been a Toastmaster for 20 years, and before reading Parachin's article felt many articles in our magazine were superficial, mundane and repetitive. Especially those articles dealing with the operations of a Toastmasters club.

Please continue your search for highly motivational and practical articles like this one.

*Emmet Jones  
McCook Club 2888-24  
McCook, Nebraska*

## DICKSON ON COURSE

I want to thank Charles Dickson, Ph.D., for his article, "Are You Sabotaging Your Chances for Success?" in the July issue. It is one of the best I

have ever read. In fact, I used it in a course I offered to about 60 businesses, and still use it every chance I get – especially with my children.

I feel P. Christine Stockham, ATM, was out of line with her criticism in her letter, "Shocked by Ride Advice" (Aug. 1990). The next step after weighing our words is to say nothing at all! If *The Toastmaster* magazine staff made a mistake, as she claims, it was in printing Stockham's letter.

Thanks for the excellent job you do.

*Gerald Gastel Pfister  
Metairie, Louisiana*

## NO RIGHT ANSWER

I have finally had an opportunity to sit down and read the September issue and I'm already irritated by the pompousness of one letter writer.

I am referring to Richard T. Poole ("Table Topics Challenge"), who questions the procedures for handling Table Topics discussed in the June issue. Mr. Poole, whose approval does a Toastmaster need to use these methods of speaking "off the cuff"? Yours? I should hope not. A Topicmaster who can't appreciate someone's creative abilities and who has the authoritarian view that the only right answer is *their* answer lends further support to the feeling that some new members have when they first join; i.e., that they and their views are not welcome.

*Linda L. Powell  
Cincinnati, Ohio*

## DIAGRAMS ON TRACK

Congratulations to Frank T. Storey, ATM-S, for his excellent overview of the achievement track for Toastmasters ("Are You on the Right Track?") in the July issue.

These easy to understand diagrams allow for clear goal-setting and encouragement for long-term goals.

*Jan Collier, CTM  
No. 1 On-Air Club 7108-69  
Longreach, Queensland, Australia*

## NOUN-VERBS GAINING MOMENTUM

If Denis Rowledge, ATM, thinks "How to Author a Book" (July 1990) is verbing a noun ("Nouns vs. Verbs," Oct. 1990), wait until he receives a letter complimentarily closed with "Toastmasteringly yours!"

There may be better, or worse examples, but for me that's bad, or good, enough! And we better get used to it, because at the rate it's happening, I'm afraid we ain't seen nuthin' yet.

*David A. Corey  
Portsmouth, Virginia*

# TAKE TIME TO DREAM

By Joanne Eglash

FOR MANY PROFESSIONALS TODAY, SUCCESS MEANS (TO PARAPHRASE ERICH SEGAL) NEVER HAVING TO EXPERIENCE FAILURE. BUT BY AVOIDING RISKS, WE OFTEN DEFEAT OUR OWN PURPOSES.

I often talk to people who say, "Oh, if only had..." These dreams vary from taking time off to travel, going back to school for a graduate degree, trying a new career. But when asked "Why not now?" they say they don't want to take the risk. The adage "nothing ventured, nothing gained," is true, albeit trite.

Faced with clients who contend that "they're miserable, but don't have options," industrial psychologists often suggest that the first step is to write down every possible - and impossible - goal.

"I bought myself a notebook and called it my 'Pie in the Sky' journal," recalls Toastmaster Kate Nolan, who followed this approach. "I made up one rule for my journal: follow no rules." Given permission to develop her dreams, Nolan found herself remembering when she was in the first grade, wanting to be a nurse. "I scribbled two pages about my Clara Barton dream of wearing a white cap

and saving lives all over the world."

A computer marketing manager, Nolan took her "Pie in the Sky" journal to her office. Whenever she felt frustrated, she wrote down what she would rather be doing. "I had dreams ranging from forest fighter to librarian to chemist," Nolan admits. "And I realized that none of them had anything to do with computers."

To begin "building her foundation," Nolan reviewed the common elements of her dream occupation. Almost every page included a job that was more active and people-oriented as opposed to machine-oriented.

Psychologist Evelyn F.

Dryzer defines this review stage as fundamental to choosing which risk to take. "By discovering what feature or aspect of your goals is the most important, you know you will put all your energy into it," she says. "And focus is an important ingredient in any recipe for success."

For Nolan, the turning point came when she decided that she wanted to train people how to use computers. This combined the knowledge she already had of computers with her interest in working directly with people. Although she admits that she was "still worried that I would regret the risk," Nolan enrolled in an evening certificate course at a nearby college and applied for a transfer in her company to the training department.

The result? "I earn the same amount of money and I'm much happier," says Nolan, who recently was promoted to "learning products specialist." And her journal has not ended. "I discovered that it was wonderful material for my Toastmasters speeches. I've done a humorous speech on why I would make a ter-

to have and enjoy our dreams. And you never know what you will find within yourself that you actually can turn into reality."

What if you are happy in your chosen profession, but still hesitant when it comes to risks? "Use the tool of writing again," says the psychologist. "Or try talking out your feelings into a tape recorder. What's the worst possible thing that could happen?"

Dryzer believes that many successful leaders "redefine failure so that it becomes an adventure, a learning experience. There is a kind of creativity involved in intelligent risk-taking."

She advises professionals to consider and record all their options before asking. Can the tried-and-true method be improved? Is there a way to test the new system? "Know all your options. And be gentle with yourself. Learn to congratulate yourself when you do take small risks. That is how we grow."

Nolan agrees that she has experienced both professional and personal growth. And to encourage herself to

"IF YOU HAVE BUILT CASTLES IN THE AIR, YOUR WORK NEED NOT BE LOST; THAT IS WHERE THEY SHOULD BE. NOW PUT THE FOUNDATIONS UNDER THEM."

- HENRY DAVID THOREAU

rible librarian, and I'm working on one about volunteer fire fighters."

Hearing about that unexpected bonus, Dryzer laughs. "I enjoy my current job, but I admit that I keep a journal, too," she says. "I think that we all need to allow ourselves

dream, she has framed a quote from Peter F. Drucker; "Economic progress can be defined as the ability to take greater risks." ■

Joanne Eglash is a Toastmaster and freelance writer living in San Jose, California.

# WHEN THE PRESSURE'S ON

## *How to cope with burnout*



Illustration by Vala Kondo

IT'S FRIDAY EVENING AND YOU'RE STILL HARD AT IT. YOU'VE BEEN IN MEETINGS FOR THE PAST TWO DAYS AND, IN ADDITION TO THE WORK ON YOUR DESK THAT YOU HAVEN'T BEEN ABLE TO GET TO, YOU NOW HAVE FOUR PAGES OF NEW THINGS TO DO. YOUR HEAD IS POUNDING, YOUR FOREHEAD IS BEADED WITH SWEAT, THE ASHTRAY NEAR YOUR RIGHT HAND IS FILLED WITH CIGARETTE BUTTS AND YOU LONG FOR TWO MORE OF THOSE DRINKS YOU HAD AT LUNCH.

By  
*Lin Gensing*

You're under pressure. And pressure leads to stress, which leads to burnout.

Although burnout is a buzzword these days and is bandied about quite frequently, it's a real problem that strikes thousands of people each year. And you could be one of them.

Burnout can be defined as a "state of emotional and physical exhaustion brought on by increased demands and pressures at work." Anyone can be the victim of burnout – some, however, are more susceptible to it. People who are hard-driving and ambitious, who have a strong need for control and who seem to always be busy are prime burnout candidates. So are those in the "helping professions" – doctors, lawyers, psychologists, etc.

Burnout can be thought of the same way you'd think of anything "burning out," an engine for instance. When you operate anything at high capacity for long periods of time, something is going to give.

Job burnout is quite common. A random dissipation of energy often leads to burnout. This can happen when you aren't trained well enough to know what's expected of you or when you really don't know what your job is. You may be trying to guess at what the supervisor wants because standards haven't been explained well enough. You're expending a great deal of energy but you feel as though you've accomplished nothing. The result? Burnout.

The signs are the same that you'd expect with any type of stress – fatigue, depression, hopelessness and lack of enthusiasm. There also may be physical symptoms such as head and muscle aches, insomnia, stomach problems or high blood pressure.

It's important to note that all of these signs are nothing more than defense or

coping mechanisms. Your body is crying out for help. It's up to you to be aware of the signs so that you can intervene at an appropriate point to get yourself back on the right track.

In the book *The Work/Stress Connection*, Robert L. Veninga and James P. Spradley identify five stages of burnout:

**1) The honeymoon stage.** This is the stage, often at the beginning of a new job, when you have a high level of energy and job satisfaction. You start your job with a fresh purpose and a specific, often high, goal in mind.

**2) The fuel shortage stage.** The novelty of the job begins to wear off. This stage may begin unobtrusively, but as it approaches the next stage symptoms begin to develop – the “early warning signals.”

**3) The chronic symptom stage.** Early symptoms become habitual, and new symptoms begin to develop. It's becoming increasingly harder for the employee to be enthusiastic about the job and easier to call in “sick” in the morning.

**4) The crisis stage.** Serious physical symptoms can develop: ulcers, high blood pressure or migraines, for example.

**5) Hitting the wall.** The burnout victim can no longer function on the job and begins to find that life is deteriorating in other ways.

Do you feel that you fit in any of these stages? Hopefully, if you do, it's one of the early stages when you can still arrest the problem and get yourself back on the right track.

You can do many things to reduce the level of stress felt both in the office and at home. The first step in combatting burnout is awareness. Before you can begin to relieve your feelings of burnout you must determine what's causing it. Every aspect of your life contributes to your stress and all these aspects are inter-related.

What happens to you at home affects you at work and what happens at work affects you at home. Stressful working

conditions have been linked to low productivity, excessive absenteeism, alcoholism, drug use, susceptibility to illness, auto accidents, family breakdown and divorce.

Unfortunately, while many people suffer from burnout, not many are dealing with their problem effectively. We're all familiar with many “false cures” for handling stress:

- Coming home after a hard day and having a drink to “unwind.”
- Taking out frustrations experienced at work on a spouse, a child or “the family dog.”
- Withdrawing – developing a series of psychosomatic symptoms that make it impossible to go to work and deal with the problems there.
- Turning to drugs in an effort to make

4. Spend time with people who boost your ego, are good at listening and can sympathize with your insecurities.

5. Develop interests outside of work. Take adult education courses or start a new activity that you always wanted to learn.

6. Exercise regularly. Being in good shape physically can help you feel better emotionally. Also, see your doctor regularly, keep your weight within limits and eat properly.

7. Treat yourself. Buy that special item you have always wanted, take a vacation or spend some time relaxing.

8. And, perhaps the most pertinent advice: Don't take on more work than you can handle. Don't take on work that you don't know how to do. Learn to accept what you cannot change. Take

## **WHEN YOU OPERATE ANYTHING AT HIGH CAPACITY FOR LONG PERIODS OF TIME, SOMETHING IS GOING TO GIVE.**

the pain go away.

Stress is a part of everyone's life – in fact, a certain amount of stress is good. It helps us remain alert and ready to tackle problems.

The key to making stress a positive part of your life is learning to deal with it and use it to your advantage. There are several ways you can do this:

1. Determine which job related duties you like and do them at least once a day. Although you may not be able to reduce stressful tasks, make sure they do not rob you of the enjoyable aspects of your job.

2. Keep a daily log of enjoyable activities. This will help you isolate those aspects of your job that you find positive.

3. Allocate blocks of time for concentrating on tasks. These slots of productivity will give you a sense of accomplishment, and thus reduce your feelings of helplessness.

one thing at a time. Don't try to tackle all your tasks at once.

One person's prescription for burnout may not necessarily work for another. For some individuals a quiet night at home with a good book is effective – for others an invigorating game of tennis does the trick.

We live in a harried, hurried, stressful society. But there is no reason you have to become a victim of the times. By being aware of the warning signs of burnout and practicing stress reduction techniques, you can learn to deal with life in the office and make your home life more satisfying as well. ■

*Lin Gensing is a freelance writer living in Eau Claire, Wisconsin. She teaches creative writing and is author of A Small Business Guide to Employee Selection (1986, Self-Counsel Press).*

# THE DISABLED TOASTMASTER

*HOW TO MAKE PEOPLE WITH DISABILITIES  
FEEL WELCOME IN YOUR CLUB.*

**BY SHARON LYNN CAMPBELL**

**ONE OF THE GOALS OF THE TOASTMASTERS PROGRAM IS TO IMPROVE SELF-CONFIDENCE AND SELF-ESTEEM. WHILE WE CAN ALL USE SOME HELP IN THAT DEPARTMENT, MANY PEOPLE WITH PHYSICAL, MENTAL AND EMOTIONAL DISABILITIES CAN ESPECIALLY BENEFIT FROM TOASTMASTERS MEMBERSHIP. ALL TOO OFTEN, PEOPLE WITH DISABILITIES EXPERIENCE REJECTION AND DISAPPROVAL, OR AT BEST, INDIFFERENCE, IN LARGE ENOUGH DOSES THAT SELF-CONFIDENCE IS SORELY NEEDED.**

*Continued on next page*





American Toastmasters clubs can plan on seeing more members with disabilities since President Bush signed the Americans with Disabilities Act into law. Disabled people in other countries are becoming more active as well. As disabled people move out of their homes and into the workplace, they will be seeking communication skills and self-confidence from Toastmasters as well. How can Toastmasters prepare for these new coworkers and prospective members, and make sure that disabled members feel welcome?

Start by realizing that when you really get down to it, everyone has some sort of disability. For instance, I am effectively tone deaf; I can sing in more different keys in one eight-note scale than anyone I know. Unfortunately, none of them is what I'm trying to sing, although I do hit the right note by accident from time to time. And quite honestly, my tone deafness has caused me as much personal grief as the moderate hearing loss I was born with. Disabilities can be due to lack of ability or talent, or due to an attitude problem. They can be temporary or permanent.

Virtually all people, as they age, will acquire some permanent disabilities. The loss of hearing is becoming a problem in increasingly younger people, thanks to the widespread exposure to very loud music for long periods. Arthritis, deteriorating vision, cardiac conditions, and other problems affect greater numbers of people in older age groups. Even more likely is the possibility of acquiring some temporary disability; mobility disability as the result of an accident is quite common. "The disabled" aren't *them* – they are *us*, if not now, then later, if we are lucky enough to live long enough. Consider that fact when you next encounter a disabled person. How would you like to be treated?

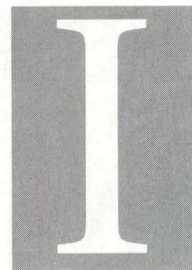
The real question is that of handicap, not disability. The inability to hear, walk, see, control your movements, etc., is the disability. The handicap arises from factors usually outside the disabled person's control. A Toastmaster or prospective Toastmaster who uses a wheelchair to travel only becomes handicapped when the club chooses a meeting place on the

second floor in a building without an elevator. The Toastmaster with asthma only becomes handicapped when the group chooses to permit smoking. The blind Toastmaster is handicapped only when the educational vice-president insists that unless she reads the assigned speech, she won't get credit, or gets towed to the lectern at a district contest like a recalcitrant dog by a (presumably) well-meaning emcee. The hearing-impaired Toastmaster is only handicapped when area contest officials decide that she cannot use her personal amplifier when listening to the model speaker for the evaluation contest.

It usually takes little to accommodate the special needs of a Toastmaster or

Toastmaster Mary Ewbank, ATM, an area governor from District 2, said it best, pointing out that "fear of the unknown on both sides keeps disabled people out of Toastmasters. The Toastmasters fear the disabled person will slow them down, may not be able to pull his or her own weight, and that they will have to make accommodations." Ewbank's cerebral palsy certainly doesn't keep her from pulling her own weight, and then some. She performs the task of area governor as well as anybody.

However, it is unusual for most people to routinely interact with people with major and/or noticeable disabilities, and they simply don't know what to do or what to say when they do. So, out of



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**I T TAKES SPECIAL COURAGE  
FOR PEOPLE WITH  
DISABILITIES TO SEEK  
OUT AN ORGANIZATION  
LIKE TOASTMASTERS.**

---

prospective member, or to offer appropriate assistance when encountering disabled passers-by. I, for example, need a front-row seat to be able to hear well; a deaf member may need a sign-language interpreter or an oral (lipreading) interpreter. A blind prospect may need a tour of the room and route into it. A wheelchair rider will need accessible entrance to the building and meeting room, and room to maneuver. Transportation may be a problem for some prospective Toastmasters with disabilities. Telephone communications may be difficult for others.

Often the only real barrier between prospective Toastmasters with disabilities and current club members is simply the unfamiliarity with people with disabilities, and uncertainty as to the proper way to greet and interact with them.

discomfort, they do and/or say nothing to avoid doing or saying the wrong thing. And that's how they end up doing the wrong thing after all!

Like everyone else, disabled people differ from one another, but the general rules of etiquette that follow will help you avoid inadvertently making a Toastmaster, prospective member or any other disabled person uncomfortable. The source of much of this information is the excellent book by Chalda Maloff and Susan Macduff Wood titled *Business and Social Etiquette with Disabled People: A Guide to Getting Along with Persons Who Have Impairments of Mobility, Vision, Hearing or Speech*. It is available by mail from Charles C. Thomas, Publisher, 2600 South First Street, Springfield, IL 62717, U.S.A. Once you become comfortable with fellow human beings who happen

# ADVICE FROM DISABLED TOASTMASTERS

*By Sharon Lynn Campbell*

This is what a few disabled Toastmasters have to say about their club experiences:

Nicholas Peterson, ATM-B, of a Toastmasters club in Denver, Colorado, hasn't let his Parkinson's syndrome keep him out of the mainstream. His condition causes him to shake, but his voice is in good shape, although he does tend to go down in volume at the end of each sentence. "Toastmasters is good," Peterson says. "It educates people about the nature of the disability. I have found that if disabled people are more comfortable with themselves, others become more comfortable as well."

Peterson did some public speaking before joining Toastmasters, but says that "Toastmasters was the best thing that ever happened to me. I have never had a bad experience. They are awed by the fact that I have the courage to speak."

He particularly values the way Toastmasters has helped him develop his sense of humor.

Toastmaster Deric McCoy, a sight-impaired member of the Bernstein club in District 65, pointed out a couple of areas that required some accommodation. For instance, he couldn't see the timing lights while giving his first speech, so the timekeeper tapped the gavel softly at the proper intervals. He also recommends electronic kitchen timers that can be set for three different times, and beep once, twice and three times for each alarm. The timekeeper could simply push the button to shut them off after a couple of chirps.

McCoy's advice for relating with disabled Toastmasters or prospective members is to "encourage them. Don't be overprotective, or avoidant. You need a medium approach. Don't make the disability bigger than it is, or avoid it entirely. This is not to say that it isn't important, but the disability is not the whole person."

Long-time Toastmaster Jerry Young joined a Toastmasters club in Cincinnati, Ohio, in 1967, feeling unsure of himself. He lost his sight in an auto collision in 1964, and had little confidence or self-esteem. That didn't last long. "At my first speech, my evaluator didn't cut me any slack in his evaluation. I was angry at first, but I realized that I am

here to learn and improve, and I won't get a break just because I'm blind. That was the single most important lesson. The club let me proceed at my own pace."

Young doesn't necessarily recommend this approach for every blind or otherwise disabled new member. "Talk to the person before the speech, and find out how long he or she has been without sight, and where they are in rehabilitation. Take that into consideration." You probably won't call it right in every case, and if you think that you might have been too tough for a particular speaker, call or visit a few days afterward and discuss it.

Young's club members suggested he wear sunglasses, and keep working on gestures. Club members found it hard to speak or listen to Young while watching his closed eyes. Other blind Toastmasters have received the opposite advice. Working on the gestures over the years has led to some interesting consequences. "I put together a speech that required gestures, and made a broad, sweeping motion with my hand. I knocked the trophy over onto the floor. Nobody thought to tell me that it was there."

Terry Ruiz has been a member of the Eastwood Toastmasters club in El Paso, Texas, for four years. Ruiz has multiple sclerosis, uses a wheelchair and has some speech impediments. But her enthusiasm for Toastmasters exceeds that of many other members.

The Eastwood club, composed of members of the El Paso Multipurpose Center for the Handicapped, has mostly disabled members. Because the disability in some cases is severe, cerebral palsy for example, the club moves at a much slower pace than usual. Members who cannot speak with their voices get the chance to participate using symbols and/or cue cards. There are also members with low IQs, who have never gone to school. For all members, the usual rewards of Toastmasters are evident – greater self-confidence.

What can your club do for handicapped Toastmasters or prospective Toastmasters? Mary Ewbank said it best: "Now you have trained me to be not a handicapped speaker, but a speaker who happens to have a disability." ■

to be disabled, you'll be rewarded with friendships and insights that you otherwise would have missed.

### HELPING THE HARD OF HEARING

Hearing impairment is a topic of special expertise for me. I suffered a moderate loss at birth, and have learned to speak clearly and compensate well. In fact, I compensate so well that even my good friends and family members tend to forget it. This causes some unnecessary difficulties for all of us.

How to avoid them? As with any other type of disability, don't assume. Don't assume that because I hear you now in this setting I can hear you in another setting or at another time. Don't assume that someone using sign language cannot speak reasonably clearly. Don't assume that all deaf people use sign language. And don't assume that because a hearing impaired person is laughing with the rest of the group at the punch line to the joke that he heard it.

Make sure that a hearing-impaired person knows you are talking to her. You may want to tap her arm or shoulder, or, if you know it, call out her name. Then, when you know you have her attention, start speaking. Personally, I end up jumping if I have been concentrating on something else; don't feel guilty - that isn't your fault. Introduce yourself, and any others, and start talking.

If the person has difficulties hearing, ask what you can do to facilitate communication. Maybe you need to move to a place with better light, so that the hearing impaired person can more easily lipread. Certainly, turning down (or off) any background music will help matters considerably. The one situation that guarantees that I won't be able to hear is having a large group split into small groups, which meet simultaneously in the same room.

Aside from background noise, the speaker is the key to comprehension. Stand a few feet away, keep your face clearly in front of the hearing impaired person, and do not eat, drink, smoke or chew gum. Do not cover your mouth with your hands, and if you have a beard or mustache, keep it neatly trimmed. Gestures and facial expressions are in-

valuable for enhancing comprehension. However, if the hearing impaired person can't see them, they don't help much. Speak distinctly and clearly; do not shout or yell. And don't drop your voice at the end of a sentence. If you change the subject abruptly, say so!

If a particular word is not being under-

stood, try both repeating it and coming up with a synonym or two. If push comes to shove, you may find it necessary to write it down. Don't worry if you don't know how to spell it- just spell what it sounds like.

If you spell something aloud, remember that many letters and numbers look and sound like others, such as "M" and "N." Think of a word that begins with that letter. If you know the military, police and aviation list, it is an excellent way to solve that problem. Numbers, too, sound alike. I always confirm by repeating the number digit by digit.

Each person's hearing loss is different, and what he or she needs to communicate will vary. Unfortunately, many people with a hearing loss refuse to face it and take advantage of the many helpful devices available today. Other than helping them face their loss, there isn't much you can do for these people.

## REACHING THE SENSORY IMPAIRED

When speaking to groups, don't assume that each audience member has perfect vision or hearing. Millions of people are either blind, visually handicapped, deaf or hearing impaired.

Here are some steps you can take to reach people with sensory impairment:

- Make front row seats available for those who need them.
- Check in advance to see that the sound system is working properly and that the lighting is bright.
- Enunciate and use vocal variety.
- Use verbal as well as nonverbal cues and facial expressions. Also, explain your gestures if you engage in a mime sequence.
- Explain clearly all visual aids and sound effects. Describe your charts, including the variables on the axes and units.
- Make all visual aids as easy as possible to read. Use large print and high-contrast combinations of lettering and background.
- Keep background noise to a minimum. Don't try to speak over music or sound effects. Close the doors and hush talking audience members.
- If possible, give deaf audience members a written text or outline of your talk in advance.
- Consider trimming a moustache before the talk so that those who have to read your lips can see them. ■

### DEALING WITH SPEECH DISABILITIES

People with impaired speech may or may not also have a hearing loss. People who have learned to speak without the benefit of hearing normally may have difficulty regulating their volume, pace and/or expression. People with normal hearing may have speech problems as the result of conditions such as a stroke or vocal cord surgery. Some people, stutters for example, find Toastmasters a good source of both speech therapy and confidence-building. Depending on the source of the speech problem, Toastmasters may not be a good idea, particularly if the vocal cords grow tired quickly.

When you encounter a person with impaired speech, remember that he or she is not usually capable of a normal conversation at a normal pace. It may take more than five minutes to deliver a five-minute speech, for example. Basic courtesy calls for patience, and refraining from jumping in and finishing the sentence or otherwise interrupting unless invited to do so.

However, if you are having difficulty understanding, say so. Repeat back important information, such as phone numbers or names to be sure you heard correctly. Hold up your end of the con-

versation, too. Listening to you for a while gives a person with impaired speech a respite from struggling to talk.

As with people with hearing impairments, a quiet background is important for communicating, since speaking over the noise is difficult for many with speech impairments. Writing may be better in some situations, but it is slow, and it does call for a place to sit, a free hand and some light. A table is nice for longer conversations. If you can't read the writing, say so. And don't borrow the pen and paper except to write a response on the spot if necessary! You wouldn't loan your vocal cords, would you?

There are high-tech communication aids, which are expensive, but usually faster than pen and paper. They may have paper or screen printouts, or have a synthesized voice. If you encounter someone with such a device, remember that he or she is sick of demonstrating it, and does not want you playing with (and possibly breaking) it. Treat them with the same respect any device designed to enable a disabled person deserves – and concentrate on the communication, not the tools.

The telephone, an essential tool for running a club, may or may not be usable by a person with a severe hearing or speech impairment. There are amplifiers available for both weak speech and poor hearing, and your club may want to invest in an appropriate amplifier at a strategic location. However, you may encounter members or prospects who cannot use a phone, and require special arrangements for routine communications.

It takes special courage for people with disabilities to seek out an organization such as Toastmasters. You can get them to stay, and join, if you just say "welcome," and mean it. ■

*Sharon Lynn Campbell is a Toastmaster and freelance writer living in St. Louis, Missouri.*

**Editor's Note:** *Articles in future issues will cover how to communicate with people who are physically and visually disabled and what you can do to make them comfortable in your club.*

## DEALING WITH BRAIN DAMAGE

*By Marilyn Barron, ATM*

As a Toastmaster for more than 10 years, I have discovered how valuable Toastmasters training can be, especially after I was permanently brain damaged in November, 1986.

I have no memory of the accident or the three months that followed. I was hit by a car while walking down a one-way hill and part of my brain was left on the asphalt. The injury naturally caused many problems, but especially – because of the area of the brain that suffered the most trauma – in the areas of concentration, behavior and self image.

My first awareness was horrible – I couldn't read, watch TV, write or communicate verbally. The frustration was so intense that I virtually stopped trying to communicate at all. Behavior was the second serious problem. Because of my difficulties communicating, people didn't understand me and saw me as totally irrational. My frustration led to severe temper tantrums. I spent more than two years in rehabilitation.

In the middle of that period my Toastmasters club invited me to be co-Toastmaster for a club meeting. They knew that I couldn't yet do it alone. I was coupled with a dear friend and seasoned speaker. Everyone was wonderful and understanding. I froze a couple of times, but

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**DISABLED PEOPLE MAY PUT THE WORD OUT  
IN A DIFFERENT MANNER, BUT WE, TOO,  
HAVE A LOT TO SAY.**

I don't believe that anyone noticed because my friend covered my problems very well. I was so elated that I could actually once again speak to a large group and maintain concentration. My self-esteem had been driven down so low that this boost was enormous and desperately needed.

Now I attend club meetings as often as possible. I love helping new members and feel grateful for the opportunity to be involved in this wonderful organization again.

The best part is that members accept me as I am – the support and understanding is fantastic! Toastmasters is communication and anyone who has a disability needs to communicate and restore any relationships they may have lost after becoming disabled.

My message to every Toastmaster who is *not* disabled is: give us a chance! Disabled people may put the word out in a different manner, but we, too, have a lot to say.

Thank you Toastmasters for always being there and helping me to gain back my self esteem as well as accept my new personality. Never stop reaching out to other disabled communicators and listen to their messages – everyone will benefit from their words. ■

**Marilynn Barron, ATM**, is a member of Postprandial Club 3259-65 in Rochester, New York. She is owner of TalkShop, a communications training firm specializing in public speaking, telephone skills, "walking and talking on camera," and improving self image. She recently spoke to graduating medical classes on brain injury rehabilitation.

# ALL SILENCE IS NOT GOLDEN

*Learn to speak up, both on stage and off.*



**BEING AFRAID TO SPEAK UP KEEPS MANY A POTENTIAL SPELLBINDER SITTING IN AN AUDIENCE INSTEAD OF SPEAKING TO ONE. YOUR AUDIENCE NOT ONLY WANTS YOU TO SPEAK WITH ELEGANCE AND STYLE BUT WILL HELP YOU DO IT WITH THEIR ATTENTION AND SUPPORT.**

**REGARDLESS OF AGE, GENDER, APPEARANCE OR EDUCATION, YOU CAN BE A COMPELLING COMMUNICATOR ON STAGE AS WELL AS OFF, IF YOU REFUSE TO ALLOW THESE FOUR P'S TO PUT YOU DOWN: PASSING THE BUCK, PESSIMISM, PROCRASTINATION AND PERSONAL APPEARANCE.**

## **PASSING THE BUCK**

Were you told by your parents that "good" children were to be seen and not heard? Were you taught not to speak up because it was "wrong" to presume to be somebody who knew something? Such early conditioning may keep you from blurting out inappropriate comments or flinging around half-baked ideas. But on the other hand, it may also make you afraid to speak up and be "wrong."

How do you conquer this demoralizing fear?

Recognize it for what it is: childish fear. Refuse to give it power over your adult reasoning.

Realize that stage fright is caused by "purpose tremor." This term applies to any fear experienced by someone who is trying too hard to succeed. Control it by knowing you wouldn't be speaking if you didn't have something significant to say.

Assert yourself. You are no longer a child afraid of being scolded for "presuming to be somebody" by speaking up.

Whenever you feel "wrong" about speaking up, substitute "wrong" with "right" and proceed to express your ideas with faith in your competence to do so.

## **PESSIMISM**

You flubbed a speech once and now you use this failure to justify your inability to get up and say a few words. Captivating speakers didn't begin delivering orations in their playpens. If every speaker who suffered stage fright gave up and sat down, we would have few speakers and hundreds of vacant platforms.

Eleanor Roosevelt, admired around the world for her ability to captivate an audience, was pessimistic in the beginning

*By  
Vivian Buchan*

about her ability to speak on stage. She overcame this and advised, "I believe anyone can conquer fear by doing the things he fears to do, providing he keeps doing them until he sets a record of successful experiences behind him."

Pessimism is a state of mind. You were not born a pessimist even if you'd like to blame it on your genes.

Marcus Aurelius said, "A man's life is what his thoughts made of it," and William James echoed that by saying, "Human beings can alter their lives by altering their attitudes of mind."

Here's how to alter your pessimistic attitudes:

Count the number of negatives you use in a day: "I can't finish on time," "I don't understand computers, and I don't want to." "I'm a lousy speaker." Substitute positive thoughts.

Become a master, not a slave. Ben Sweetland, author of the book *I Will*, wrote, "I was so timid I couldn't talk to three people at a time without becoming tongue-tied. I was a handwringer until I read Lincoln's Emancipation Proclamation. Then I decided I would no longer be a slave to my timidity."

Think of an audience as a mirror: If you scowl at it, it scowls back. If you smile, it smiles. An audience is made up of single persons, so talk to an audience just as you would to a friend. You don't dwell on negatives with your friends or

you wouldn't have many of them. An audience is usually upbeat and receptive to your ideas.

#### PROCRASTINATION

Don't put off trying to avoid failing. Procrastination destroys effectiveness and achievements. If you are a procrastinator, take steps to prevent this handicap from influencing your speaking ability.

1. **Reinforce desire with action.** Take every chance to stand up and say something. Volunteer for more speaking assignments in your Toastmasters club

**THINK OF AN AUDIENCE AS A MIRROR: IF YOU SCOWL AT IT, IT SCOWLS BACK. IF YOU SMILE, IT SMILES.**

and seize all opportunities to express yourself at work.

2. **Express yourself enthusiastically and immediately.** Fluent and polished speakers never put their emotions on hold even though they may strictly control them. When you separate your emotions from your presentation, you lose the fervor that gives your speech color and charisma.

3. **Do it today!** You must become aggressive and speak up even when you'd rather not.

#### PERSONAL APPEARANCE

Most people are dissatisfied with the way they look. And that includes beauty queens, fashion models, sex symbols, you and me. We spend too much time concentrating on the features we dislike to appreciate those we do like. As a result we are self-conscious and self-critical.

We foolishly allow limp hair (or none), freckles, height or weight, to keep us from commanding attention for our ideas.

The philosophy of William James, "Act as if you are poised, confident and beau-

tiful and you will be," may be responsible for making many unattractive people appear attractive. So don't let your personal appearance deter you from speaking up when you should.

When you confront the four Ps as the causes of your hesitation, you command center stage as the captivating speaker you want to be - and can be. ■

*Vivian Buchan is a freelance writer and former university speech teacher from Iowa City, Iowa.*

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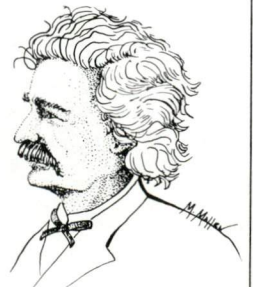
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*The difference between the right word and the almost right word is the difference between lightning and the lightning bug.-Mark Twain*

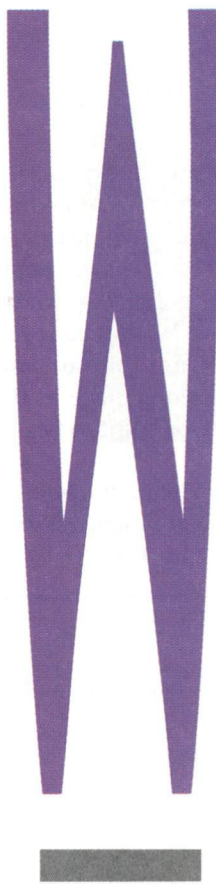


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# UNDERSTANDING STUTTERING

*What a Toastmasters club can do to help a member who stutters*

*By Julie Bawden Davis*



When Len Swanson, CTM, placed third in an area speech contest, Distinguished Toastmaster Milton Furst congratulated him on being a winner. "But I didn't win," said Swanson.

"You're a winner to me," said Furst. "You won at the club level, and in spite of your limitations, you gave a fine presentation today."

Swanson is a stutterer who finds communicating difficult at times. Furst knows just how challenging speaking can be for such a person, because he was once a stutterer himself.

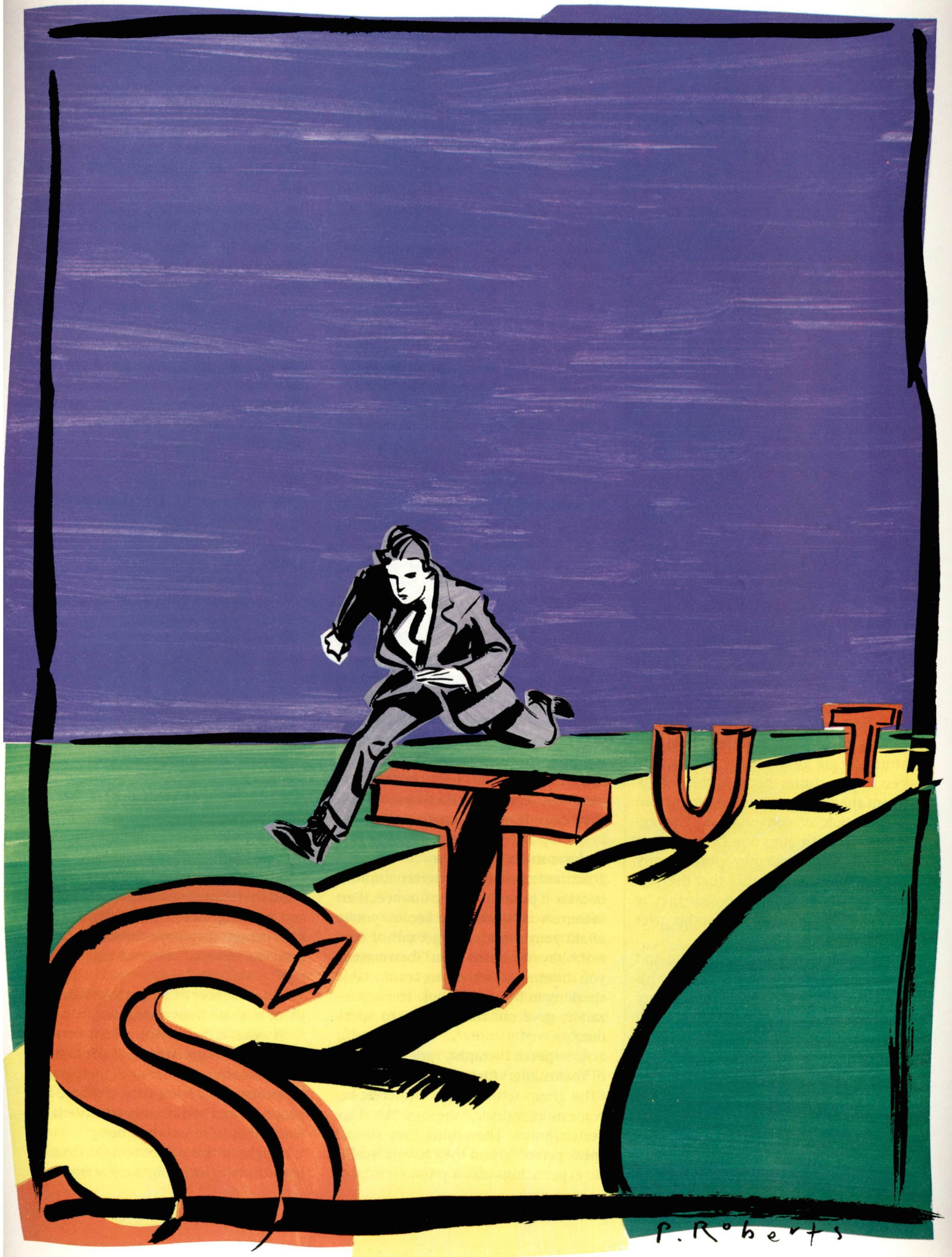
You may also have someone in your club who stutters. If you don't now, chances are you will in the future. According to the American Speech and Hearing Association, more than three million people in the United States stutter. Throughout the world, there are an estimated 15 million stutterers.

Also known as stammering, stuttering is an interruption in the flow and rhythm of speech. It is characterized by hesitations, repetitions (I,I,I,I) or prolongations (IIII) of sound, syllables, words or phrases. When attempting to speak, a stutterer may also display unusual facial and body movements.

Continued on next page

Illustration by Peggy Roberts





P. Roberts

"Of course, everyone has non-fluency problems at times," says Shauna Farley, a certified speech-language pathologist who directs Speech Pathology Services at Martin Luther Hospital in Anaheim, California. "We all trip over words, say 'ah' and 'um,' and forget what we're saying when it's right on the tip of our tongue. Stutterers just experience this to a greater degree."

Stammering seems to be hereditary and is more prevalent in men than in women. Half of all stutterers are children, though many outgrow their affliction.

Although there are many theories for why people stutter, most experts agree there is no definite cause. "Stuttering is probably one of the most complex communication disorders there is," says Farley. "Although there are many theories, which include neurological dysfunctions and emotional traumas, most of the time we have no idea why a person stutters."

Ted Emery, a certified speech pathologist and president of The Emery Institute, a correspondence school for stutterers located in Winter Park, Florida, believes stuttering is caused by "incorrect" thinking while trying to speak.

"Stuttering is a habit of talking consciously instead of subconsciously," he says. "Non-stutterers talk automatically and never think about the *process* of talking while communicating ideas. But stutterers are aware of the talking process. They stutter because they think about the mechanics of speech, instead of the topic of conversation. This explains why stutterers don't stutter all of the time. Sometimes they speak fluently because they aren't aware that they are talking. The minute they realize they're speaking, they begin to stumble over their words."

Emery stuttered badly as a child and was helped by a method devised by his mother, which is used at The Emery Institute today. Although experts will tell you there is no magical cure for stuttering, those who stutter can learn to speak more fluently.

#### **TOASTMASTERS HELPS**

Experts agree that when a stutterer joins an organization like Toastmasters International at the right time, it can be an

extremely helpful experience. "Once the stutterer has obtained professional help for his problem and has learned what needs to be practiced, he can improve communication through Toastmasters membership," says Emery.

Many stutterers have already done this. Furst, a member of several clubs in San Diego, California, stuttered throughout his junior high and high school years. When he graduated, his speech improved considerably, but he always thought of himself as a stutterer because he would get "hung up" on certain words and phrases and hesitate at times. Throughout his early adulthood, he worried about finding himself in situations that would require him to speak extemporaneously, because he might stutter. Eight years ago he joined Toastmasters and now reports, "I consider myself a non-stutterer. I'm certain that I won't stammer again, and I owe that to Toastmasters."

Swanson joined Toastmasters in the

When they see that other non-stutterers also have non-fluency at times, this helps them set more reasonable goals."

Toastmasters also broadens the stutterer's social network. "Because communication is difficult, stutterers tend to isolate themselves," says Farley. "But they need to expose themselves to a group like Toastmasters, composed of people from the real world – not just other stutterers. Since our society is becoming more service-oriented, it's important that stutterers integrate themselves into the mainstream of communication."

Although Toastmasters are often highly skilled in verbal communication, they still manage to provide an accepting club environment for the novice speaker. "A voluntary group situation gives a stutterer the opportunity to speak in a less critical environment where everyone is making mistakes and learning from them," Farley says.

"Toastmasters is accepting of differ-

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### **IT'S IMPORTANT TO TEMPER SENSITIVITY WITH CONSTRUCTIVE CRITICISM WHEN YOU HAVE A STUTTERER IN YOUR CLUB.**

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early 1970s. Now a member of Naval R & D Club 253-5 in San Diego, he still stutters somewhat, but credits his Toastmasters training with helping him improve his speech. He has won speech contests at his club level and has placed in competitions outside of Toastmasters.

#### **CONFIDENCE BUILDER**

Toastmasters helps stutterers improve because it promotes self assurance. "Part of the reason you stutter is because you're afraid your speech will get out of control," says Swanson. "In Toastmasters you become a lot more comfortable speaking in front of groups. The organization gave me the courage to speak out."

As a speech therapist, Farley approves of Toastmasters for a number of reasons. "The group setting helps stutterers become more realistic," she says. "Most are perfectionists. They think they should speak perfectly, and they have unrealistic expectations about public speaking.

ences," adds Swanson. "They realize that people have various limitations and skills. Some members are highly skilled, but they accept those who have more limited abilities."

#### **HOW YOU CAN HELP**

To help a stutterer in your club, there are things you should keep in mind.

Experts suggest that you first understand that stuttering is a speech problem and nothing more. "Stutterers are human beings; they have the same wants, needs and fears as everyone else," Farley says.

And remember that it can be difficult for them to share their thoughts.

"It takes a great deal of effort and courage for stutterers to speak publicly and draw attention to one of their greatest weaknesses," says Farley. "It's hard for people to put themselves in situations where they aren't at their best."

In light of this, it's important to temper sensitivity with constructive criticism

when you have a stutterer in your club. "When listening to stutterers speak, remember that they need the same patience and attention to their ideas as non-stutterers," says Farley. "Don't react negatively by turning away or becoming embarrassed. Maintain eye contact with them, maintain interest and patiently wait until he or she is finished talking."

Furst gives similar advice: "Generally, stutterers are more aware of body language than most people. When I stuttered, if I saw a concerned or apprehensive look on peoples' faces, it would make me uncomfortable and lead to more stuttering. Don't shift in your chair, tap your feet impatiently or lift your eyebrows in concern, as if to say, 'let me help you get those words out.' You will only make matters worse. Instead, pretend as if nothing unusual is happening. That will really help."

Also avoid interrupting a stutterer during conversation or finishing his or her sentences. "This takes away some of the person's dignity and hinders communication," says Farley. "If you finish a stutterer's sentence, chances are it's not reflecting what he is thinking. The stutterer may be too uncomfortable to correct you, though, because he or she knows that you're only trying to help."

#### EVALUATION

When you evaluate a stutterer, sensitivity is once again the key word. In order to build confidence, focus on the person's strengths.

"The biggest thing that Toastmasters can do is give stutterers support, encouragement and time," says Farley. "Deal as much as you can with the positive, because they've been torn down by themselves and others most of their lives."

This means not focusing on a person's stuttering. "Comment on the talk and information provided," says Emery. "The fear of stuttering is so great that if the problem is mentioned, it will just cause more stuttering. But if stutterers are built up by the group, their speech is likely to improve."

Stutterers don't need to be reminded of their stuttering. "They're aware they have a problem and if they've had therapy, they know what needs to be done to improve," says Farley. "Given

time, and support by the group, they will become better public speakers. When they do improve, tell them they did very well, don't mention that they didn't stutter."

Besides being detrimental, advice about stuttering could be incorrect. "Laymen don't know the correct procedure for treating stuttering," says Furst. "So be careful to only comment about areas in which you are knowledgeable."

Also be careful about counting "ums" and "ahs." "For stutterers, using these words may not be a bad habit," says Farley. "They are often used in a type of therapy called 'stretch and flow' where words are elongated as a way of controlling stuttering."

In order to effectively evaluate a Toastmaster who stutters, Farley suggests having a member talk to the person. He or she can find out what coping mechanisms the stutterer uses, as well as anything else the group can do to help minimize the stammering. This information can then be passed on to club members in a discreet manner.

Although you should be careful about evaluating a stutterer's speech, you can watch his or her gestures and body language closely and offer constructive criticism.

"One of the things stutterers usually don't do well is maintain eye contact with the audience," says Farley. "It's very important for the club to help the stutterer establish eye contact."

Stutterers also often have what are called secondary symptoms. These are mannerisms associated with stuttering that can take away from the quality of speech. "Sometimes the secondary symptom is worse than the stuttering itself," says Swanson. "Some stutterers move around in an unusual way, rock back and forth when speaking or have an exaggerated facial tic. In an objective way, draw attention to these habits."

When a club has a stutterer in its midst, there is opportunity for everyone to learn and grow. As the stutterer's speech improves, everyone can congratulate themselves, because the club made it possible. ■

*Julie Bawden Davis is a freelance writer living in Orange, California.*

## IF YOU STUTTER

If you stutter, there are ways to make the most of your Toastmasters experience.

First, make certain that you aren't using Toastmasters in place of professional therapy. If you need the guidance of an expert, get it. Once a qualified professional teaches you how to help yourself with your speech problem, you can then use Toastmasters to do so.

Make sure that the club you choose is the right one for you. "Be careful about selecting your club," says Milton Furst, DTM, a former stutterer. "Find a group where you feel comfortable. Clubs have different personalities. Some are more formal and critical than others. Find one that has that extra bit of compassion and willingness to help."

When you feel at home in a club, don't be afraid to share your shortcomings and concerns, says Len Swanson, CTM, who stutters. "Talk about your problem with members and educate them," he says. "Then they will be able to help you by responding in a productive way."

When you speak in front of the group, remind yourself that it is not a work situation. Like everyone else in the room, you are there to learn and improve your communication skills. Nobody will penalize you for stuttering.

Shauna Farley, a speech-language pathologist, suggests that you keep one thing in mind when speaking: "Because you are afraid when speaking, you will probably quicken your pace, which will make you stutter more," she says. "Slow down and take it easy. Give yourself time to talk. This will greatly improve your speech."

If you follow these simple guidelines, being a part of Toastmasters can be a rewarding experience.

"You don't have anything to lose and lots to gain," says Swanson, who has been a member for almost 20 years. "Toastmasters can really help." ■

# OVERCOMING THE FEAR OF STUTTERING

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*Don't let the fear of stuttering stop you from having your say.*

DO YOU KNOW WHAT IT'S LIKE TO GO INTO A RESTAURANT AND ORDER SOMETHING YOU DON'T REALLY WANT MERELY BECAUSE YOU CAN'T SAY "CHEESEBURGER"? TO PICK UP THE TELEPHONE, DIAL INFORMATION AND HAVE THE OPERATOR HANG UP ON YOU BEFORE YOU CAN COMPLETE A SENTENCE? TO AVOID ASKING DIRECTIONS FROM A PASSING STRANGER, EVEN THOUGH YOU'RE HOPELESSLY LOST?

*By  
Mike Snapp*

I do, and so do many Toastmasters who have been helped with their stuttering problem through Toastmasters. In some cases, former stutters have even achieved what I consider the ultimate success – winning a club or district speech contest.

When you stop to think about it, those of us who have been involved with Toastmasters are the lucky ones. We've had a chance to deal with our stuttering problems in a supportive environment. But what about the others? There are some three million stutters in the United States alone, more than one percent of the country's population.

A new problem? Not really. Through various historical and Biblical writings we have learned of a great many who were troubled with a similar handicap – Moses, Demosthenes, Charles Darwin, Somerset Maugham and Winston Churchill were all said to be stutters.

Regardless of who the person may be, it's a big problem to all who are touched by it. Like an iceberg, the part above the surface – what people see and hear – is really the smaller part. The most serious part of the problem is beneath the surface – the shame, fear and guilt the stutterer inevitably feels whenever he or she tries to speak and cannot.

Of the millions of adolescents who suffer from it, roughly 75 percent are mysteriously cured without any therapeutic help. But for those of us who have found no cure, it is an agonizing problem. We are often told by others to "relax," to "think about what we're saying" or to "take a deep breath" and "speak more slowly." While all these suggestions are well-intended, they are of limited value. They can, in fact, actually make matters worse.

## **NO EASY ANSWERS**

The young stutterer is faced with a problem that is notoriously resistant to treatment and undeniably quick to recur. And, despite what some may say, it is a problem that few really understand and no one knows how to cure.

If you consult experts such as speech pathologists, psychologists and psychiatrists for answers, you're likely to hear conflicting opinions. The traditionalists believe people stutter for purely psychological reasons – because of certain parental pressures in childhood or deep-seated emotional conflicts. Others say strong emotional traumas may have something to do with it.

Recent theories have speculated that there may actually be some physical causes for stuttering. One elementary school speech therapist is said to have told an 11-year-old boy that the reason he stuttered was because, for lack of a better explanation, his brain was in backward and he was, in fact, right-handed instead of left. My mother, as might be expected, was not impressed with that therapist's diagnosis.

Despite the disagreement among speech experts, most say that stutterers show no typical personality patterns. There are, they say, no consistent differences between those who stutter and those who don't. And, until very recently, most agreed that about one-third of all stutterers could be greatly improved or cured, another could be somewhat improved, and the rest could not be helped.

It's this kind of pessimism that has led stutterers to question their feelings and attitudes toward themselves: Will I always be unable to talk, to express my feelings? Does it have something to do with my mind, my nerves? Will my speech ever enable me to become socially accepted?

Often, these feelings of dejection, fear and loneliness are overwhelming. You begin to accept yourself as what you are – a person with a handicap. You come to the realization that, no matter what you do, you'll always be handicapped. I speak from experience. Before coming to Toastmasters, that was how I looked at it.

But it doesn't *have* to be that way. Although most experts readily admit that there is no "cure" for stuttering, there are ways to minimize it, to learn to live with it, to control it. In short, you can eliminate your fear of stuttering if not the stuttering itself.

#### ATTACKING THE PROBLEM

Today, speech therapists are confronting the problem of stuttering more aggressively than ever, concentrating almost entirely on the physical side of the problem. Whatever its causes, they tell their patients, stuttering can be broken down into a series of learned motor responses, which can usually be unlearned through proper training.

Using the most advanced therapeutic techniques, the therapists teach their clients entirely new ways of speaking – in some cases with the help of technological aids.

Dr. Ronald Webster of the Communications Research Institute in Raonoke, Virginia, teaches stutterers to slow down

speech drastically by breathing slowly and deeply, using the abdominal muscles rather than those in the upper chest. Using this breathing technique, Webster's patients learn to make their voices more gentle at the beginning of each syllable and then to raise them less suddenly than they did before.

"There is definitely something wrong with the way stutterers try to start voicing," Webster told a writer for the *New York Times*. "It's abrupt and excessively forceful, which makes their vocal folds snap shut and prevents their voices from starting again." According to Webster, stutterers who succeed in making their voices start up more gently can speak fluently as a result.

Clinicians and therapists around the country use a variety of approaches. Metronomes, for example, are a common tool. Fitted behind the ear like a hearing aid, the metronome sounds a rhythmic beat that the stutterer is told to speak in time with. Considerable success

Continued on page 30

## HOW TO HELP YOURSELF

*By Mike Snapp*

While professional speech therapy can be very beneficial to the adult stutterer, factors such as cost and scheduling make it impossible for many to obtain professional treatment.

Fortunately, today's speech experts agree that the stutterer has the inherent abilities and desires needed to become fluent. It's just a matter of following a few simple guidelines:

– **Don't try to hide your stuttering.** The more you try to camouflage the fact that you stutter, the more you will.

– **Face your problem.** Say "I stutter." Then learn some positive ways of assisting yourself. Give up all your old tricks, stop avoiding those "trouble" words and admit to yourself that stuttering is a problem – but a problem that can be handled.

– **Learn all you can about stuttering.** Talk to local clinicians, therapists, psychologists and other experts. Read all you can. There's a wealth of fascinating and helpful information out there, and it's easily accessible. For free information and referrals, contact the Speech Foundation of America (P.O. Box 11749, Memphis, TN 38111, U.S.A.; call (800) 992-9392).

– **When you stutter, find out what went wrong.** Don't rush by that troublesome word or phrase and then forget it. Find out why you stumbled over it. Examine your breathing. Are you inhaling a

sufficient amount of air? Are you reversing it smoothly and starting an outward flow, or are you holding it in your lungs? Are you blocking the air off in your throat at your vocal folds? Is your tongue humped in back of your mouth ("K" and "G" sounds) or jammed up against your gums ("T" and "D"), blocking off the air? Are your lips pressed together so tightly ("P" and "B") that no air can flow between them?

If so, concentrate on what you're doing. Stand before a mirror and watch yourself stutter. Or get a tape recorder and listen to yourself stutter. Then concentrate on correcting your mistakes before you stutter, while you are stuttering and after you have stuttered.

– **Try to stutter more easily.** Avoid awkward body jerks or rapid head movements. If you find you're having trouble, stop yourself, think about what's going wrong and try again.

– **Don't overreact to your mistakes.** Don't be afraid of what your listeners think of you. Isn't it more important that you have something to say?

Get professional help if you can. But if you can't, help yourself. Remember: Your stuttering won't go away. But you can make it a lot easier to live with. ■

# DEFUSING THE STRESS TIME BOMB

*Stress isn't "out there," it's in us.*



Illustration by Vala Kondo

But in situations perceived as threatening – when we feel overmatched – we respond with anger and powerless frustration. Such negative stress left undefused overloads our circuits. We get sick, fall apart and burn out—we even die.

What's tragic about this pattern is that it's avoidable. Stress isn't "out there." It's in us. It's in how we let the stress affect us. For example, two people take a roller coaster ride. One endures with stiff back, white knuckles and clenched jaws. The other takes the plunge as a wide-eyed thrill seeker and can't wait to do it again.

Thus, the biggest contributor to stress is the person being stressed. Our thinking styles determine for the most part how we let changes, pressures and demands affect us. But because stress is an "inside job," it can be managed and controlled.

How? By changing the way we think. Here's the secret:

Accept responsibility for correcting the situation. One of the most alluring excuses is to say there's not much we can do about a problem – a self-defeating failure to take command. When we blame others for our problems, we lose the initiative to put those problems right.

There are exceptions. Sometimes the problem *is* the boss, or the job. Sometimes the stress stems from a clear mismatch. Someone who thrives on working alone may falter in a team situation. A deep, ponderous thinker would be miserable as a bond trader, who must make split-second, million-dollar decisions.

There are also erroneous thought paths that lead to stress. Of the three basic thinking styles, two don't effectively

THE SAME PHYSICAL REACTIONS OCCUR WHETHER WE'RE OVERCOME WITH FEAR OR LAUGHTER: THE BLOOD PUMPS FASTER, THE HEART RATE CLIMBS, AND THE ADRENAL GLANDS GO CRAZY. IN BOTH FRIGHT AND MIRTH WE ARE STRESSED – THAT IS, DISRUPTED MENTALLY OR EMOTIONALLY. THE MIND GEARS UP, THE BODY REACTS. WE GO ON RED ALERT.

By  
**Dr. Gary Couture**

combat stress. Both involve the search for security — an obviously beckoning haven when confronted with stress.

The first false harbor is **task security**, an attempt to succeed through power and perfection. The stronger the need for power and perfection, the greater the susceptibility to failure.

The second stress-inducing thought-path is **people security**. When the going gets tough, there's a tendency to wrap the security blanket of others around us — to seek their approval. The flaw is clear. Rejection or disapproval will burst our balloon and cause intense stress.

Whenever people security is overly nurtured, employee performance drops, and can even be disastrous. For example, the number one cause of airline pilot error is the need for approval. Analyses of crashes reveal that many resulted from pilots' efforts to please supervisors, peers and even passengers.

So what's right? **Satisfaction security**, the deriving of pleasure from one's work and other people. It's a philosophy of "I'm going to enjoy what I do."

To illustrate: two people have the same job as auto-service department managers. One thinks of himself as a car doctor. He listens to people describe their auto problems and relishes analyzing the causes and prescribing cures. The other service agent sees each car coming in as driven by someone with a complaint. He never adjusts to the fact that people don't drive in to say their cars are running great.

One savors every challenge. The other labors under the strain imposed by every unhappy driver.

In business, top executives have less serious stress problems than the managers reporting to them (perhaps that's why they're executives). One survey shows that 47 percent of vice-president level respondents are highly concerned about job stress, compared to only 39 percent of presidents and CEOs. The issues the presidents most worry about are the ones over which they have the least control: company future, keeping up with technology, product quality. They rate their income, job performance and marriages at the bottom of their worries because they see these areas as manageable.

What's interesting here is that top ex-

ecutives are, in fact, under *more* stress than the people who report to them. Some 73 percent of top executives rate their own health and fitness as their top personal concern. And nearly half admit that excessive worry impairs or "probably impairs" their job performance.

But they make their worry constructive. Stress makes them think harder and plan and organize better. They take the positive attitude to adapt to whatever may come along. They make stress productive. You can, too.

Develop coping strategies. You may never eliminate stressful situations, but you can improve your response to them. Here's the COPE formula (with credit to professor Jessica Reynolds of Clark Uni-

provides reward and satisfaction. It increases your willingness to take risks and do new things.

**Ease** is a matter of convenience. It's flexibility in scheduling, doing things when you want to do them. It opens situations and invites possibilities.

Put them together and you COPE well because you have greater motivation. Take the busy California advertising writer who some years ago knew he had to combat the physical effects of stress. He needed exercise. He needed an outlet. Single, he lacked a tennis partner. He hated jogging. He detested workout repetition. So he took up surfing — at the age of 42. It took him two years of going out every day to get in shape, but the waves

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## WHEN STRESS MOUNTS, DON'T DUCK IT, TACKLE IT.

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versity): Control, Opportunity, Pleasure, Ease.

**Control** means you do activities or tasks your way. If you're stifled at work, remember that your job generally consumes less than one-fourth of your time in a week. You do have control over the other three-quarters of your time.

**Opportunity** exists when there are no barriers. For the most part, our own fears and habits keep us from doing something new. Look for and pursue new opportunities. Seize the day.

**Pleasure** means the activity is looked forward to, enjoyed and remembered as good. Pleasure is key here because it

offered psychological balm. And every wave, particularly the big ones, was a new adventure. Soothed, healed, comforted, he found stress-free surfing one of his life's great achievements.

Surfing may be a bit radical, but you get the point. When stress mounts, don't duck it — tackle it. Take the offensive toward your own satisfaction security. That's how you defuse the time bomb of stress. ■

*Dr. Gary Couture of The Institute for Advanced Educational Research in Newport Beach, California, is a professional speaker who specializes in stress management.*

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# CULTIVATE YOUR LATENT TALENT

## *How To Tap Your Potential And Get More Out Of Yourself.*

By Victor M. Parachin

I RECENTLY MET A WOMAN AT A LIBRARY WHO WAS JUST COMING OUT OF HER WEEKLY TOASTMASTERS CLUB MEETING. DURING OUR CONVERSATION I ASKED HER WHY SHE JOINED TOASTMASTERS. HER ENTHUSIASTIC REPLY WAS MEMORABLE: "I WANTED TO BROADEN MY SPEAKING SKILLS, INCREASE MY CONFIDENCE AND DEEPEN MY CREATIVITY. TOASTMASTERS HAS DONE THAT AND MORE FOR ME."

As every club member knows, Toastmasters International has become the fastest growing educational organization in the world. With a record 160,000 members in 50 countries, the organization is growing at the rate of 600 new clubs per year. Thousands of people around the globe join because they are interested in tapping their creative powers.

Toastmasters know that ordinary people can live extraordinary lives. Since all people are born with basically similar capacities, the key is to open and channel one's hidden ability.

Here are seven steps to develop your potential and get more out of yourself:

**1. Dare to dream dreams.** For six years, Yolanda worked hard as executive secretary to the branch manager of a large bank. When she applied for a more senior position, she excitedly told her mother about the possibility to advance her career. The mother quickly quenched Yolanda's enthusiasm by saying, "Don't get your hopes up too high - other people are applying too and you may not get it."

That was a poor response and bad advice from the mother who, unwittingly, was promoting mediocrity and reducing her daughter's self-esteem. The way to cultivate talent is to have lofty

goals, aim high and dream of success.

Also, take your dreams seriously. Psychoanalysts describe dreams as "seepage from the subconscious." Many discoveries and opportunities are revealed to people via dreams.

For example, years ago when Conrad Hilton decided to buy the Stevens House, which is now the Chicago Hilton, he submitted a sealed bid of \$165,000. But the following morning he awakened, after dreaming about the potential purchase, with the amount \$180,000 in his mind. Quickly, he re-submitted a higher bid. He was able to purchase the hotel and learned the second highest bid was \$179,000

**2. Move from dreaming to doing.** In the last century, Danish philosopher Soren Kierkegaard regularly challenged people to make what he called a "leap of faith." He believed all people have opportunities to make their dreams come true. Unfortunately, most people prefer to play it safe and don't make the leap of faith. What separates dreamers from doers is the leap.

Debbie Fields, founder of the enormously popular Mrs. Fields' Cookies, says that when she was twenty years old, her dream was to market her cookies. Without exception, all of the professional

marketing people she consulted told her it was a bad idea. Even her friends predicted failure.

"I went in totally petrified," Fields says. "But then I said to myself, if it's not meant to be, that's perfectly all right. I knew I wouldn't be able to live with myself if I had let everybody else dictate my future."

Fields is successful because she took a risk and made the leap. She moved from dreaming to doing.

**3. Modify the negative.** Every dream, every good idea, every conceived adventure will quickly be followed by conflicting thoughts that question the idea.

Consider Betty, a 50-year-old woman who married after high school. For thirty years she was a traditional homemaker whose life revolved around her husband's personal and career needs.

She was widowed. At an age when many adults consider retirement, she decided to fulfill a dream that never died: graduating from a university. While part of her thought it was an excellent idea, another part of her was negative - "You'll never get into school," "You're too old to meet the demands of rigorous studies," "Your friends will laugh when they find out."

Illustration by Jeff Koegel





Betty was able to modify her negative thoughts by reminding herself that universities and colleges were increasingly drawing older students from all walks of life and that she had nothing to lose by mailing a few applications. She applied at Northwestern University, a highly selective Ivy League school, and, to her surprise, was accepted.

In less than seven years she managed to graduate, with honors, earning not only a bachelor's degree, but a master's in business administration as well. Betty proved to be such an exceptional student that she was given a faculty appointment at Northwestern and became executive director of an international journal of economics, a position that required worldwide travel hosting conferences for economists from many countries.

**4. Accentuate the positive.** Although people like W. Clement Stone and Norman Vincent Peale have been promoting positive thinking for years, only recently has serious research confirmed that optimism contributes significantly toward better health, longevity, creativity and career success. Outlook definitely determines outcome.

One study by Martin Seligman, Ph.D., professor of psychology at the University of Pennsylvania, surveyed sales representatives of a major life insurance company. Those who confidently expected a good outcome sold 37 percent more than those with negative attitudes.

Impressed by the Seligman study, the insurance company hired 100 people who had failed the standard industry entrance test but scored high on optimism. It was a hiring policy that paid off. They sold 10 percent more insurance than the average rep.

**5. Practice unconditional self-esteem.** Love and affirm yourself as well as others. Dr. David D. Burns of the Pennsylvania Medical Center in Philadelphia advocates practicing unconditional self-acceptance – dropping the double standard of treating your friends' shortcomings gently while being hard on yourself.

"We are a lot harder on ourselves than we are on other people we care about," Burns says. "If someone makes a mistake

or falls short of a goal, we are optimistic and encouraging. But if we make the same mistake we berate ourselves mercilessly, as if we expected to be nothing less than perfect. Why not view all human beings, yourself included, with the same sense of healthy acceptance?"

Doing so instills self-confidence strong enough to get a person through any disappointment.

Also, mental and spiritual energy is freed and released by love and affirmation. Shakti Gawain, author of *Creative Visualization*, recommends writing and repeating affirmations such as the following on a daily basis:

– I accept myself completely here and now.

– I love myself completely as I am.

– I'm getting better all the time.

– I accept all my feelings as part of

his autobiography, *The Ragman's Son*, he says he has always been angry – with injustice, God, anti-Semitism and the oppressive poverty of his youth in Amsterdam, New York.

Douglas writes, "Anger is a motivating factor in my life. It's the fuel that keeps my motor running. I tell my sons they didn't have my advantage – abject poverty. I told them I had no way to go but up. I hungered for success."

**7. Draw on past achievements.** Because life brings all of us unexpected changes, there are times when discouragement creeps in and creative powers are blocked. Drawing on past achievements has a way of freeing the creative process and generating hope.

For example, Marcel Carton, a French diplomat, was taken hostage by the Is-

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**THE WAY TO CULTIVATE TALENT IS TO  
HAVE LOFTY GOALS, AIM HIGH  
AND DREAM OF SUCCESS.**

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myself.

– I'm beautiful and loveable however I'm feeling.

– I'm glad I was born and I love being alive.

She claims that such affirmations "can be used powerfully and effectively to give you a more positive, creative outlook and to help you achieve specific goals."

**6. Harness anger.** Anger is not a choice! Everyone gets angry. Therapists point out that suppressing anger is not only emotionally unhealthy, but also destroys the creative vigor that goes with it. The best thing to do is take the energy of anger and use it for good purposes. Let it become a positive force.

Reformist Martin Luther once said, "When I am angry I can write, pray and preach well, for my whole temperament is quickened, my understanding sharpened and all mundane vexations and temptations depart."

And actor Kirk Douglas credits anger with making him the movie star he is. In

lamic Jihad in March of 1985, and held for more than three years under conditions of extreme deprivation. Shortly after his release he was asked what kept his spirit alive while living in a filthy Beirut cellar.

His answer was that he had an advantage in that he had been a prisoner before, for two years, in a German work camp during World War II. "I kept telling myself I made it through that, so I may make it out of here," he said.

Finally, as many of the people mentioned above demonstrate, we are never too young or too old to tap our abundant talents, hidden resources and creative energies. All of us can get more out of ourselves.

Now is a good time to begin. ■

*Victor Parachin is an ordained minister who works as a counselor and therapist in Chicago. A freelance writer, he regularly contributes to several newspapers and magazines, including The Toastmaster.*

# HALL OF FAME

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#### **RALPH C. SMEDLEY MEMORIAL FUND**

*The Dr. Ralph C. Smedley Memorial Fund provides the opportunity to contribute to research and development of new communication and leadership programs for the benefit of our membership and the people served by our organization. Donations will regularly be acknowledged in the Hall of Fame.*

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 In memory of Donald L. Krout, DTM  
  
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#### **BENEFACTORS**

**Matthew B. Winthrop**

has been achieved through this method but, with most techniques, retention of fluency continues to present the biggest problem.

#### HELP YOURSELF

Which program is right for you or for someone you know who stutters? That's very hard to say. What may be right for one person may not necessarily be right for you. The best advice is to look into the various programs, read literature, and talk to your local speech therapists and university clinicians about the programs offered.

Other good information sources are the Speech Foundation of America (P.O. Box 11749, Memphis, TN 38111-0749, U.S.A.; call 800/992-9392) or the American Hearing and Speech Association in Rockville, Maryland (call 301/897-5700). Both can help you make the right decision.

While therapy can undoubtedly provide the best help, it may be too expensive or time-consuming for a great many people. If that's the case, there's an abundance of literature in the marketplace that provides "self help" suggestions for stutterers and most are available at minimal cost.

So what's the first step? It all begins with you – your feelings and attitudes. Accept the fact that there is no panacea for stuttering. Admit to yourself – and others – that you want to do something about it. Then do it. Don't waste time trying to speak with *perfect* fluency; after all, most people are *not* completely fluent. And, finally, come to the realization that you probably won't ever stop stuttering completely.

For those of us who stutter, this is probably the best time in history to be alive. Centuries ago, doctors used to cut out the tongues of stutterers, believing the length of the tongue to be the root of the problem. Fifty years ago, children who stuttered were whipped for it. But today, the quality of research and therapy on stuttering is improving steadily. And someday – somehow – there may even be something we can call a cure.

Until then, there's always Toastmasters. ■

*Mike Snapp, a former editor of The Toastmaster, is a freelance writer.*

## WORLD HEADQUARTERS EMPLOYEE HONORED FOR 25 YEARS OF SERVICE



Executive Director Terry McCann praises Joan Poulsen for her long-time dedication to the organization.

After working 25 years for Toastmasters International, Shipping Department supervisor Joan Poulsen says she finds her work at the "hub" of the organization as exciting as when she started. She's pleased to have "done something worthwhile" by contributing her part to an organization she believes in.

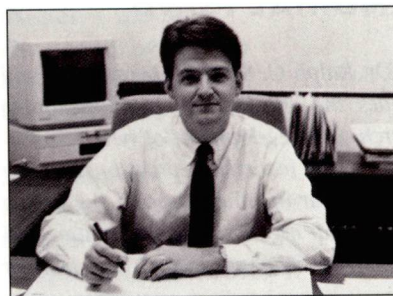
Joan and her five department coworkers gauge the increasing growth of Toastmasters International with the amount of charter kits and new member kits they mail each day. Members worldwide rely on her staff for expedient and timely processing of out-going mail. "Everything goes through shipping," she says. Presently, her department mails an average of 300 new member kits, five charter kits and 200 orders daily.

Joan began working for Toastmasters in 1965 as a part-time shipping clerk, responsible for creating new member kits, and has been working in the Shipping Department ever since.

Twice, she overcame obstacles that nearly forced her to quit her job. Having been driven to work for several years by two coworkers, Joan had to get her driver's license when one left for another job and the other got married. More recently, when World Headquarters moved to Rancho Santa Margarita from Santa Ana, she decided to bear the 35-mile drive to work each day. "I consider myself fortunate to enjoy my job and look forward to each day," she explains. "I feel twice blessed when I also enjoy and care for the people I work with."

She puts up with the long drive to work because "the people here are like a second family," she says. "It's a big organization, but it's run like a small business because the people who work here still care about each other." ■

## WHQ WELCOMES NEW MANAGER



Daniel Rex is the new manager of Toastmasters' Membership and Extension Department. He oversees the chartering of 600 new Toastmasters clubs each year, and the processing of about 400 new membership applications daily.

His responsibilities also include membership building, and marketing and planning new club organization programs.

Before joining Toastmasters, Dan served as marketing coordinator for Berlitz International in Irvine, California, where he organized and implemented marketing programs to Fortune 500 companies. Prior to that, he served as associate consultant to Global Dimensions in Scottsdale, Arizona.

Dan received his MBA in international marketing from the American Graduate School of International Management, Thunderbird Campus, Glendale, Arizona. While in graduate school, he was a member of the Thunderbird Toastmasters Club. His undergraduate work was in language studies and business administration from Southern Utah University.

Having lived in Mexico and Colombia for three years, Dan speaks fluent Spanish. He and his wife live near World Headquarters in Rancho Santa Margarita. ■

# TELL THE WORLD!



## Order these tools to promote your club and spread the word about the Toastmasters program.

**“Get the Toastmasters Edge” (1144)** 30-second TV PSA on 1” reel. Five seconds available at end for your club meeting information. **\$20 plus \$2 shipping.**

**Radio Spot Announcements (1151)** Three 30-second PSAs. 7½-per-second reel **\$5 plus \$2 shipping.**

**“Let the World Know”—Publicity and Promotions Handbook (1140)** **\$2.00 plus 50¢ shipping.**

**Public Relations and Advertising Kit (1150).** A complete PR kit. Includes sample pamphlets, publicity handbook (1140), radio spot announcements (1151), color TV slides, scripts, newspaper ads, camera-ready ads and more. **\$16 plus \$2 shipping.**

**Club Meeting Plaque (384)** White 10” plastic square plaque. Includes pressure

sensitive decals for day and hour of meeting. **\$5.75 plus \$1.25 shipping.**

**Toastmasters Meets Here Plaque (1979)** Simulated walnut. Please specify day of week and time. **\$28.50 (add 20¢ engraving charge for each letter) plus \$2.50 shipping.**

**Small Poster (367)** Set of ten 11”x14” posters. Includes space for club name, meeting time and place, and phone number. **\$4 plus \$1 shipping.**

**Large Poster (368)** Set of three 22” x 17” posters with durable plastic stick-on pamphlet holder. Includes 25 each of promotional brochures 99, 100 and 101. **\$8 plus \$2 shipping.**

**Highway Sign (363)** Join Lions, Kiwanis and Rotary at your city’s doorstep. 18”

emblem in weatherproof paint. **\$25 plus \$3 shipping.**

**License Plate Frames (369)** Set of two blue and white “Speak Up/Join Toastmasters” frames. **\$3.75 plus \$1.25 shipping.**

**Bumper Stickers (371)** One of each “We Unravel the Tongue-Tied” and “For the Fear Love of Public Speaking.” **\$3.00 plus 50¢ shipping.**

**“I Love Toastmasters” Bumper Sticker (370-A)** Blue letters and red heart on white. **\$1.50 plus 50¢ shipping.**

**Window Decal (361)** 2½” x 4” blue and maroon decal. Adhesive on face. **\$1.00 plus 50¢ shipping.**

**Auto Shade (6604)** Advertise your club while keeping your car cool. **\$5.50 plus \$2 shipping.**

Mail to: Toastmasters International, P.O. Box 9052, Mission Viejo, CA U.S.A. 92690

\_\_\_ 1144 @ \$22.00  
 \_\_\_ 1151 @ \$ 7.00  
 \_\_\_ 1140 @ \$ 2.50  
 \_\_\_ 1150 @ \$18.00  
 \_\_\_ 384 @ \$ 7.00  
 \_\_\_ 1979 @ \$31.00\*  
 \_\_\_ 367 @ \$ 5.00  
 \_\_\_ 368 @ \$10.00  
 \_\_\_ 363 @ \$28.00  
 \_\_\_ 369 @ \$ 5.00  
 \_\_\_ 371 @ \$ 3.50  
 \_\_\_ 370-A @ \$ 2.00  
 \_\_\_ 361 @ \$ 1.50  
 \_\_\_ 6604 @ \$ 7.50

\*Engraving for plaque (Add 20¢ for each letter)

Price includes postage and handling. California clubs add 6%. PAYMENT MUST ACCOMPANY ORDER.

Enclosed is my check in the amount of \$ \_\_\_\_\_ (U.S. funds) or

Charge against my:  MasterCard

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Account No.

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District No.

Address

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See the Supply Catalog for more public relations and promotional materials.

Coupon expires 12/1/91.

IT'S A

JUMBLE

OUT THERE!

That's right, a communication jumble: dangerous dangling participles, beastly double negatives, and roving packs of uhms, ahs and deadly uhs, ushering in sweaty palms, knocking knees and quivering vocal cords.

Rescue your comrades from this verbal wasteland by introducing them to Toastmasters during the 1991 "IT'S A JUMBLE OUT THERE" membership campaign.



While you are providing communication salvation to those in need, you may qualify for the following awards from Toastmasters International:

- Toastmasters Membership Building Pin for adding 5 new members
- Pocket-size Evaluation Guide Folder for bringing in 10 new members
- Choice of Toastmasters Necktie, Ladies Ascot Scarf, or Perpetual Wood Calendar for sponsoring 15 members
- The top ten membership sponsors will be honored at the 1992 International Convention in Las Vegas, Nevada

**REQUIREMENTS:**

1. This membership program begins January 1, 1991 and ends December 31, 1991.
2. All Toastmasters are eligible and encouraged to participate.
3. To receive credit as a sponsor, your name must appear on the Application for Toastmasters Membership (Form 400) along with your home club number. Please print or type information so that it is legible. No changes may be made to the applications once they are submitted to World Headquarters.
4. New, dual and reinstated members count for credit. Transfer and charter members do not.
5. The new member must join during the 1991 calendar year.