

The TOASTMASTER®

JULY 1998



Mother was right:

Manners Matter

Special Issue:
Etiquette

ALSO INSIDE:

Tap into Your Achievement Zone • Master the Job Interview



VIEWPOINT

If It's Not Broken, Fix It

If it's not broken, don't fix it." This statement amuses me. Does it imply that we must wait for a system or product to be irreparable before we attempt to change it?

We often hear this statement in defense of maintaining current systems within our organization. Sometimes the advice is valid, but not always.

Nothing stands still. As one sage wrote, "We live in an ever-changing world. You must learn to change with the times or you will be passed by." The same is true for Toastmasters International as new programs are introduced to provide better service and products to members.

Members today require a far different program from the one that was perfectly appropriate a decade ago. Today people have a different perspective on the value of time. Our lives are busier than ever and our careers no longer involve a set number of work hours. As a result, sports and service clubs have experienced tremendous membership reductions. People can't spend the same amount of time they once did in pursuit of pleasure or ideals. They'd rather spend what little free time they have at home with their families.

If we accept that change is constant, then we ought to continually improve our systems and actively strive to keep pace with public opinion and demand. We no longer have the luxury of waiting until something is broken before we fix it. Businesses that ignore lifestyle changes will be bypassed.

Naturally, change for the sake of change is foolhardy. Every potential change must be measured by possible rewards compared with associated costs. Unless there is a clear perspective, it is too easy to rush enthusiastically into change only to get trapped in a tunnel vision. But life is changing at an even greater pace each day, and we must constantly improve our skills. In 1905, Dr. Ralph Smedley saw a need for young men to develop good speaking skills as a means of achieving business success. While this is still true, the methods of communication have changed dramatically. For example, we now can create presentations by sophisticated computer software.

So embrace change with exuberance and enjoyment, for it is not going to go away. Use your Toastmasters training as a tool to help you meet the changes in your life. Consider whether something could be done differently in your club. While new procedures inevitably will bring some mistakes, you'll learn from the experience and arrive at a new understanding that can provide the key to a new future.

The next time someone tells you, "It's not broken; leave it alone," offer a wry smile. Go ahead and try something new. Taking that step could help you and your club realize anew the thrill of success.

Len Jury, DTM
International President

The TOASTMASTER

Publisher TERENCE MCCANN
Editor SUZANNE FREY
Associate Editor TIFFANY T. LEONE
Editorial Assistant MADGE HAMMOND
Graphic Design SUSAN CAMPBELL

TI OFFICERS AND DIRECTORS

Founder DR. RALPH C. SMEDLEY

OFFICERS

International President LEN JURY, DTM
Box 460
Auckland, New Zealand
Senior Vice President TERRY R. DAILY, DTM
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Second Vice President TIM KECK, DTM
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Third Vice President JO ANNA MC WILLIAMS, DTM
17610 Midway #134-349
Dallas, TX 75287
Immediate Past President ROBERT E. BARNHILL, DTM
P.O. Box 2583
Lubbock, TX 79408-2583
Executive Director TERENCE J. MC CANN
Toastmasters International
P.O. Box 9052
Mission Viejo, CA 92690
Secretary-Treasurer MARCIE POWERS
Toastmasters International
P.O. Box 9052
Mission Viejo, CA 92690

DIRECTORS

ELIZABETH M. BOAZ, DTM
5025 E. 127th Way
Thornton, CO 80241
GRACE E. BROWN, DTM
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JEAN RIGGS, DTM
P.O. Box 33
Deer Park, TX 77536-0033
RICK SYDOR, DTM
1092 Salmon Drive
Roseville, CA 95661-4432
BEVERLY F. WALL, DTM
3207 Shadyside NE
Grand Rapids, MI 49505

To place advertising or submit articles, contact:

TOASTMASTERS INTERNATIONAL
PUBLICATIONS DEPARTMENT
P.O. BOX 9052
MISSION VIEJO, CA 92690 USA

(949) 858-8255, 1-800-9WE-SPEAK, FAX: (949) 858-1207

email: sfrey@toastmasters.org

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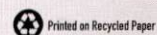
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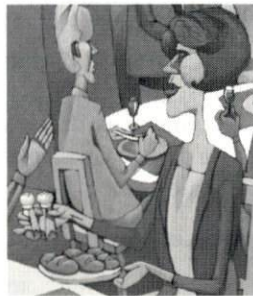
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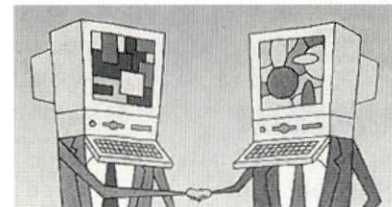
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The Toastmasters Vision:

Toastmasters International empowers people to achieve their full potential and realize their dreams. Through our member clubs, people throughout the world can improve their communication and leadership skills, giving them the courage to change.

The Toastmasters Mission:

Toastmasters International is the leading movement devoted to making effective oral communication a worldwide reality.

Through its member clubs, Toastmasters International helps men and women learn the arts of speaking, listening and thinking – vital skills that promote self-actualization, enhance leadership potential, foster human understanding, and contribute to the betterment of mankind.

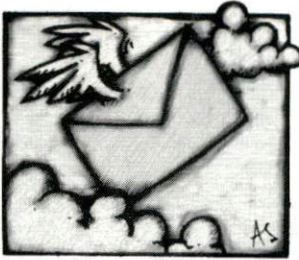
It is basic to this mission that Toastmasters International continually expand its worldwide network of clubs, thereby offering ever-greater numbers of people the opportunity to benefit from its programs.

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LETTERS

LECTERN VS. PODIUM

From page 20 of Victor Parachin's article, "Stand and Deliver" (May), I see where it all comes from. Or at least where some of it comes from: "Want power at the podium?" But don't feel bad, many books, articles, references and folks who should know don't always get it right either.

Hopefully we're *on* the podium and *at* the lectern. The simplest way to remember is that we have our lecture notes on the lectern and our "pods" on the podium. (And when our pods get sore, we take them to our local podiatrist.)

Robert A. McKnight, ATM
Tarsus Club 532-8
St. Louis, Missouri

IT'S NEVER TOO LATE

I didn't join Toastmasters until I was 82 years old. I made the required speeches and at age 87 received my DTM.

I now belong to two clubs, and have won two prizes for my speech, "Why Men Should Live to Be 100." I have extended the speech to 45 minutes and am booked to present it to outside audiences well into 1999. Maybe it helps that people like parties, because I finish this particular speech with an invitation to my 100th birthday party in 10 years. Several people have promised to come!

Curtis W. Hunter, DTM
Club 2182-11
Indianapolis, Indiana

A MATTER OF AGE

I'm always pleased to see *The Toastmaster* magazine in my mailbox. I read it from cover to cover, usually as soon as it comes, because I enjoy its interesting, informative and entertaining articles.

As I read Brian M. Sobel's, "Let the Word Go Forth" (June) this morning, I was reminded of a misconception I used to have. Though John F. Kennedy was a "skilled orator . . . imbued with natural rhetorical gifts . . ." and, at 43 years old, the then youngest *elected* president, Theodore Roosevelt was only 42 when he *became* president as a result of the assassination of President McKinley.

Norma Jean Hissong, CTM
Olympus Toastmasters Club 4785-32
Olympia, Washington

ANCIENT WISDOM HOLDS TRUE

The article, "The Invocation Should Inspire, Not Intimidate" (March), brought to mind a bit of ancient wisdom written on a wall at Delphi, the seat of Apollo's oracle: "Invoked or not - God is present."

Seems as though the Greeks would not have worried too much about the political correctness of the invocation. Relax and remember this wisdom when it's your turn to give an invocation.

Sheila Otto, CTM
Toledo Club Toastmasters 6801-28
Toledo, Ohio

GREETINGS FROM JAPAN

How nice it is to have special guests from afar at our club meetings. Last November, the members of Tokyo Toastmasters welcomed Joseph Kronen, ATM, who, with his wife, was visiting his son in Tokyo from East Hartford, Connecticut. It was a great joy for us to watch and listen to his presentation.

Mr. Kronen and I met at the Toastmasters International convention in New Orleans last year. Though I was a first-timer and one of the few Japanese participants, I

could really relax and enjoy communicating with a number of warm-hearted members from many countries, including Mr. Kronen. To our delight, Mr. Kronen's son visited our club in October, and the following month, we enjoyed a visit from Mr. Kronen.

Mr. Kronen participated in the All Japan Humorous Speech Contest and mentioned that his motto is "The quality of your life is in the quality of your communication." He certainly practices his motto.

Fellow Toastmasters, please visit our club when you come to Japan. I also would like to visit your clubs some day.

Yuko Fukui
Tokyo Toastmasters Club 1674-U
Tokyo, Japan

WHY NOT MANUAL SPEECHES?

Toastmasters is about growth and improvement in communication skills. Jim Barshop is correct in that assumption.

When I give a speech in my club, my fellow Toastmasters follow through with supportive evaluations. I can't think of a better place to practice a speech I have to give to a non-Toastmasters audience. I have used our club time to practice for outside speeches. The feedback I have received from fellow Toastmasters has helped me speak to outside groups with a polished and organized presentation - all of which reflects on the Toastmasters program. Allowing only manual speeches would stifle personal improvement and inhibit growth outside the club.

Stany Whitton, CTM
Watertown Toastmasters Club 8921-61
Watertown, New York



By Bob Armstrong. ATM

Well Introduced is Half Produced

THERE'S AN OLD ADAGE THAT STATES, "WELL BEGUN IS half done." In giving a speech, I believe the saying should be, "Well introduced is half produced." Your introduction and speech opening should fit together seamlessly and set the stage for a successful presentation.

Let's begin with the introduction. I recently attended a luncheon where the speaker was a candidate in an upcoming election. This was his introduction: "I would like to introduce our speaker, Joe Smith, your _____ candidate."

I cringed because I knew the speaker. A successful restaurant owner, he has been very involved in local tourism, held several positions with the Chamber of Commerce and participated in various charity events. None of this was mentioned, and he spent the first third of his speech trying to win over the audience.

There are two main rules with introductions. First, write it yourself. The introduction should state why you are speaking on the topic, summarize your background and provide the audience with some reason for listening to you. Make the print easy to read and give it to the person introducing you.

Second, make your introduction set the tone for your speech.

I learned this from that great university – SOHK – the School of Hard Knocks. My main topic is humor. When I started speaking I was trying to appeal to professional organizations. Hence, I made my introduction sound professional. It mentioned that I've graduated with a college degree in Business Administration, that I've received my accounting designation and that I've held various positions. It did not sound as though I was going to be funny. Consequently, I would be well into my speech before I got any laughs. So I changed my introduction. It still mentions my accounting past, but goes on to describe me as a "reformed accountant." It mentions my involvement with Toastmasters and that I have won humorous speech contests. The fact that I have been a seminar leader on the topic of humor in the workplace and the power of humor is also included. Now when the listeners hear my name at

the end, they have not only heard me make fun of myself, but have heard the word "humor" mentioned several times. They expect me to be funny, and, in most cases, it is easy to make the audience laugh.

In 1996, I was chairman of the opening night festivities for Toastmasters District 60 Spring Conference. International President Ian Edwards and his wife Patricia were in attendance. I used most of my regular introduction but added the comment, "Bob was a winner in the 1991 District 60 Contest and would have won in 1993 if it hadn't been for the judges." This customized comment got a big reaction and prepared the audience to laugh even more.

In contrast, if you are speaking on a serious topic such as teen pregnancy or drug addiction, you obviously don't want your introduction to be a series of one-liners. Again, your introduction should set the mood for your speech. To use the teen-pregnancy example, you wouldn't want to be introduced as someone with a serious message and then have your opening be a comedy routine. With this topic you may want to start with a startling statistic or a personal story.

Again, your introduction and opening should work together. In my case, I ride in on my humor theme and use some self-deprecating jokes. I usually make light of what I do for a living. After my opening, the audience is ready to not only hear my message, but to have some fun as well.

Remember, getting your speech off to the right start does not happen by accident. Unless you are a celebrity, the audience won't know you or your message. The listeners must be told who you are, why you are speaking on the topic and how you want them to respond. Review your introductions and openings. Imagine yourself in the audience. Would you pick up the intended lead from the information given?

We all joined Toastmasters to improve our communication skills. With a few minor changes to your introduction, you can start your speech from a position of strength rather than one of weakness. **I**

Bob Armstrong, ATM, is a member of Club 1102-60 in St. Catharines, Ontario, Canada.

By Gary P. Pittman, ATM

**A good handshake is in the hand of the beholder:
If it feels good, it is good.**

Get a Grip!



The importance of a good handshake is often overlooked. It can help solidify a new relationship or detract from an otherwise good first impression. As common as the handshake is in everyday life, it is surprising how poorly many people execute it.

Parents should take the responsibility for teaching their children to shake hands at an early age. Unfortunately, many parents teach their kids to shake hands the same way they teach the family dog: Just hold out the paw for someone else to shake. Some parents treat the handshake like another parlor trick for entertaining family and friends.

Children get the impression that the arms will move automatically upon connecting hands.

I once observed a teacher forcing two young lads to shake hands and make up after a fight. As they extended arms and clasped hands, their faces showed confusion as their arms were still and no movement occurred. Taking some initia-

tive, one of the boys began a vertical motion that must have seemed aggressive because it inadvertently precipitated another disturbance.

NO WIMPS, PLEASE

While my college fraternity experience may have resulted in some dubious behavior, it did provide me with a lasting impression of the value

of a good handshake. I am forever indebted to the pledge trainer who told my pledge class he didn't want us embarrassing him and the other brothers with "wimpy" handshakes. This one lesson-in-life experience was worth more than many of the three-hour courses I attended.

Limp handshakes are often described as "fish," preceded with an adjective such as "wet," "cold" or "dead" – none of which is desirable to the hand. Lack of firmness in a hand is generally considered worse than a hand that is slightly too firm. So, when in doubt, go with the firmer handshake. (Keep in mind, however, that you are not trying to bring Rambo to his knees.)

There is a difference between a firm hand for shaking and a firm hand for gripping. When you pick up a suitcase, your hand is made firm enough only to hold the weight, and you do not put additional pressure on the handle by squeezing tightly. The same principle applies to a handshake: The fingers should be kept firm enough so as not to collapse into a bunch of carrots under pressure, and they should not be so tightly wrapped as to cut blood circulation.

When reaching to shake someone's hand, spread the thumb to a near 90-degree angle from the other fingers. The hands should continue moving toward each other until the web areas between the thumb and forefinger touch each other.

A GESTURE WITH VARIATIONS

I probably shake more hands than the average person because of my involvement with various clubs and my people-oriented avocation. As simple and straightforward as the handshake is, I am amazed by the many variations I encounter.

No handshake is more uncomfortable than the one that squeezes and pulls the ends of your fingers. I refer to people who grab only fin-

gers as "cow milkers." The "cow milker" gives a one-sided handshake, taking total control and leaving the other party without a grip of any kind. No one wants to be labeled a cow-milking handshaker, so please extend the hand until the webs touch.

A release of pressure by either party signals that the handshake is over. The classification given to those who continue to hold your hand after you have released the grip is a "hand loiterer." "Hand loi-

*"I describe the best
handshakes as firm,
brief and accompanied
by a smile."*

terers" want to keep your hand and not give it back. If a hand loiterer encounters a claustrophobic, the latter will likely experience an anxiety attack.

A "stiff-arm" handshake is one where only the shoulder moves and the elbow is not bent. This is the favored technique of mimes, robots and extraterrestrials. A variation of the "stiff arm" is the "Queen Ann," which is identical except the palm faces downward and you are not quite sure whether it is to be shook or kissed.

Another deviate handshake is the "hook," whereby the hand is presented with the fingers already curled. To make proper contact with the "hook," you must veer your hand right, then take a sharp left at the knuckles.

The most perverse of all types is the "jerk" handshake. This prankster will offer his hand only to jerk it

back and leave you foolishly reaching into thin air. "Jerk" not only describes the handshake, but the joker who employs it as well.

"Elbow grabbers" put their idle hand to use by holding the elbow connected to the hand they are shaking. One of the most notable "elbow grabbers" was President Richard Nixon. This propensity was once noted by a commentator viewing then President Nixon in a receiving line. The president seemed to be reserving this additional gesture for guests he considered to be special.

IN THE HAND OF THE BEHOLDER

Just as beauty is in the eye of the beholder, a good handshake is in the hand of the beholder – if it feels good, it is good. I describe the best handshakes as firm, brief and accompanied by a smile.

During the 1988 Seoul Olympics, one of the wire services ran a photo of a startled Korean official being greeted by a man whose customary greeting was to rub noses. I have heard this is a common practice among Eskimos. While I am sure this salutation is an honored tradition among those practicing the custom, it makes me grateful for the early civilized man who first extended his open hand to show he had no weapon and meant no harm.

The handshake evolved from this peaceful gesture, and despite the occasional vagaries, I would like to see it adopted by all cultures. Until the day of universal acceptance arrives, one of my biggest fears is that I will encounter an Eskimo trying to sell me insurance in the elevator. **T**

Gary P. Pittman. ATM is a member of Hi-Noon Club 2217-43 in Little Rock, Arkansas. He is director of finance and customer service at Little Rock Municipal Water Works and is a Dale Carnegie instructor.

Man



Manners Matter

Polished etiquette speaks louder than even the best speech.

In George Bernard Shaw's play, *Pygmalion*, Professor Higgins states, "The great thing, Eliza, is not having bad manners or good manners or any particular sort of manners, but having the same manners for all human souls: In short, behaving as if you were in heaven, where there are no third-class carriages, and one soul is as good as another."

As Toastmasters, we must never be so preoccupied with ourselves that we forget how to reach out and touch another with a kind word, deed or action. Courtesy can ease the friction arising from differences among human beings. By setting limits on what people may say or do to one another, we prevent these differences from sparking strife.

There is a difference, however, between politeness and courtesy. "Politeness is fictitious benevolence," wrote Dr. Samuel Johnson. Courtesy, on the other hand, has benevolence built in. Courtesy is acting with kindness and civility in address and manner. One cannot be genuinely courteous without having a sincere regard for the feelings and welfare of others. Politeness is a quality of the head, courtesy is one of the heart. Observing the occasional silent, unspoken gesture among strangers is a heartwarming sight in today's world.

ETIQUETTE THROUGH THE AGES

Historians tell us that during the early Middle-Ages, the prevailing manners in Europe were simple and sincere. However, in the 14th century, manners began to change as the merchant classes sought to better their social standing by duplicating the style of the aristocracy. In response, the aristocracy closed ranks by making its manners more esoteric. Thus snobbery – both in the sense of social climbing and in the sense of looking down one's nose at others – came into being.

It was the custom at the French court during the 16th and 17th centuries to post rules for behavior at court in a

public place outside the palace. These "etiquettes" could then be easily altered to accommodate the changing customs of the day. In the mid-18th century, the Lord Chesterfield, a classic snob, devised a code of "good breeding" in his many writings to his son. "A genteel manner prepossesses people in your favor, bends them towards you, and makes them wish to like you," he wrote. And in the early 1900s, Henry James referred to aristocracy as "bad manners well organized."

In today's society being candid and "letting it all hang out" are considered virtues. The dress code in many international companies is now "business casual," which encourages more informal, relaxed behavior.

Learning good manners is one of many challenges facing youth today. With "road rage" on the rise, tart-tongued anti-heroes, drive-through fast food restaurants and couch potatoes eating in front of the television, good manners can hardly be expected to thrive. The "look out for No. 1" attitude governs the way many people interact with others. Genuine courtesy is the art of knowing what to do, when to do it and how to do it. As Toastmasters, let's practice what Dr. Ralph C. Smedley considered the basics:

- ⊗ A genuine smile
- ⊗ A sincere "Good morning" and "Good night"
- ⊗ "Please" and "Thank you"
- ⊗ "I am sorry"
- ⊗ "Excuse me"
- ⊗ Confidentiality
- ⊗ Honesty
- ⊗ Honoring commitments
- ⊗ Consistent demeanor
- ⊗ Empathy and sincerity
- ⊗ Hand-written notes sent 24 to 48 hours after the initial contact
- ⊗ Punctuality
- ⊗ Opening doors for others

GENERAL ETIQUETTE FAUX PAS

- ⊗ Gossip
- ⊗ Talking with mouth full
- ⊗ Waving and gesturing with cutlery

BY ELAINE PHILLIPS, DTM ■ ILLUSTRATION BY ANTHONY STROM

10 Commandments For Gender-Neutral Etiquette

By Marjorie Brody

1. Shake hands with men and women the same way. The one-hand, straight up-and-down handshake is the most effective and professional.
2. Women should stand when introduced in a one-on-one encounter or meeting environment.
3. Use your full name when introducing yourself. (Don't be "Mary in accounting.") Full names give you more credibility and identity as a professional.
4. It is legal and proper to address women as "Ms." in spoken or written communication. The woman may then advise you to use "Mrs." or "Miss" if she prefers.
5. Introduce people in business based on rank, not gender.
6. Avoid touching people beyond the one-hand, professional handshake.
7. Avoid showing too much skin in any business-related situation, whether it be dress-down day or the company cocktail party. Short shorts or skirts, sleeveless shirts, tank tops, sandal-like shoes or open backs are not appropriate for business-related functions and environments.
8. People open doors for people – men don't necessarily open doors for women. If someone opens a door for you, do not protest this act of courtesy.
9. The host of a business lunch (the one who did the inviting) pays for the meal regardless of gender.
10. Avoid saying "hon," "dear," "son," "doll" and "babe" to people in the work environment and over the telephone.

- ⊗ Adding salt, pepper or ketchup before tasting
- ⊗ Placing used utensils back on tablecloth
- ⊗ "Inhaling" food (i.e. eating too fast)
- ⊗ Dominating dinner conversation
- ⊗ Asking personal questions
- ⊗ Eating before the benediction is given
- ⊗ Eating before everyone is served
- ⊗ Blowing your nose in your napkin (always carry a handkerchief)
- ⊗ Clipping and filing nails or combing hair around food
- ⊗ Chewing or eating while on the phone

MIND YOUR MANNERS

Navigating your way through business dealings or social functions without manners can spell disaster both personally and professionally. Understanding and practicing basic rules of etiquette can strongly affect your company's or your association's public image, not to mention your own.

Voice mail. When calling different time zones, here is a simple but useful way to communicate effectively when leaving a message:

- ⊗ Leave your first and last name
- ⊗ Mention your city
- ⊗ Note the time of day you called
- ⊗ Give your area code and phone number (slowly, enunciating clearly) at the beginning of the message.
- ⊗ Repeat the area code and phone number a second time at the end of the message, but cluster the digits differently. For example, if your number is (714) 858-8255, the first time say, "seven-one-four, eight-five-eight, eight-two-five-five." The second time say, "seven-fourteen, eight-fifty-eight, eighty-two, fifty-five."

Handling Embarrassing Situations. Any given day, we may face potentially embarrassing situations. We can ignore the situation completely or demonstrate courtesy and respect for the individual with the problem. In most cases little more than common sense and tact is needed to rectify the situation. For example, when you notice an open zipper or button, food on a beard or stuck on teeth, lipstick on teeth, streaky eye make-up or a run in hosiery, choose to respond with discretion: "Excuse me, your fly is open" or "You have a bit of lettuce in your beard." If you say nothing, and the person realizes his blunder, you risk causing further embarrassment.

Business Lunches.

- ⊗ Handle a check with a credit card or by signing on the company account. (When paying in cash, the guest can hardly look away, and is thus obliged to see how much you paid and how much you are tipping.)
- ⊗ The person who extends the invitation should pay the bill. Do not offer to leave the tip – it is insulting.
- ⊗ Allow the guest to introduce the subject of business into the conversation. Wine (if applicable) and food orders should be taken first.
- ⊗ In a business or social setting, a man should offer to hold a woman's chair while she's being seated. When a woman excuses herself from the table, the man seated closest to her should acknowledge her departure and her return by standing. (If a woman is uncomfortable with this behavior, she should ask the man not to stand.)
- ⊗ Beer drinkers should request a glass.

THE COMPETITIVE EDGE

You've worked hard at Toastmasters to develop the poise and confidence of a successful leader and an outstanding public speaker. Now add impeccable manners and courtesy and you'll have what it takes to navigate with confidence in any setting. **T**

Elaine Phillips, DTM, is President of Image Dynamics Group, an international management and corporate image consulting firm based in Toronto, Canada. She welcomes your comments at elaine@elainephillips.com.

Mind Your Peas and Q's: The Rules of Dining Etiquette

By Marjorie Brody

From the arrival of the appetizer through the final cup of coffee, your behavior at the lunch or dinner table makes an impression. Following these guidelines will guarantee gracious manners anywhere, whether you are dining in a four-star restaurant, in a hotel banquet room or in someone's home.

Server Respect. Treat your server with respect. Address the person by name if requested, otherwise use "waiter," "waitress," "sir" or "ma'am." Catch his or her eye or use a discreet wave of the fingers to request service. Don't call your server "honey," "sweetie," "dear," "garçon" or "boy," and never snap your fingers to get his or her attention.

Napkin Niceties. The napkin should be placed on your lap once everyone has been seated. If the napkin is large, fold it in half with the crease toward you. If you leave the table briefly during the meal, place the napkin on your chair. At the end of the meal, put your napkin to the left of your plate.

Managing Silverware. Confused about which items are yours? The word "left" has four letters, so does the word "fork." The word "right" has five letters, so do the words "knife" and "spoon." This is a great way to remember that the fork is on your left, and the knife and spoon are set to your right. Always hold your silverware toward the handle, away from the tines, blade or bowl of the spoon. If you are eating American style (switching the fork to your right hand after cutting), cut two to three pieces at a time. If you are eating Continental style (keeping the fork in your right hand), cut one piece at a time. Put your silverware on the plate while chewing, not on the table, and never wave it or make gestures while it's in your hand.

Bread Plate Basics. At some time most of us have looked at what we thought was our bread plate, only to find our neighbor using it. Here's the rule: Eat to your left, drink to your right. Any food dish to the left is yours, and any glass to the right is yours. If your neighbor has accidentally used your bread plate, don't embarrass him or her. Quietly ask your server for another.

DINING ETIQUETTE ESSENTIALS

- ⊙ Bow your head for grace out of respect, regardless of your own religious beliefs. Don't start eating until grace has been said.
- ⊙ Wait until everyone has been served before eating.
- ⊙ Don't clean your plate. It's okay to leave the parsley, carrot curls or other garnish.
- ⊙ Don't salt and pepper your food before tasting it, and pass salt and pepper together.
- ⊙ Don't turn your wine glass upside down if you do not want wine. Either say "no thank you," shake your head or put your fingertips over the rim of the glass.
- ⊙ Never cut bread or rolls. Break off and butter one piece at a time. Put a piece of butter on the side of your bread plate, not directly onto your bread from the butter dish.
- ⊙ When in doubt, use a utensil rather than your fingers even with foods you eat by hand at home. Cut French fries, bacon and any food with a bone – even chicken.
- ⊙ Use the edge of the plate to twirl pasta, not a spoon.
- ⊙ If you spill coffee or tea into your saucer, ask for another saucer. Do not dunk. Do not blow on your beverage to cool it.
- ⊙ When eating soup, dip the spoon away from you and sip from the side of the spoon (not the front). Tip the soup plate away from you when it is nearly empty.
- ⊙ If you are not sure how to eat something that comes with what you've ordered, leave it or watch to see how others eat it and imitate them.
- ⊙ Tuck paper trash – empty sugar packs, plastic cup from creamer or the wrapper for the straw – under the rim of your plate or on the edge of the saucer or butter plate.
- ⊙ Don't ask for a "doggy bag."
- ⊙ Never use a toothpick in public, especially while still at the table.

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Marjorie Brody is a professional speaker and seminar leader whose company, Brody Communications Ltd., is based in Elkins Park, Pennsylvania.



Practice proper platform protocol.

What separates a successful public speaker from a poor one? Ask a program chairman or a discriminating audience, and they'll likely give the same response: etiquette.

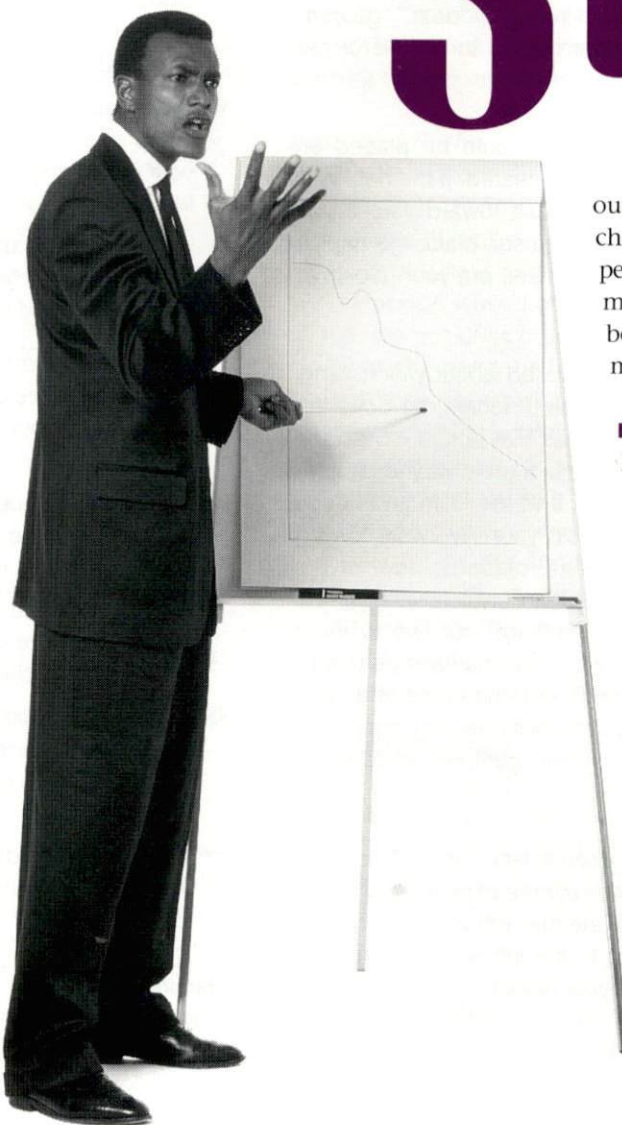
"What does being mannerly have to do with making a good presentation?" you might ask. It's simple: A successful presenter develops a good rapport with his audience by building mutual respect. Can you imagine respecting a speaker who is inconsiderate and rude? Would you even want to listen to his or her point of view?

Manners *do* matter. Anyone venturing into the public-speaking field should understand the rules of professionalism and the etiquette associated with the art of public speaking.

The following guidelines will help start you off on the right foot:

BEFORE YOU SPEAK

- **Look professional – be organized.**
 - ▶ Log the particulars of the event on your calendar as soon as you're invited to speak.
 - ▶ To avoid any misunderstandings, ask that written confirmation and directions to the speaking venue be sent by mail or fax.
 - ▶ Offer to send your bio and a suggested introduction for your presentation.
 - ▶ If the program chairman doesn't contact you a couple of days before the event, call to find



Speak with Style

out if there are any last-minute changes that will affect your performance, to verify the equipment and props you need will be available and to get an estimated audience count.

- **Arrive fashionably early.** If you've never been to the site of the presentation, allow time for 'getting lost' and take a book or plan an errand in case you arrive too early. Be on the premises at least 10 minutes before the event – earlier if you need to do any last-minute preparations.

One man I know gives charming slide shows depicting local history. He typically requests that the meeting room be open at least 30 minutes before the event so he can check the sound system, set up his projector and determine where to

place himself. He points out that it's better to make equipment adjustments before the program starts than to scramble around trying to fix something after the audience is seated.

■ **Check in with the program chairman upon arrival.** Introduce yourself, request a copy of the agenda or program and ask if there have been any changes in programming, prop availability, etc. Have another copy of your bio and introduction on hand in case the original has been misplaced.

■ **Check the seating situation.** Are the chairs too close to the microphone? Will the seating enhance your ability to create rapport with your listeners? Is the room set up for a large audience when a small group is expected? To encourage people to fill the front portion of seats, try roping off the last several rows.

■ **Find your seat.** For a banquet, you'll probably be seated at the head table. If seating is up to you, choose a spot with easy access to the podium or stage. If you find yourself somewhere in the middle of the audience, look for an opportune time to quietly move closer to the stage before you're introduced. I've seen prominent speakers leave their seats during the applause for the previous speaker and stand inconspicuously in the shadows, waiting for their cue to speak.

■ **Avoid alcohol and overeating.** A couple of drinks before speaking generally does more harm than good. Likewise, you'll be more alert and energetic if you avoid stuffing yourself with rich foods.

■ **Introduce yourself to those seated around you.** It doesn't hurt to make friends with the audience before your presentation.

■ **Participate in club rituals where appropriate.** While you won't be expected to repeat the club motto or give the club salute if you're not a member of that organization, you should recite the Pledge of Allegiance, sing the national anthem and bow your head for the invocation.

■ **Be attentive when others are speaking.** Some of the rudest audience members I've observed over the years are the speakers themselves. I've seen them flipping through their notes, digging in their briefcases and even walking around the room talking to staff while others are speaking. Don't be rude. Exemplify the type of audience you'll want for your own presentation.

DURING YOUR PRESENTATION

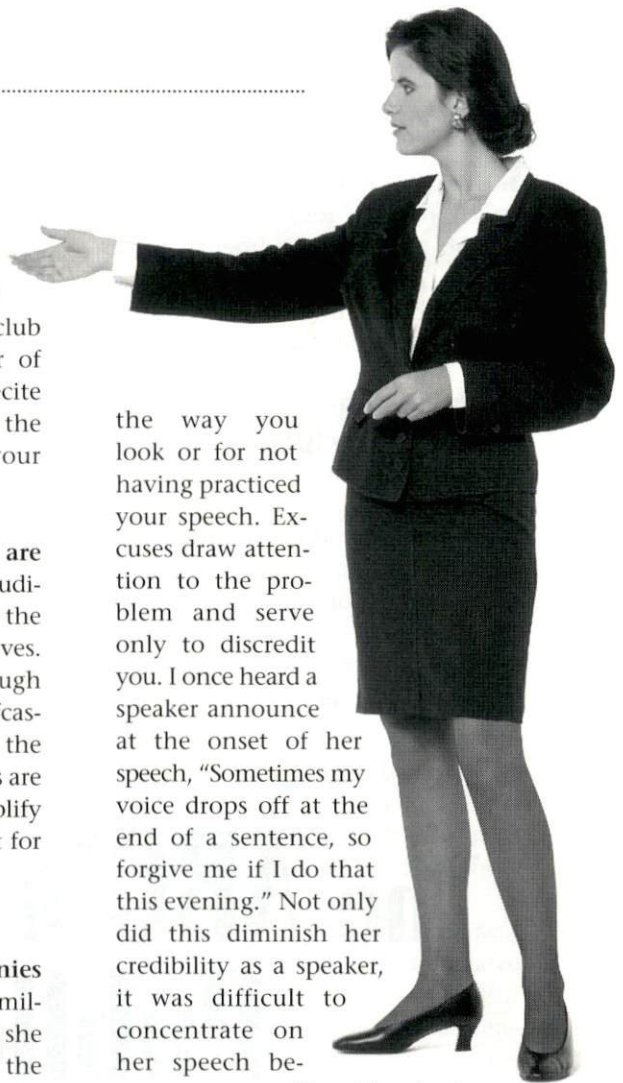
■ **Greet the master of ceremonies at the lectern.** If the emcee is familiar with presentation etiquette, she will wait for you to arrive at the podium, greet you with a handshake and then walk away. Acknowledge her with a firm handshake, look her in the eyes and thank her for the great introduction. If she walks away before you reach the stage, wait until she is seated and then acknowledge her introduction.

■ **Greet the audience.** Say, for example, "Mister President, Rotary Club members and guests."

■ **Make yourself visible.** Place yourself where everyone can see you without straining.

■ **Speak up and enunciate.** There's nothing worse than a speaker who mumbles or who speaks too softly. Be sensitive to the needs of your audience.

■ **Avoid excuses and apologies.** Don't apologize for being late, for



the way you look or for not having practiced your speech. Excuses draw attention to the problem and serve only to discredit you. I once heard a speaker announce at the onset of her speech, "Sometimes my voice drops off at the end of a sentence, so forgive me if I do that this evening." Not only did this diminish her credibility as a speaker, it was difficult to concentrate on her speech because we were all waiting for her voice to drop off.

■ **Handle questions with finesse and courtesy.** Always repeat audience questions to make sure everyone hears them. Respond briefly. When someone asks a question that requires a lengthy response and that probably won't interest the general audience, offer to talk with that person after the program.

■ **Acknowledge your audience.** An audience feels in sync with a speaker who seems to be talking directly to them. Make eye contact with audience members throughout your presentation.

■ **Avoid technical jargon.** Your job as a speaker is not to dazzle the audience with your knowledge, but to educate, convince, inform or inspire them.

■ **Never belittle any person, group or organization.**

■ **Use good judgment in distributing handouts.** Handouts are often useful as accompaniments to a speech. Not only can they reinforce the key points in your presentation and provide additional information, they are great advertising tools. Avoid distributing handouts before or during a speech, however, as this can distract from your presentation.

■ **Respect your time allotment.** Be clear about your time slot and take responsibility for timing yourself. I once observed a speaker who was given 30 minutes to speak. Interest was high, so he spoke for an addition-

al 20 minutes. The audience began to fidget and squirm, but he kept going. The emcee attempted to cue the speaker to end his presentation, but to no avail. Finally, the emcee walked onto the stage and announced it was time to take a break. (The speaker was not invited back.)

AFTER YOUR SPEECH

■ **Accept applause graciously.** Remain on stage to accept the applause until the emcee returns.

■ **Return the program to the emcee.** Shake her hand and then walk to your seat.

■ **Remain seated.** Extend the same courtesy you expect from the audi-

ence by remaining seated until the program is over. If you must leave, wait until the next break before slipping out.

■ **Be available for questions as promised.** Make yourself available for questions during a break or after the program.

By minding your manners when speaking, you will not only set an excellent example for others, but you also will develop a rapport with your audiences that could boost your business, further your cause or even launch your speaking career. **T**

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Patricia L. Fry, CTM, is a freelance writer living in Ojai, California.

The ABC's of Public Speaking

By Donald L. Caruth, Ph.D., and Gail D. Handlogten

Advance preparation is essential to public-speaking success.

Begin on time.

Close your presentation on a positive note.

Display confidence.

End on time.

Focus on your topic, don't meander.

Good grammar improves your credibility.

Humor helps when used appropriately.

Intimidation is never in good taste.

Just keep your cool if you make a mistake - it is not the end of the world.

Keept your hands out of your pockets.

Learn from every speech you make.

Mind your manners.

Never apologize for lack of preparation and/or nervousness.

Organize your message so it flows smoothly.

Positive body language reinforces what you are saying.

Questions create opportunities for clarification.

Repetition reinforces comprehension.

Show enthusiasm; it is infectious.

Treat questions with respect.

Use simple words; the goal is understanding, not confusion.

Visual aids enhance a presentation.

Work, work, work. There is no shortcut to a successful speech.

EXhibit genuine interest in your subject and your audience.

You only get one chance to make a good first impression.

Zero in on your audience's needs, and do your best to satisfy them.

These simple guidelines can help make you an effective speaker. Try them; they are as easy as ABC.



By Karen Robertson

When you sit in the audience:

Mind Your Listening Manners

HAVE YOU EVER WANTED TO LISTEN TO A SPEAKER BUT COULDN'T because someone was talking or making some kind of noise? Have you ever been guilty of carrying on a side conversation during someone's speech?

This may have seemed harmless at the time, but when *you're* the speaker, the distraction of audience conversation can make you lose your train of thought, get off the track or derail altogether. Though the rules of audience etiquette are not complex, they can be easily mastered by following these guidelines:

- **Arrive on time.** When the program has already started, latecomers are distracting and draw attention away from the speaker.
- **Take off your hat.** Men ought to remove their caps and hats when inside; a woman may leave hers on.
- **Stand for the raising of your nation's flag, the national anthem of any country or when encouraged to do so by the speaker.** The Toastmaster or master of ceremonies usually will remind the audience to stand. Do so without being reminded, and those around you will follow politely.
- **Turn off cellular phones and pagers.** Pagers can be set to vibrate or take messages rather than beep. Be considerate of the speaker's time and preparation and refrain from using any electronic equipment that may cause a distraction.
- **Be quiet.** If it is absolutely necessary to communicate with someone in the room, write that person a note or excuse yourself and continue the conversation outside. Keep pens, pencils, papers, hands, feet, chairs and kids quiet. A fussy child, a coughing fit or an uncontrollable giggle should be taken outside immediately.
- **Respond to the speaker.** Stay in eye contact if possible, nod your head in agreement and smile. Nothing encourages a speaker more than a friendly, attentive face in the audience.
- **Stay awake.** It's rude to fall asleep during someone's presentation! The speaker may be truly boring, but stepping outside is better than sleeping. Some people can snooze without anyone knowing, but a loud snore

is a true embarrassment. Take deep breaths to get more oxygen and take notes to keep your mind active.

- **Clean up your mess before leaving.** At a seminar or workshop, you may have accumulated a collection of

Styrofoam cups, napkins, sugar wrappers and the like. Take a moment to carry your share to the trash receptacle. You'll be appreciated by the clean-up crew.

- **Discard gum and spit in a tissue.** There's an old saying about holding things together with bubble gum and spit, but those days are gone. Sticking gum under a table is disgusting, as is any form of spitting.
- **Respect smoke-free areas.** Most public places are now smoke-free. If you smoke, look for the designated smoking areas and abide by the law.
- **Clap when appropriate.** When the master of ceremonies introduces a speaker, applaud as the speaker approaches the lectern. At particularly moving parts of the presentation, it is acceptable to clap for the speaker to show your support. At the conclusion, vigorous applause acknowledges the speaker for a great presentation, for quitting on time, or perhaps simply just for quitting. T

Karen Robertson is a writer living in Wildomar, California.

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Many people would choose almost any variation of medieval torture over the interrogation methods of some modern interviewers.

Fear of public speaking can evoke similar sinking feelings. Many of us joined Toastmasters to conquer that fear. But the job interview has an added dimension. The interviewer runs the show and could shine his spotlight on any corner of your life. "What are these questions leading to?" you wonder, fretting that the next inquiry will expose your Achilles' heel. Your future may be at stake, and you're at the mercy of the cool stranger across the desk. But – here comes the million dollar question – are you as helpless as you think?

Like a speechwriter, the job seeker should start by analyzing the audience. Want to know what recruiters are looking for? Put yourself in their shoes. After sifting through a bushel of resumes and chatting with a flock of candidates, an employer wants to feel comfortable with the hiring decision. He needs to feel confident that the chosen person will solve some of the company's problems and will fit in. To that end, interviewers have hiring criteria they use to screen candidates. The successful candidate ferrets out that criteria and convinces the employer that he or she is the perfect choice.

Marcia Barnhart, Acting Director of Placement Services at Western Michigan University, says, "The most frequent complaint we get from employers is that the candidates don't know enough about the companies they interview with." Research the company or organization you will interview with until you know some of its pressing needs. Giving detailed interview responses before you know the company's needs and criteria is a sure way to quickly screen yourself from contention.

A way to get off to a running start in an interview and simultaneously learn more about the company's needs is to begin with a couple of questions (you should have memorized several). After some small talk, you might say, "Before we get started, could you describe some of the expectations you will have of the person you hire?" Ask questions that require some thought from the interviewer, that can't be answered with a yes or no. Listen carefully and you're likely to gather clues about the company's needs and values.

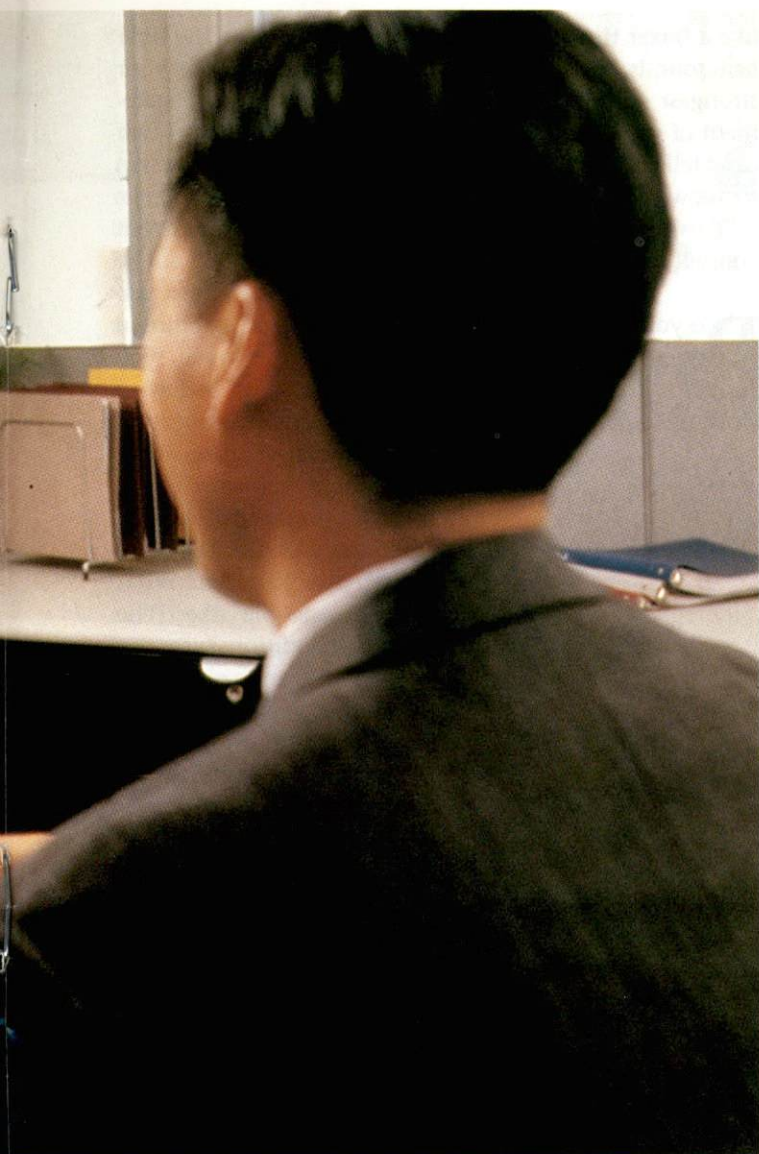
And don't forget the power of first impressions. Consultant Eleanor Baldwin asks the following question at her seminars for employment recruiters: "How long after the job prospect walks in the door does it take you to decide whether you are going to talk seriously with that candidate about your opening?"



Master the Inte

Want to know what recruiters are looking for?

BY MARK HAMMERTON, ATM-B ■



Job Interview

Looking for? Put yourself in their shoes.

PHOTOGRAPHY BY PAUL BARTON

She says the answers range from “immediately” to “by the time they sit down.” It’s therefore crucial to exude confidence when you first meet the interviewer. Be on time (not too early) with a presentable appearance. Offer a firm handshake and confident smile – even if your stomach is doing somersaults.

It doesn’t hurt to establish some rapport with the interviewer. A glance around the office might indicate where you have common ground. Maybe you’re both golfers or you both have small children. I once noticed that my interviewer had a diploma on the wall from the same university that I attended. By finding areas in common the conversation will flow and you will stay on more of a level playing field with your interrogator. You might also gain insights into who you are dealing with – and what he or she values.

But make no mistake, the job interview is not a social encounter; it is pure business. It can’t be overemphasized that the reason you are there is to sell yourself to the employer. Once you have learned what the company’s needs are, you must fit your skills and accomplishments to those needs. Make yourself stand out from your competition. According to Barnhart, “Many people are far too modest in interviews. It’s the one time where bragging is OK.”

There is one selling technique that many Toastmasters have a particular talent for: storytelling. Research proves that people remember stories, especially those spiced with action. Barnhart suggests that you tell stories from your work or educational experience that highlight your skills, accomplishments and career goals. Set the stage by showing a problem that needed solving, then simply tell what actions you took and the results achieved.

Perfect your stories by telling them to a spouse or friend. Ask your audience to listen for action phrases. Improve the stories until they show, with reasonable clarity, that you are someone who gets results. For example, suppose you saw that your department was wasting time filling out unneeded paperwork. When you asked why the forms were required, the answer was, more or less, “because that’s the way we’ve always done it.” You could describe to the interviewer the action you took and how you persuaded your boss to scrap the old system. A story like that gives much bang for the buck. It shows that you have initiative, you can see the big picture, you are concerned about profits, you are persuasive, etc. Use stories that will relate to potential employer’s needs.

Expect to be asked some tough questions. Most interviews start with, “Tell me about yourself.” Should you launch into a long-winded dissertation at this point, with details of your work history, your personal life, etc.? Not if you want the job. Until you know what the employer is looking for, a detailed answer to such a question runs the risk of being irrelevant or worse.

Career transition consultants David Bowman and Ronald Kveskin suggest the following strategy: Throughout the

interview, give answers that are to the point but not curt, then probe the questioner for more information. "As you can see from my resumé, I've been a public relations specialist for the past nine years. If you would describe some of your public relations needs, I will be happy to give specifics about how my skills and experience would be an asset to your company." Keep the interviewer talking about the hiring criteria by showing interest, with an occasional "I see," or "That's interesting." When you understand what the company is looking for, then you can put on your salesman's hat.

Some questions are used as screening devices or as ways to see how you respond to pressure. You can't anticipate everything, but you should think about how you'll answer some commonly asked questions (see sidebar). The basic rule is to not give the interviewer any reason to screen you out. For example, you may be asked if you have any weaknesses. Listing serious shortcomings is dangerous. Instead, you could say that you don't have any that you'll bring to the job. You could then probe, saying, "Tell me what you would consider a real weakness in this job." The answer should be revealing.

Don't let a negative impression linger like an unwanted house guest. If the interviewer asks about an area where your experience is deficient, give an honest answer, but follow up with a positive statement focusing on where you do meet the criteria. If the interviewer points out that you only have four years experience as a programmer, and the criteria is six years, speak up in your defense. Shift the subject to an area where you match up well to the criteria. Say something like, "Yes, I have been programming for the past four years, and I've had some intensive experience in that time. Also, all of my experience has been with the languages you work with."

Similarly, if you are just out of school or are changing fields, you'll want to direct the interviewer's attention to areas in which you look good. Many employers are just as interested in potential as specific experience. Be creative when selling skills and accomplishments. You say you've "only" been a stay-at-home mom for the past few years. Haven't you been teaching your children, budgeting finances, acting as doctor and nurse, mediating conflicts? Use a vivid story to show the employer that you have the desired skills and can do the job.

When you realize the interview will end soon, you need to seize that moment to close your sale. By that time you should know a lot about the hiring criteria. Finish strongly,

like a boxer throwing a flurry of punches before the final bell sounds. Concisely and confidently summarize your strongest selling points, concluding with a positive statement of your interest in the job (employers say they often can't tell if candidates really want the position). And be sure to ask when you can expect to hear of their decision.

The interview is over. Now you can start thinking about yourself and your needs.

Do you want the job? If you have asked some pointed questions and kept your eyes and ears open, you should know a great deal about what it would be like to work there. As soon as you can, grab a pen and paper and

record your impressions. What did you learn about the job duties? About the company culture? The job's growth opportunities? What were the people like? The working conditions?

David Bowman and other consultants recommend following up with a thank-you note within three days of the interview for several reasons: Not only is it good manners, but it also gives

you the chance to say things you forgot to mention in the interview. Moreover, it keeps you fresh in the interviewer's mind. Summarize the skills and accomplishments you stressed in person. Show your enthusiasm for the job.

Soon after the interview is the time to use another Toastmasters skill: evaluation. Take an objective look at your performance. Did your questions get the employer talking about hiring criteria and steer the interview in a favorable direction for you? Did you aggressively sell your skills with the company's needs in mind? Do you think you made a strong first impression and a persuasive closing statement? Which of the interviewer's questions caught you off guard? What stories seemed to work particularly well? Be as constructive with yourself as if you were evaluating a fellow Toastmaster's speech. If you made a mistake, welcome to the human race. You'll improve with each interview.

If you understand the hiring process and practice your Toastmasters skills, you will be ahead of the competition. You'll be able to give the interviewer's spotlight a gentle nudge so it shines on your strengths and accomplishments. Remember the basics: Always see things from the employer's perspective, discover their needs and sell yourself as the candidate the employer has been searching for – just the one to solve their problems. Often, the job is not given to the most qualified person, but to the candidate who has learned the art of persuasion. **T**

Mark Hammerton, ATM-B, is a member of Strictly Speaking Club 3025-62 in Portage, Michigan.

10 Commonly Asked Interview Questions

1. Tell me about yourself.
2. Where do you expect to be in five years?
3. What do you know about our organization?
4. What do you look for in a job?
5. Why are you leaving your present position?
6. What did you like most about your last job? Least?
7. What have been your most important career accomplishments?
8. What are your strengths? Weaknesses?
9. Describe a typical day in your job.
10. Why should we hire you?

Ace Computer Supply, not its real name, has a fine reputation for service and reliability. At least I found that to be the case until recently. A year ago, a call to Ace went something like this:

"Ace Computer. Nellie speaking. How can I help you?"

"Good morning, Nellie.

I'd like to speak to Roy in shipping, please."

"Certainly. One moment, please."

"Yo, shipping, Roy here."

"Hey Roy, how ya doin'?" This is George in Philadelphia. Just wanted to see if my back-ordered part came in."

"Hey buddy. Good to hear from you. Do you have the original invoice number handy?"

"Yeah, it's OC-89642."

"Gotcha. Let me check my file . . . OK, it's in. Came this morning. I'll ship it UPS tonight."

"Thanks, Roy. I knew I could count on you."

The total time for such an exchange was three and a half minutes. But, alas, that was before Ace Computer installed a completely automated phone system to "facilitate" such transactions.

A recent call to Ace Computer Supply to check on a back-ordered item went like this:

"Good morning, Ace Computer Supply," the digitized voice cooed in full, measured tones. "If you have a touch-tone phone, press one now. If you are calling from a rotary phone, remain on the line for an operator."

I press (1). (Incidentally, I learned later that Nellie was "outplaced" shortly after the new system was installed. The old-fashioned designation for this procedure was "getting the ax.")

"Thank you," continued the programmed voice. "Please listen carefully to the following eight-part menu. You may press the desired number at any time. Should you wish to have the menu repeated, press the pound sign."

"Sales and marketing, press one; consumer affairs, press two; operations, press three; shipping and receiving, press four. If you would like . . ."

Hey, four, that's for me - I think. I jam my finger onto (4).

Four answers, "Thank you for calling shipping and receiving. You may make your selection at any time from

Press 'F' for Frustration

the following five-part menu: If you are a distributor, press one; if you are a retailer, press two; if you ordered from our catalog, press three; if you . . ." I press (3).

Three answers, "If this concerns a complete shipment, press one; an incomplete shipment or back-ordered

equipment, press two; if you are inquiring . . ." I hurriedly press (2).

Two answers, "If your name begins with A-K, press one; L-R, press two; S-Z press three." I press (1).

One answers, "Please enter your complete invoice number followed by the star sign." I'm ready, and enter the number plus *.

Computer voice: "That file doesn't come up. If you would like to speak to a supervisor, push the pound sign followed by the star sign." I enter # *.

Recorded voice: "All of our representatives are busy with other customers right now, but your call is important to us. Please hold, we'll be with you in a moment." (Music for next five minutes. I was never really fond of Vivaldi, but I suppose I can bear a few strains from "The Four Seasons" again, if it will help my cause.)

"Our representatives are still busy . . . still busy . . . still busy . . . still busy. Thanks for holding . . . holding . . . holding . . . holding. Your call is important to us . . . to us . . . to us . . ."

Ah, finally, a ring. "Hello. This is Tom Williams in back-order tracing. I'm not at my desk right now, but if you would like to leave a message, please start speaking

after the beep."

"Thank you. Mr. Williams, I would like to inquire about . . ." I'm interrupted by another computer voice. "I'm sorry, that voice-mail box is full. Please try again later. Thank you. Goodbye." Dial-tone.

There is no greater or more profound sense of finality, loss and total abandonment than being told goodbye by a machine and left no further recourse. What did I do? Simple. I pretended I had a rotary phone. When the live voice came in, I asked for Roy in shipping. I was happy to learn he hadn't been "outplaced." T

"There is no greater or more profound sense of finality, loss and total abandonment than being told goodbye by a machine and left no further recourse."

George L. Beiswinger is a freelance writer living in Sun City West, Arizona.



HOW TO

By Ann C. Humphries

Rudeness is expensive.

Are You Making All the Right Moves?

Rudeness costs you business. But what are the most annoying behaviors? And, which etiquette rules are essential for success?

In my 10 years in business, audiences have been very clear about what they find the most rude, annoying, amateurish and detracting for business. They've also stated the behaviors they admire and appreciate the most. Even among diverse audiences, there is an amazing commonality of what concerns them and what impresses them. You can benefit from what they say. Their insights will surprise you and focus your efforts. Review this list regularly.

MOST RUDE AND ANNOYING BEHAVIOR

1 Telephone Rudeness. Organizations can quickly look bad if their telephone systems are outdated, and the people who use them are lazy or casual. Be vigilant about using your phone correctly. Make sure your employees know how to put people on hold and keep them there respectfully, transfer calls expertly, return calls promptly and identify themselves professionally, which includes keeping voice messages updated. Don't fall into the trap of, "Of course we/I do this well." Correct poor telephone technique and hold yourself and your staff accountable.

2 Interruptions. Make sure your interruptions are worthy of disturbing others. Knock. Preface your conversation with what you want to discuss. Don't waltz into someone's cubicle and plant yourself for an extended visit. Be aware of when you butt into conversations, talk over existing conversation or have to have the last word. Interrupt interrupters if they act inappropriately or disturb your work. Schedule another time to talk.

3 Lack of Appreciation. Not being appreciative of people's work, contributions, gifts or invitations will mark you as untrustworthy, as will hogging the credit. Tell people you appreciate what they've done even if their performance is what you expect. Encourage behavior you want to continue. Respond to invitations. Write thank-you notes. Pass along compliments and credit.

4 Inappropriate Language. Watch your mouth. Make sure your grammar and voice tone are professional. Limit, even eliminate, profanity and coarse language. Is the truth your employees speak undermined by bluntness? Could you use

some tact? Don't you admire people who have a way with words?

5 Inappropriate Business Appearance. Do your clothes fit? Do they fit you physically? Do they fit the occasion and the setting? Be clear about how you expect people to look for your business. You may need to be specific with some people who don't seem interested or concerned about their appearance. Business casual dress remains more formal than what you'd wear at home. You are protected legally when your requirements do not infringe upon religion or gender issues. Practice impeccable grooming.

6 Not Honoring People's Time. Do not impose your lack of organization or control of your time upon others. Start and end meetings on time. Give reasonable notice for projects. Don't consistently spring things on people at the last minute unless that is a part of the job. Be on time for work. Concentrate on work while at work. If you can't make a deadline, say what you can do. Let people know when you'll be late. Offer to reschedule.



7 Public Criticism/Denial of Criticism. Be aware of how you criticize others and in what settings you do so, so that you achieve the results you want. Also, make sure you can take criticism. Rather than criticize the people who criticize you, or accuse them of not being team players, ask yourself if there may be an element of truth to what they say. Surround yourself with people who will be honest with you, but know when not to press a point.

MOST ADMIRED, RESPECTED BEHAVIOR

1 Knowledgeable and Gets Results. Help your staff perfect their skills and knowledge to be helpful to others. We all know nice people who look good and smile, but never get anything done. Let people do the work you hired them to do without hovering. Respect their knowledge.

2 Exceptional, Insightful Listener. Concentrate when people tell you something you need to know. Eliminate distractions. Stop the phones. Close the door. Sit silent and still. This doesn't mean you should be

interrupted by any concern expressed at anytime. If you are unable to listen attentively, reschedule.

3 Consistent Demeanor. Treat everyone with a basic amount of respect. Don't be caught doing back flips for VIP's, then throwing temper tantrums with counter clerks. Be as strong when you begin a project as when you end one, as service-oriented when you sell as when you service, as professional on Monday as Friday.

4 Approachable and Accessible. Be easy to meet. Introduce yourself; don't wait for people to approach you. Learn, remember and use people's names in conversation. Act friendly. Perfect a good handshake. Return phone calls promptly. Speak to people in hallways. Make sure people can reach you fairly easily, but don't mention if they are hard to reach.

5 Honors Commitments. Do what you say you will do. If you can't keep your commitments or remain undecided, alert people so they can make other plans. Don't be a con-

sistent "no show." If you've accepted a position as a committee member, but have trouble making the meetings, resign. Of course, remember the adage, "Neither break promises you should keep nor keep promises you should break."

6 Honest. Be known for being honest. Don't cultivate a reputation for dishonesty. Be scrupulously honest when dealing with time and money. Be tactful when dealing with people. Let people know when they are doing a good job and where they can improve.

7 Can Function in Public. Practice social graces for business places. Some folks are exceptionally skilled at their work in the privacy of their office or industry, but they don't know how to operate socially where they need to network to broaden their influence and gain support from others. For table manners, the fork goes on the left. The spoon and knife go on the right. Food items go on the left, so your bread plate is on your left. Drink is on the right, so your coffee cup and glasses are on the right.

When sitting at a banquet table, begin eating when two people to your left and right are served. If you haven't been served, but most of your table has, encourage others to start. Reach for items in front of you. Offer to the left; pass to the right, although once things start, go with the flow. Rehearse whom you might see at receptions, so that names pop more easily into your head. Don't forget business cards. Learn how to converse and visit with people. **1**

Ann C. Humphries is president of ETICON, an etiquette consulting firm for business based in Columbia, South Carolina. For a free tip sheet on business etiquette, contact Ann by e-mail at eticon@eticon.com or at (803) 736-1934.



**Manners still matter:
New technology calls
for new rules.**

Netiquette

Etiquette" means "ticket" in French. On the Internet, "netiquette" is your ticket to "traveling" without annoying others. The American Heritage Dictionary defines etiquette as "the practices and forms prescribed by social convention or by authority." Netiquette is the personal protocol that helps us be a part of

networked society. Mostly, being a good networked citizen is to be a responsible person: to not waste resources; to be aware of and observe restrictions that are placed on some Internet resources; to observe the posted rules; and to remember that on the Net, you are in public.

Companies are going high-tech and conducting business over the Internet. Even personal communication is often done through e-mail. The Internet is a vast community of people from all over the world. In this global electronic community, people's impression of you is based on the quality of your writing. A thorough knowledge of Netiquette will help prevent misunderstandings.

When you communicate with others on the Internet they can't see or hear you. Take the time necessary to make your writing as clear, succinct and grammatically correct as possible. Information in writing tends to have more impact than verbal communication. The bad news seems worse, and the good news

seems better. Observe the following guidelines and you'll make a good impression in cyberspace:

■ **Observe the Golden Rule.** Treat others as you wish to be treated.

■ **Think before you write.** If you are upset, wait to respond to your e-mail. If you are new to a mailing list, familiarize yourself with it before responding. Conversely, if others are new to the list, be kind if they mess up.

■ **Use mixed case text.** Capitalized text denotes shouting; you may offend some people. Uppercase text also is hard to read.

■ **Don't be rude.** Strongly critical messages on the network are called "flames." Don't say anything to others that you would not say to them in person. Hasty words create more problems than they solve.

■ **Be careful what you say.** Remember that thousands of people may

read your message. Information posted on the Net can come back to haunt you or the person you are talking about. Think twice before you post personal information.

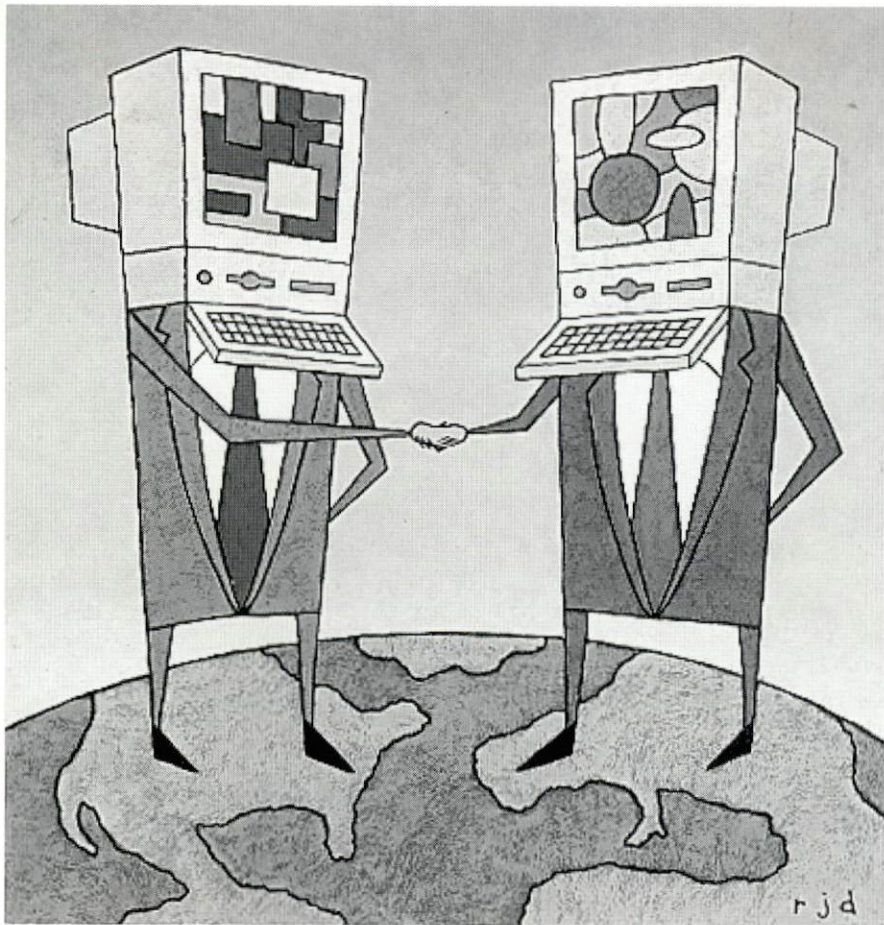
■ **Avoid "Spamming."** When sending unsolicited e-mail, make sure there is value to the recipients. If you don't, they may very well consider it "spam" (Internet lingo for junk mail), and delete your message unread.

■ **Be brief.** The longer your message, the fewer people will bother to read it.

■ **Your postings reflect on you.** Most people will know you only by what you say and how well you say it. Eliminate spelling and grammar errors, and make sure each posting won't embarrass you later.

■ **Use descriptive titles.** A title like "Car For Sale" is not as effective as "55 GM Silver Bullet For Sale." Don't expect people to read your message to find out what it's about — many won't bother.

■ **Be careful with humor and sarcasm.** Without the voice inflections and body language of personal communication, it's easy to misinterpret remarks meant to be funny. Subtle humor tends to get lost. Take steps to



make sure people realize you are trying to be funny, such as using the "smiley-face" symbol, which looks like this :-). No matter how broad the humor or satire, it is safer to remind people that you are joking. But also be aware that frequently satire is posted without explicit indications.

■ **Analyze your audience.** When you post messages, try to get the most appropriate audience for it, not the widest. Avoid abbreviations and acronyms, if possible, and define the ones you use. If your message is of interest to a limited area, restrict its distribution to that area.

■ **Post a message only once.** Avoid posting messages to more than one group unless you are sure it is appropriate. If you do post to multiple groups, don't post to each group separately. Instead, specify all the groups

on a single message. This reduces network overhead and allows subscribers to more than one of those groups to see the message once instead of having to wade through each copy.

■ **Summarize your response.** When you are following up on someone's article, summarize the parts to which you are responding. This allows readers to appreciate your comments rather than trying to remember what the original article said. It also is possible for your response to reach some sites before the original article does.

■ **Don't repeat what's been said.** Before you submit a follow-up to a message, read the rest of the messages in the newsgroup to see whether someone has already said what you want to say. If someone has, don't repeat it.

■ **Spelling flames are harmful.** Every few months, a plague descends on the network called the spelling flame. It starts out when someone posts a message correcting someone's spelling or grammar. The immediate result seems to be for everyone on the Net to turn into an English teacher and pick apart each other's postings. This only causes anger and resentment. It is important to remember that many Netizens use English as a second language. Furthermore, many people suffer from dyslexia and have difficulty noticing their spelling mistakes. If you feel that you must make a comment, do so by mail, not electronically.

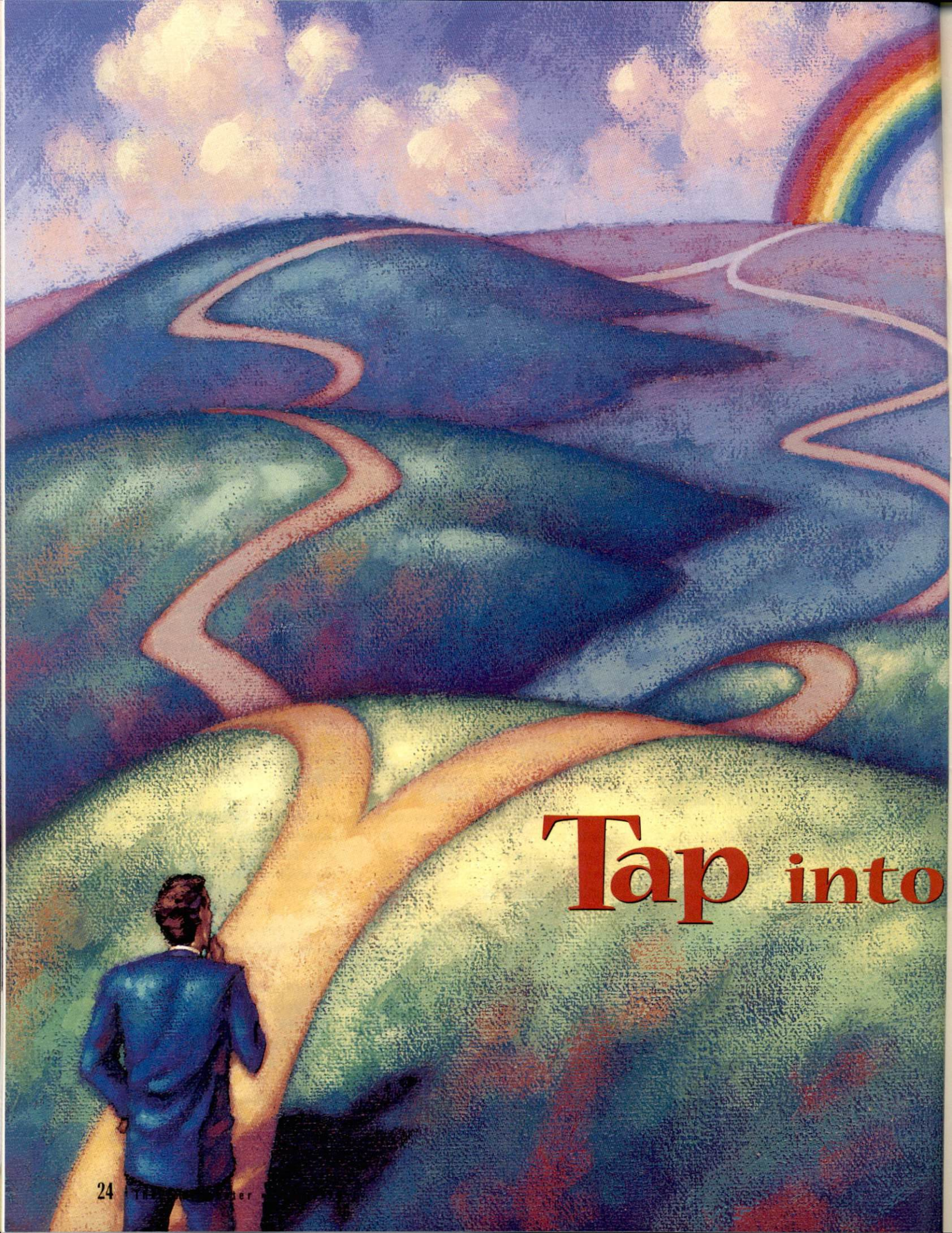
■ **Keep attachments to a minimum.** The larger the attached document, the longer it takes to download and the more memory space it fills on a recipient's computer. Anything more than one page will be put in the "circular file." Some e-mail attachments may not be necessary. Consider faxing lengthy documents that might otherwise be e-mailed.

■ **Cite appropriate references.** If you are using facts to support a cause, state where they came from. Don't take someone else's ideas and use them as your own.

■ **Be careful about copyrights and licenses.** Once something is posted onto the network, it is in the public domain unless you own the appropriate rights and post it with a valid copyright notice. For all practical purposes, assume that you waive your rights if you don't put in a copyright notice.

The Internet is a place to learn and have fun. We make it more enjoyable for ourselves and our fellow Netizens (Internet citizens) by being courteous and polite. **I**

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Naresh Srinivasian is a senior financial analyst for American Airlines in Dallas, Texas.



Tap into

In 1947, University of Chicago professor Subrahmanyam Chandrasekhar, Ph.D., was scheduled to teach an advanced seminar in astrophysics. At the time he was living in Wisconsin, doing research at the Yerkes Astronomical Observatory. He planned to commute twice a week for the class, even though the class would meet during the harsh winter months.

But only two students signed up for the class. People expected Dr. Chandrasekhar to cancel rather than waste his time on such a small class. But for the sake of two students, he taught the class, commuting 100 miles round-trip through country back roads in the dead of winter. His students, Chen Ning Yang and Tsung-Dao Lee, did their homework. Ten years later, both won the Nobel prize in physics. Dr. Chandrasekhar won the same prize in 1983. The professor demonstrated the increasingly rare and remarkable virtue of faithfulness: He could be counted on.

Individuals who, like Subrahmanyam Chandrasekhar, rise to the top professionally, make great contributions to their fields and enjoy success and fame, are not simply gifted or lucky. They are individuals who intuitively tap into their achievement zones. Reaching into their personalities, they harness and effectively use qualities common to all people. One of those qualities is faithfulness to a commitment. Here are five others that can help you bring out the best in yourself.

1 Apply the three D's daily. Even though many jobs are not high-paying, and daily tasks are not always glamorous, we can add dignity and meaning to the tasks

by daily applying the three D's: *diligence, dependability, discipline*. Martin Luther King Jr., said: "If a man is called to be a streetsweeper, he should sweep streets even as Michelangelo painted, or Beethoven composed music or Shakespeare wrote poetry. He should sweep streets so well that all the hosts of heaven and earth will pause to say, 'Here lived a great streetsweeper who did his job well.'"

Recently Ruth Simmons became president of Smith College, one of the country's most prestigious institutions of higher learning for women. It was an incredible achievement for a woman who is the great-great granddaughter of slaves. Simmons began her journey to Smith College on a cotton farm in Grapeland, Texas, where her parents were sharecroppers. Later they moved to an impoverished section of Houston, where her father found work in a factory and her mother scrubbed

floors for white families. When asked how such humble beginnings led to a career at the top of academia, Simmons answers: "I had a remarkable mother. She would sometimes take me with her to work when I was a little girl, and the thing I remember vividly is how good she was at what she did. She was very demanding in terms of her own work. 'Do it well, do it thoroughly, whatever you do,' she'd say." Simmons' mother continues to influence her work even as president of Smith College. "I know the Smith Board of Trustees thinks I'm trying to live up to the standards it sets for me, and that's okay," she says. But Simmons has a higher standard: "Every day that I'm here, I try to be the kind of person my mother wanted me to be."

*"Our greatest glory
consists not in never
falling, but in rising
every time we fall."*

RALPH WALDO EMERSON

Your Achievement Zone

Five Ways to Bring Out
the Best in Yourself.

2 Practice persistence. Whether in business or in personal life, persistence is the life-force that leads to survival and success. Too many people are guilty of premature defeat. When they experience a setback or an emotional blow, they give up on themselves. Rather than remain faithful to their dreams and aspirations, they allow themselves a cheap resignation to fate. Rather than look at what remains, they focus bitterly on what has been lost. In so doing, they often become cynical and leave latent talents undeveloped. Victory and satisfaction belong to those who do not choose the path of least resistance when faced with major life challenges.

Consider the glowing example of Sarah Reinertsen, who was born in 1975 with only part of her left leg. Even that had to be removed at the hip when she was seven. In spite of being an amputee, the little girl was determined to pursue her interest in athletics. When she was 12, Sarah began working long, hard hours with her track and field coach. Together they developed a new way for an amputee to run. Until then, most above-the-knee amputee runners ran by hopping twice on their good leg, then kicking their artificial leg forward. Sarah was the first to use the new step-over-step method in competitions. She runs by taking one step with each leg, the same way people with two legs run. This method allows above-the-knee amputees to run much faster. Today Sara Reinertsen is the fastest female above-the-knee amputee runner in the world. Because she was faithful to herself, she holds world records in the 100-meter and 200-meter runs.

3 Support others when they are down. This practice is strongly recommended by Tom Peters, one of the country's best-known management consultants. Reaching out to individuals facing personal or professional problems greatly improves your chances of success, he maintains. "Your emotional or professional assistance will not only help others regain their balance, but they will also never forget that you were there when they needed you," Peters says. "When you stand by someone who is down on his luck, you'll gain respect as a leader and become a tower of strength . . . win the person's friendship, probably for life . . . and enjoy higher levels of teamwork and respect from your colleagues."

4 Turn the thinking dial and become more optimistic. "The mind is its own place, and in itself can make a heaven of hell, a hell of heaven," observed John Milton, the 17th century British writer. How and what we think can shape our destiny. Consider this recent Duke University study, which clearly reveals the power of optimism helps people survive heart disease. Dr. Daniel Mark reported that "when people give up and feel they are not going to make it, it's usually a self-fulfilling prophecy." When he asked 1,719 male and female heart disease patients whether or not they thought they would make it, 14 percent said they doubted they would recover enough to resume daily rou-

tines. Checking on these patients a year later, he found 12 percent of the pessimists had died, compared to only 5 percent of those who were optimistic about their outcome. The lesson: Turn your thinking dial and become more optimistic. That way you use your mind as a lifesaving, creative tool rather than as a self-destructive weapon.

5 Repeat this phrase frequently: "If it's going to be, it's up to me!" Make the choice to believe in yourself. Choose to be a victor, not a victim; to soar, not sink; to overcome, not be overwhelmed. People who believe in themselves can often accomplish what appears to be impossible. Here is a fascinating reminder of that truth from some troops in Vietnam during the war. Four soldiers were driving their jeep through a very narrow path in the jungle. Suddenly the jungle erupted with enemy fire. They braked the jeep to a halt and jumped quickly into the bush for cover. As the bullets kept whistling by, the sergeant called out to the others, explaining they had three chances to get away.

"The first thing is to run back to the road, jump into the jeep and drive straight on – but we'll be driving right into the enemy fire. Our second choice is to try escaping through the jungle, but that can also be extremely dangerous. The third thing we can do is jump back on the road, each of us pick up a corner of the jeep, turn it around, jump in and drive back to safety. That seems like the safest course, and I think it's our only chance," he said.

Because the jeep is a heavy military vehicle, the sergeant added, "Before we attempt this, I want to make absolutely sure each of you believes we can do this." When each soldier assured the sergeant it could be done, he ordered them to scramble back to the jeep. Each man picked up a corner, and they turned it around. Immediately they jumped into the jeep and drove off at top speed, back to safety.

That, however, is not the end of the story . . .

When they returned, no one at the camp believed the men lifted and turned the jeep. Some challenged them to repeat the feat, but this time in their presence on the parade ground. Wagers were even placed. Although the four men desperately wanted to prove to their friends they were not lying, they could not lift the jeep. The difference – in the presence of enemy fire they had to do it to survive. They believed they could do what they had to do. However, in the safety at their base, that belief vanished and they couldn't lift the jeep.

Finally, if you take a tumble personally or professionally and feel like a failure, bolster your self-esteem with this powerful truth from Ralph Waldo Emerson: "Our greatest glory consists not in never falling, but in rising every time we fall." **T**

Victor Parachin is a minister and writer living in Claremont, California.



Improved recognition system now in place.

Are You Eligible For Any of the New Awards?

Last year Toastmasters International made some exciting changes in its educational system. In case you missed previous announcements, a new two-track educational system began July 1, 1997, providing members with better opportunities for communication and leadership training and more recognition for their leadership achievements.

The improved system features:

- A clearly defined communication track and a clearly defined leadership track that are not mutually exclusive. Members can work in both tracks at the same time.
- Award requirements that can be completed within the club environment; all three advanced awards in the communication track and the first award in the leadership track can be completed within the club.
- Award requirements that can be completed in a reasonable amount of time.

Competent Toastmaster (CTM) remains the first award members may achieve, and members still must com-

plete the basic Communication and Leadership Program manual with 10 speech projects to receive the award. Now, however, first-time CTM recipients receive two "free" Advanced Communication and Leadership Program manuals instead of the three previously provided. The new award progression in the communication track is Competent Toastmaster (CTM), Advanced Toastmaster Bronze (ATM-B), Advanced Toastmaster Silver (ATM-S), and Advanced Toastmaster Gold (ATM-G). The award progression in the leadership track is Competent Leader (CL) and Advanced Leader (AL). The highest award, requiring completion of both tracks, is the Distinguished Toastmaster (DTM). The award requirements are listed on the next page.

For members still wanting to earn the Able Toastmaster, Able Toastmaster Bronze and Able Toastmaster Silver awards – as well as the DTM award under the "old" requirements – World Headquarters will continue to issue these awards through June 30, 1999. For example, an Able Toastmaster award recipient who wants to earn the Able Toastmaster Bronze award has until June 30, 1999, to complete all requirements and apply for the award. After July 1, 1999, the member may apply only for the new awards.

Following are some of the most frequently asked questions about the new recognition system.

Q: Do I have to complete the communication track before I can start in the leadership track?

A: No, you may work in both tracks at the same time. For example, the next award you could earn after receiving your CTM award is the Competent Leader

Communication and Leadership Tracks Recognition Requirements

You can now earn the following communication and leadership awards:

COMMUNICATION TRACK

COMPETENT TOASTMASTER (CTM)

Requirements:

- Completed the Communication and Leadership Program manual

ADVANCED TOASTMASTER BRONZE (ATM-B)

Requirements:

- Achieve Competent Toastmaster award
- Complete two Advanced Communication and Leadership Program manuals

ADVANCED TOASTMASTER SILVER (ATM-S)

Requirements:

- Achieve new Advanced Toastmaster Bronze award or have achieved current ATM award
- Complete two additional advanced manuals (may not be those completed for any previous awards)
- Conduct any two programs from The Better Speaker Series and/or The Successful Club Series

ADVANCED TOASTMASTER GOLD (ATM-G)

Requirements:

- Achieve new Advanced Toastmaster Silver award or have achieved current ATM Bronze award
- Complete two additional advanced manuals (may not be those completed for any previous awards)
- Conduct a registered Success/Leadership Program, Success/Communication Program (Success/Leadership or Success/Communication programs may not be those completed for any previous awards) or a registered Youth Leadership Program

- Coach a new member with the first three speech projects

LEADERSHIP TRACK

COMPETENT LEADER (CL)

Requirements:

- Achieve Competent Toastmaster award
- Serve at least six months as a club officer (President, Vice President Education, Vice President Membership, Vice President Public Relations, Secretary, Treasurer or Sergeant at Arms) and participate in the preparation of a Club Success Plan
- While a club officer, participate in a district-sponsored club officer training program
- Conduct any two programs from The Successful Club Series

ADVANCED LEADER (AL)

Requirements:

- Achieve Competent Leader award
- Serve a complete term as a district officer (District Governor, Lieutenant Governor, Public Relations Officer, Secretary, Treasurer, Division Governor or Area Governor)
- Complete the High Performance Leadership program
- Serve successfully as a Club Sponsor, Mentor or Specialist

DISTINGUISHED TOASTMASTER (DTM)

Requirements:

- Achieve Advanced Toastmaster Gold award
 - Achieve Advanced Leader award
- Distinguished Toastmaster is the highest recognition a member may receive.

If you wish, Toastmasters International will notify your employer when you receive any of the above awards.

award. Or you could work toward the Advanced Toastmaster Bronze award. Or you could complete the requirements for the Advanced Toastmaster Bronze award at the same time as you complete those for the Competent Leader award. You choose how you want to progress in the program.

Q: I am an Able Toastmaster and had planned to achieve the Able Toastmaster Bronze award in the next year or so. If I meet all of the requirements for the new Advanced Toastmaster Silver, may I apply for that award instead?

A: Yes. You may switch to the new system at any time provided you have met all of the requirements for each new award you apply for.

Q: I recently received the Able Toastmaster Silver award, the highest Able Toastmaster award. Can I convert this into the Advanced Toastmaster Gold award without having to complete any more requirements?

A: No. To receive the Advanced Toastmaster Gold award, you will have to complete all of the requirements for that award.

Q: I received the Able Toastmaster award several years ago. Am I now an "Advanced" Toastmaster?

A: You still are an Able Toastmaster until you have earned one of the new awards.

Q: I completed three Advanced Communication and Leadership Program manuals for my Able Toastmaster award. Since the new awards require the completion of only two manuals, may I apply one of the three I already completed

toward the Advanced Toastmaster Silver award?

A: You did not complete an "extra" manual for the Able Toastmaster award. The three manuals you completed for the Able Toastmaster award were requirements for that award at the time you applied. To be eligible for the Advanced Toastmaster Silver award, you must complete two additional manuals.

"All three advanced awards in the communication track and the first award in the leadership track can be completed within the club."

Q: The Advanced Toastmaster Silver and the Competent Leader awards require that members conduct programs from The Better Speaker Series and/or The Successful Club Series. What are these?

A: The Better Speaker Series is a set of nine 10- to 15-minute educational presentations on speaking-related topics. The Successful Club Series, which also consists of nine educational presentations, addresses the subject of quality club meetings and how every member can help the club be successful. Most of the programs in this series also are 10 to 15 minutes. Programs in both series can be presented by the Vice President Education or other members. Each includes a

script, and overhead transparencies also may be purchased. See your club's Supply Catalog for details.

Q: The Advanced Leader award requires completion of the High Performance Leadership program. What is this?

A: The High Performance Leadership Program provides instruction and practical experience in leading others. As part of the program, you select a project in which you will serve as leader of a team. The manual offers valuable information and guides you through the leadership experience. A Guidance Committee evaluates your efforts. See the sidebar for more information.

Q: How do I apply for the new awards?

A: To apply, simply complete the appropriate award application and send it to World Headquarters. New Advanced Toastmaster award applications (1207-A) and Leadership/DTM award applications (1209-A) were sent to all Club Presidents in April and June, and will be sent again in July and October. Applications also appear in the 1998-99 "When You Are the Club President" and "When You Are the Club Vice President Education" handbooks. Applications are available on the Toastmasters International Faxback system. From a fax phone dial 949-858-4185, follow the prompts, and ask for document number 55 (Advanced Toastmaster award application 1207-A) or document number 56 (Leadership/DTM award application 1209-A); the application then will be faxed to you. Or you may call 949-858-8255 and ask that an application be mailed to you. New ATM applications are being included in Advanced Communication and Leadership Program manuals as they are reprinted.



Learn to Lead

One requirement for the new Advanced Leader award is completion of the High Performance Leadership program.

In this skill-building program, you serve as the leader of a project of your choice. The project can be done in your club, area, division, district, business or community – whichever is most convenient for you. The High Performance Leadership manual walks you through the project's phases, providing study material and activities to complete. A Guidance Committee, comprised of people you select, counsels you and evaluates your work, helping you through each phase.

After you complete the manual and submit an application, Toastmasters International will send you a certificate acknowledging your participation in this innovative program. Completion also counts toward the Advanced Leader award.

Telephone the Toastmasters International Orders Department at 949-858-8255 to purchase the program.



HALL OF FAME

The following listings are arranged in numerical order by district and club number.

DTM

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

Mark Flores, 513-F
 Wilma Springer, 9332-F
 Janette A. Gann, 1853-3
 Kevin L. Vorheis, 4238-7
 Jane Messenger, 1056-8
 Pat Moore, 1863-11
 Dennis E. Horvath, 2000-11
 Glory J. Smith, 5946-11
 Grace LeFevre, 105-12
 Deepak S. Ubhayakar, 3810-12
 Joan B. McGinley, 9130-14
 Leonard Roberts, 3800-18
 Susan M. Saltou, 386-19
 Julie L. Phillips, 272-20
 Leni Richardson, 5952-21
 Jennifer O. Johnson, 2737-25
 Virginia M. Kibler, 8728-27
 Jerome William Roberts, Jr., 4442-28
 Greg Korstad, 7634-33
 Melesio Rodriguez Montoya, 6663-34
 Nancy Fabian, 4937-35
 Connie Paus, 2849-42
 Herb Ashley, 3684-42
 Leigh Mumford, 3684-42
 Jacqueline L. Taylor, 910-49
 Beatrice Elyot, 9897-49
 Eovin Doglio, 3318-50
 Jerry M. Clark, 4095-50
 Datuk Adeline Leong, 2574-51
 Christopher Teo, 5334-51
 Zacharias Adjuwono, 8338-51
 Lilian Lau, 9092-51
 Nancy L. Follis Wilms, 2785-53
 Francis Lee, 2653-58
 Cindy Pavella, 4120-62
 James Oliver Young, 7910-62
 Nancy Ellen Scott, 1136-65
 Frank A. Gulla, 8600-66
 Joseph Thomas Loyacano, 1169-68
 Stephanie S. Potier, 1169-68
 Ann S. Campbell, 2455-68
 Grant Burgess, 7967-68
 Paul Ellis, 1896-71
 Richard Knopp, 695-72
 Jenny Purchase, 8550-72

Anniversaries

JUNE

60 years

Albuquerque, 122-23

55 years

Alton, 230-8
 Coeur d'Alene, 247-9

50 years

Saturday Savants, 623-5
 Uptown, 627-16
 Hawkeye, 617-19
 Jay Cee, 625-19
 North Suburban, 612-30
 Aloha, 601-49

45 years

Rosaria, 1305-7
 Belmont, 1328-19
 Knights of Columbus, 1273-27
 Yankton, 1294-41
 King Cotton, 1310-43
 Eddie Rickenbacker, 1295-47
 Miami Downtown, 1323-47
 Montgomery, 1334-48

40 years

Towson, 2707-18
 Cloverleaf, 2769-21
 Kelowna, 2796-21
 Sunrise, 2788-24
 Pathfinder, 2734-30
 Capital, 2722-61

35 years

Centennial, 3580-6
 APL, 3624-18
 Conejo Valley TM's, 1864-33
 Model Basin, 3583-36
 Emerald Tower, 1787-39
 Monday Morning, 1557-44
 Dartmouth, 3119-45
 Southside, 546-47
 State Farm, 1178-47
 Aetna Life & Casualty, 3610-53
 Darling Downs, 3574-69

30 years

JPL & Caltech, 3292-F
 Pride of the Fox, 1450-30
 Tallahatchie, 2431-43

Edward H. White, 3631-47
 Timaru, 3474-72

25 years

Capitol, 365-3
 Vanguard, 2693-4
 Gwinnett, 833-14
 Valley, 1736-18
 Toast of Tysons Corner, 571-27
 Vienna, 1762-27
 Camarillo Evening, 947-33
 Monday Six-O, 1312-37
 Gateway, 3092-38
 Peachbowl Dawnbreakers, 1819-39
 State Board, 2370-39
 Beauclerc-Mandarin, 3397-47
 Northeast, 1878-52
 The Mutual, 2443-74

20 years

Professional Speakers, 9-F
 Community Speak E-Z, 62-F
 Valley Speakers, 269-F
 Gilbert, 499-3
 Varian, 879-4
 TM of La Jolla, 895-5
 Honeywell Plaza, 1847-6
 Canby, 1353-7
 Jantzen, 2979-7
 Ontario Partnership, 55-12
 Koffee 'N' Toastmasters, 105-12
 Grand Terrace, 290-12
 Nittany, 1299-13
 Bettis, 3408-13
 Poets, 1024-24
 Noon Enthusiast, 2102-24
 Aafes Toastmasters, 2209-25
 Schaumburg Area, 3241-30
 Little Norway, 1154-32
 High Noon Lectern, 2462-33
 Montgomery Village, 1212-36
 Ponderosa, 559-39
 AG Orators, 1352-39
 Pacers, 2608-46
 Toastmasters 21 Club, 3781-46
 Merritt Moonliter, 1387-47
 Kauai, 2525-49
 Transco, 3402-56
 Mt. Pleasant, 2575-58
 Thames Valley, 3726-60
 A P I Brisbane, 900-69
 Port Elizabeth, 2856-74

JULY

50 years

American Legion Pst. 44, 637-10
 Logansport, 621-11

45 years

Mount Rushmore, 1326-41
 Daybreakers, 1327-44
 Aiken, 1355-58

40 years

Blue Flame, 2717-F
 Logan Co. Agricultural, 2808-8

35 years

Kaohsiung, 1904-U
 Townsville, 3632-69

30 years

Stadium, 1815-5
 Decatur Communications, 1375-14
 Capitol Hill, 1460-27
 Tumwater, 1633-32
 Federal Employees, 2287-43
 D.C., 3761-69
 Taree, 2893-70

25 years

Sunrise, 74-3
 Whitehorse, 1060-73

20 years

The Orators, 36-F
 Rail Talkers, 3420-24
 Top Cats, 2837-29
 Mineral King Toastmasters, 887-33
 Ad Lib, 3780-39
 Kuala Lumpur, 1997-51
 Richmond Breakfast, 635-57
 Myalla, 3713-69
 Pinetown, 823-74
 Ernst & Whinney, 862-74

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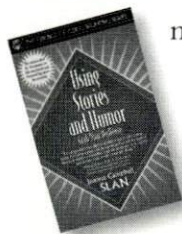
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