

AUGUST 1983

THE TOASTMASTER



Special Issue:
Making the Most of Your Toastmasters Club

A Future Full of Promise

During this past year it has been my pleasure to serve you as President of Toastmasters International. Undoubtedly you're aware of all of my district visits and meetings with business, government and military officials on behalf of our organization. But now I'd like to wrap up my term by offering you my personal feelings about our organization, the events of the year and our future.



The most memorable experiences I had occurred at the many district meetings and conferences I attended. I met and talked with hundreds of members, some of whom had been in Toastmasters for decades. Almost without exception, these men and women were enthusiastic about our programs and their opportunities for growth. New members were bursting with excitement and expectation. All members were eager to participate and share.

As the year progressed, I came to appreciate more fully just how exceptional and special our members truly are. They

are people who are going someplace, and they encourage others to go with them.

We can all take pride in this year's outstanding accomplishments in educational completions, and in membership and club growth. Our district teams did a phenomenal job. Their work was a major factor in helping our organization grow stronger and better every day. Our International Directors and Officers deserve a special word of appreciation for the time, energy and thought they gave to their work. Our World Headquarters staff helped keep us organized and informed, and for that they have my deepest gratitude. But, most of all, I thank all of you, the members, who actively worked to keep our clubs strong and viable. The club is the heart and soul of Toastmasters, and yours was--and is--the most important task.

My wife Betty and I were amazed at your willingness to share the "spirit" of Toastmasters with us. We've appreciated the hospitality and friendship we've encountered during our travels. We have maintained the Toastmasters tradition of learning and growing, and now we are better because of you.

But I don't want to dwell on the events of the year because it is now history. My concern is for our future, a future that overflows with promise.

There are new challenges confronting our organization and new goals to meet in our efforts to create a better organization. Our new leaders will direct us in our efforts to meet these challenges and goals. They'll decide how Toastmasters can continue to build upon its strong foundation, reach even greater heights and fulfill the promise that permeates it. But they can't accomplish their mission without our support and encouragement. I hope each of you will join me in working with our new leaders to help make our organization the best ever. Together we can make our future even better than our past.

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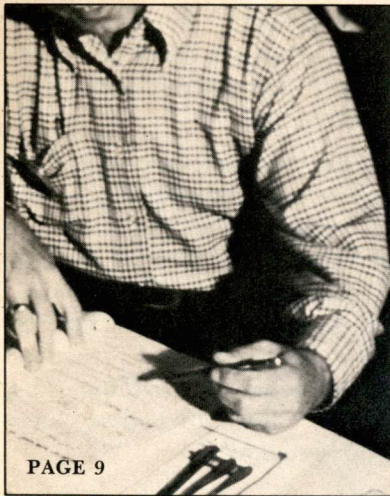
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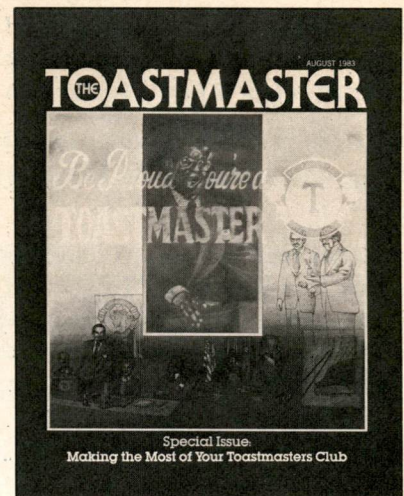
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COVER

Is your Toastmasters club the best it can be? If not, it's probably not providing the proper training for members. This special issue of THE TOASTMASTER can help. It contains everything you and your club need to know and do to create the best training possible for members. So make the most of your Toastmasters club--and make the most of yourself.

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You Can Make Them Laugh!

Humor is how you say it, not just what you say! Trying to learn how to say it by reading joke books is like trying to learn how to fly by reading travel brochures. Here's a sample of a joke I found in a joke book:

"A politician is someone who can talk for 2 hours on anything, and 4 hours if he knows what he's talking about."

When I first read this joke, I chuckled. I put it on an index card and labeled it "Talkers". That's the theme of the joke, the politician is the subject and one good example of a talker. While preparing for a Toastmaster District Conference talk, I started looking through my file and pulled out the joke. I could have easily substituted "Toastmaster" for "Politician," but knowing a few basic principles of humor, I rewrote the joke. Here is how the joke was told,

"I joined Toastmasters four years ago and one of the members in my club is Kermit Ekegren (the current district governor). Kermit lives right by my house and we often ride together to meetings. One morning I asked him, 'What's that ATM and DTM?' He says, 'Well

an ATM is an Able Toastmaster. An ATM can speak for two hours on anything.' I asked, 'What's a DTM?' 'That's a Distinguished Toastmaster, they can speak for four hours on anything — and not even know what they're talking about.' (Laughter)

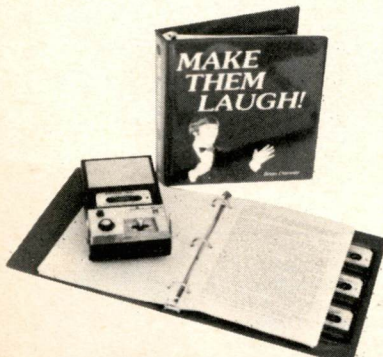
Humor is first **what you say**, but more importantly, it is **how you say it**. The key to making this joke a winner is using a principle of humor called "Building The Tension." The tension in this joke is built through believability and personalizing the joke. But more importantly, let's look at how you say it. In this joke the key is to stretch out the words "**two hours (pause) on anything**" and then "**four hours on anything (long pause) and not even know (slow down pace, raise volume) what they're talking about.**"

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SOME TOP TOASTMASTERS CLUBS
REVEAL THEIR SECRETS TO SUCCESS.

“THE RIGHT STUFF”

by Tom Dell

What makes a Toastmasters club successful? Pose this question to 50 Toastmasters, and you'll probably get 50 different answers--all of them valid.

The nearly 5,000 Toastmasters clubs located throughout the world are united by a common purpose: to meet members' needs for self-improvement in communication and leadership. Yet no two of these clubs are alike.

The diversity of Toastmasters' worldwide club network is truly remarkable. Clubs differ by their size, location, meeting day and time, frequency of meetings, type of meeting facility, membership criteria and a host of other factors. But mostly they differ because of their human makeup: Clubs are different because people and their needs are different.

However, the 100,000-plus individuals who belong to these clubs have some things in common. Foremost, of course, is their desire to improve their speaking skills. Yet there's more. Today's Toastmaster is looking for positive results; if the rewards of participation aren't there, neither will be that member. Dozens of things are competing for people's time. If they are to remain in Toastmasters and achieve the results they desire, then the time and effort spent in Toastmasters must be worthwhile.

To achieve its basic purpose, a Toastmasters club must provide a learning environment in which members' needs can be met. But some clubs do more. They carefully monitor members' evolving needs and plan programs that

stimulate involvement and enjoyment, as well as educational value. They challenge members to go beyond their immediate needs--to realize their potential for even greater growth. And they develop a sense of club pride--a sense that the club is far greater and stronger than the simple sum of its members. These are Toastmasters International's most successful clubs.

What specific things do these clubs do that make them so outstanding? To identify the factors that spell excellence for a Toastmasters club, World Headquarters recently conducted a special survey in which 108 clubs participated. Twenty comprised a hand-picked group of top clubs; the other 88 were randomly selected by computer.

The Club Management Plan, a planning and recognition tool mailed annually to each club, was used as the primary factor in selecting the top clubs. Why? First, it is virtually the only objective measure of Toastmasters club performance. And second, it addresses the six critical success factors for a Toastmasters club: educational opportunities, leadership effectiveness, human dynamics, membership growth, public image and effective club

management.

By analyzing the survey data and comparing the two groups of participating clubs, we identified eight common denominators--the "right stuff" that makes Toastmasters' top clubs so successful. Based on this, here's a very general profile of an outstanding Toastmasters club:

“PEOPLE SENSE A FEELING OF SUCCESS--OF POSITIVENESS...”

1. The club has dedicated and responsible leaders.
2. Club programs are well-planned and well-executed.
3. The club places high emphasis on educational development.
4. Meetings are varied, dynamic and enjoyable.
5. Members receive positive support and recognition.

6. The club easily attracts and retains new members.

7. Members are encouraged to get involved outside the club.

8. Members are energetic and enthusiastic.

Now let's examine each of these elements in detail:

1. The club has dedicated and responsible leaders.

Effective leadership is vital in a Toastmasters club, as in any organization. A Toastmasters club needs officers who understand their roles and are both willing and able to perform them. But in a top club, effective leadership means even more.

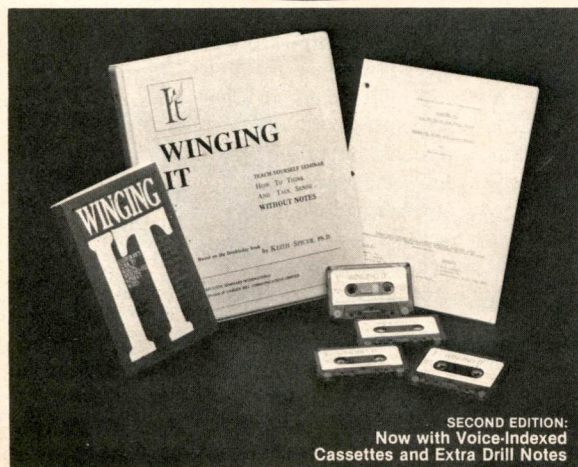
Something common to virtually all outstanding clubs is a person or group of people who provide leadership continuity. They may or may not be current officers; in many cases, they are long-time members who provide guidance and assistance to club officers.

In the Gold Mine Club (241-37) of Concord, North Carolina--which has been a President's Top Ten Club for an unprecedented six consecutive years--this role is played by one member who is a former international

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director. Club President Robert Freeman credits this individual with making the club successful.

In another Top Ten Club, Conoma (454-16) of Oklahoma City, a past international director plays a similar role.

Yet it isn't necessary to have a former Toastmasters Board of Directors member in order to be successful. The key element common to all top clubs is the existence of people who are dedicated and committed to making the club succeed. In the Successmasters Club (4401-2) of Seattle, it's a fairly large group. "We have a core of about 10 dedicated members," says President Rick Hawkins. "They do 95 percent of the work in planning the future, maintaining quality and holding the club together."

What about officers? Toastmasters' top clubs have strong leadership traditions, which encourage superior performance by club officers. In the Venetian Club (952-27) of Fort Lauderdale, Florida, tradition carries with it a sense of responsibility. "Each officer is aware of his responsibility to himself, the other officers and the members," says Past District 47 Governor Virginia Hedding, DTM.

Five other leadership factors surfaced in the survey of successful Toastmasters clubs. One is participation in officer training sessions conducted by district leaders. An average of five officers per club attend these sessions--over twice the average of other clubs. A second factor is regular executive committee meetings; at least one is held every month.

Almost without exception, the top two officers also attend area council meetings. Still another factor is financial responsibility. In a top club, members pay sufficient dues to cover all expenses, and a detailed budget is prepared at the beginning of each term.

Finally, top clubs use the Club Management Plan as far more than a recognition device. The CMP is employed as a planning tool for setting goals, identifying strategies, and monitoring progress. "I'm a firm believer in the CMP," says Past Founder's District Governor Ed Cargile, DTM, whose club, Blue Flame (2717-F) of Costa Mesa, California, is a regular fixture in the Top Ten. "It's one of the finest tools ever produced by Toastmasters International."

2. Club programs are well-planned and well-executed.

In a successful Toastmasters club, meetings and programs follow a "three-P" formula: planning, professionalism and participation. In the Venetian Club, for example, this

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stems from a philosophy that states, according to Virginia Hedding, "We will produce quality meetings that challenge our officers and members to improve through participation and leadership."

All 20 top clubs participating in the survey regularly publish a bulletin listing club programs and activities. In one, Park Central (3527-3) of Phoenix, programs are planned a full year in advance, and a detailed calendar is prepared.

A problem for nearly all Toastmasters clubs is the failure of key participants to show up at meetings, or to notify someone in advance if they can't attend. This problem is less acute in a top club. "In Park Central any functionary who is unable to attend a meeting is responsible for finding a replacement," says former Toastmasters International President William Hamilton, DTM. "We've done this for several years, and it works well for us."

3. The club places high emphasis on educational development.

A top club places a high priority on providing a solid educational program for its members. Members are expected to give manual speeches, and the club emphasizes CTM, ATM and DTM achievement. "I can't remember the last time someone gave a non-manual speech in our club," says another past Toastmasters International President, Patrick A. Panfile, DTM, of Rochester, New York, a member of the Postprandial Club (3259-65). "Achievement through the manuals is reinforced. CTM achievement, ATM achievement--it's all there."

4. Meetings are varied, dynamic and enjoyable.

All of Toastmasters' most successful clubs regularly conduct theme meetings, contests, debates and other special programs. Of Park Central's programs, Bill Hamilton says, "We try to be really creative, and we're always trying out new ideas for good programs."

Top clubs strive to keep meetings moving briskly, so that members' attention never wanes. "Most meetings

of other clubs are boring to me," says Mary Berg, a Blue Flame member. "But I have been to very few boring Blue Flame meetings."

5. Members receive positive support and recognition.

Evaluations in a top club are positive--neither overly harsh nor overly glossy. "We've made a conscious effort to be positive and to give speakers specific examples of how they can improve," says Bill Hamilton about Park Central. Rick Hawkins of Successmasters says, "Everyone gives written evaluations to each speaker. We always acknowledge strong points, even with poor presentations."

Positive evaluations reflect genuine caring and support by members of one another. "That's the biggest plus in Park Central," says Hamilton. "Everyone is so positive in terms of helping one another. We want people to feel good about themselves when they walk out of that room after the meeting." Johnny Mackey of Marietta, Georgia's Executive Club (244-14) says, "A strong feeling of friendship and support exists. Those who are more proficient freely give assistance to those who aren't."

Recognition is a major factor in a top club. Sally Anne Fritz, past president of a Top Ten Club (59-21 of Vancouver, British Columbia, Canada) says, "It's been said many times that Club 59 is not so much a club as a family. We make frequent 'fusses' over members for both big and small accomplishments. People usually respond to this kind of recognition--it keeps them motivated."

6. The club easily attracts and retains new members.

Getting members is the most common problem for many Toastmasters clubs, but for top clubs, attracting new members happens almost naturally. The 20 clubs surveyed average 46 members each. Says Mary Berg of Blue Flame, "We always have a waiting list. It sometimes takes two months of coming before someone gets a place on the active roster."

How do these clubs attract new members? Frank Ortega of the Westwinds Club (2436-F) in West Covina, California, speaks for most top clubs when he says, "The best membership-building tool used by our club is an effective educational program." Past TI President Pat Panfile says, "I positively believe that if we can get someone into that room and let that person witness a meeting, we'll turn him or her into a member."

Outstanding programming not only attracts new members, it keeps them involved after they join.

"Membership retention in Westwinds is high because our members enjoy the club professionalism and high standards," says Ortega. "They stay because they're learning and having fun at the same time."

Five other factors relating to membership growth and retention surfaced in the survey. First, guests receive a warm welcome. In the Gold Mine Club, guests receive "an enthusiastic welcome, a copy of *The Toastmaster* magazine, a Toastmasters brochure, and recognition from the president and all club members," says Robert Freeman.

The other four factors occur after a guest has joined. In a top club, new members are given a special induction ceremony. They receive an orientation to Toastmasters and the club. An experienced club member is assigned as coach or mentor. And the club strives to get each new member rapidly involved in

encouragement, coupled with recognition. And in a good club they get these things. That was my own experience. Then, as leaders, yes, they do apply their knowledge in their own clubs to help diminish problems and push people in the right direction."

8. Members are energetic and enthusiastic.

This quality is hard to define, yet it can spell the difference between a very good club and a Top Ten Club. In the most successful clubs there is an almost tangible energy that permeates every meeting. Members draw strength from each other and from a shared commitment to a worthwhile goal. Consequently, they are highly positive about themselves, fellow members, their clubs and the whole Toastmasters experience.

Carolyn Winney describes this quality as it applies to the Executive Club: "There is an indescribable aura of

THE KEY ELEMENT IS THE EXISTENCE OF PEOPLE WHO ARE DEDICATED AND COMMITTED TO MAKING THE CLUB SUCCEED.

club programs and activities.

7. Members are encouraged to get involved outside the club.


Each top club participates in numerous outside programs and activities, and members are urged to become involved. District conference attendance in top clubs is three times that of other clubs. These clubs frequently conduct Speechcraft, Youth Leadership and Success/Leadership programs. Many have active speakers bureaus.

Also common to Toastmasters' most successful clubs is a high proportion of members involved in district leadership. Is this because top clubs tend to spawn people with leadership potential, or do district leaders tend to use their expertise to guide their own clubs toward success?

"I think it's a little of both," says Founder's District Governor Myra Obert, DTM, whose own club, Chino Valley (3957-F) of Chino, California, is a Top Ten Club. "Leadership is something people have to desire on their own. But these people--I like to call them 'achievers'--need

enthusiasm. People sense a feeling of success--of positiveness, of encouragement and support." Vancouver's Sally Anne Fritz puts it more succinctly: "It's almost a religion with most of us."

Perhaps the most surprising result of the top club survey was its lack of surprises. None of these successful clubs is doing anything that other clubs couldn't do. In fact, most of the "right stuff" elements appear in Toastmasters' Club Management Handbook, which every club receives.

The key to club success lies in employing these elements. As Barbara Gryctko of the Pioneer Club (17-11) in Indianapolis says, club success "is really just putting to work the program of Toastmasters International with pride and enthusiasm." 



Tom Dell is manager of the Education Department at World Headquarters.



EVALUATION SHOCK

by David Lewis, ATM

Evaluation is the Achilles Heel of the Toastmasters experience. It is the critical point (no pun intended) of every club meeting and yet is often--all too often--the weakest part of the program, the point at which the session loses its way and drifts to an uncertain, unsatisfying end.

As a 25-year "veteran" in Toastmasters, I have attended well over a thousand meetings of the club I belong to, and I've visited a number of other clubs. In the majority of cases I've come away feeling unfulfilled by the evaluation segments. Not only did I not get enough

out of them, I was sure that in many instances the speakers didn't, either--to say nothing of the evaluators themselves.

There is a certain "de rigueur" feeling about the evaluation sections of the meetings I've attended. The fun part of the program is over; now comes the serious stuff, the obligatory report card. Angst pervades the room. The speakers squirm uncomfortably and try to mask their feelings of defensiveness and disbelief, while the evaluators struggle to organize their thoughts and find the right words to criticize without offending and get it all said within their allotted two minutes. Or to pad it out when they don't have much to say. Often they fall back on the standard evaluation form, saying merely, "Your appearance was excellent, your material was well-organized and your voice was good."

NO EVALUATOR CAN DO HIS BEST WORK IF HE'S CONCENTRATING ON HIS OWN APPEARANCE, MATERIAL AND DELIVERY.

Thus missing the heart and soul of what the speaker was actually experiencing.

There are a lot of reasons for this but the root cause is *human nature*. Criticism is easy to dish out and tough to take. It's more blessed to give than to receive. Everybody likes to appear in the role of an expert and nobody likes to be criticized.

As a result, the evaluator tends to become part of the show, a performer himself, while the speaker reacts as the target, the victim as it were, of the evaluator's stand-up routine. The focus is all wrong. The evaluator is concentrating on how *he's* doing in his moment on stage, instead of how the other person did when he was up there. And the speaker tends to see *himself* being criticized instead of considering his speech as a thing apart from himself.

Let's face it: You're sitting there, having given a speech you've worked hard on and delivered to the best of your ability, and here's one of your fellow club members, who frequently isn't as experienced as you are, telling you he or she thinks you weren't so hot. Denials flash across your mind's screen: "He missed the point I was making!" Or, "She wasn't paying attention! I plainly said..." Or, "So my jacket wasn't buttoned. Big deal!"

I call this *evaluation shock*. Someone has thrown ice water on your ego. You've been forced to lower your self-esteem.

Of course, this is all wrong. But it's human. It comes from a deep conflict between the subjective nature of all criticism and the objective value we know we ought to put on it but, being human, can't quite realize.

This condition is exacerbated by the fact that a goodly percentage of evaluators are new at the job. You start evaluating when you've been in Toastmasters only a few months, when you've given only three or four speeches, before you've even finished studying your basic training manual. You probably don't yet know that Toastmasters International has special evaluation guides available, such as "Effective Speech Evaluation" (202).

So you don't have a lot to go on.

Consciously or subconsciously, your sense of inadequacy bothers you, and you focus on that instead of your *feelings* about the speech you've heard.

It's even worse when you're evaluating someone with more experience in the club than you have. I've been evaluated by newcomers to our club who have started out with embarrassed apologies for having the effrontery to comment on a speech by an old-timer like me. In fact, even members who have been in the club for years will sometimes begin, with a kind of gasp, "How can I evaluate someone like Dave Lewis!" In short, focusing on himself instead of on me.

That isn't what I'm in Toastmasters for, nor anyone else. I'm still learning and I want to know how I'm doing. I want to know--and it's all right there on the standard evaluation sheet--how you saw me, how you heard me, how you reacted to me.

Could you hear me? Did you understand what I was talking about? Were you able to follow me as I progressed? Was the material concise and well-organized? Were you moved or entertained or enlightened by what I said? Did I enunciate clearly, use appropriate gestures and body language,

maintain eye contact? Did I smile? Did you feel comfortable with me while I spoke?

In other words, I don't give a hoot about how you feel as an evaluator, nor how well you deliver your mini-speech of criticism. I want to know how you felt as a member of my audience, listening and reacting to what I said:

Evaluating Evaluators

Some clubs have an award for "Best Evaluator" of the meeting, and/or exercises in "evaluating the evaluator." My personal opinion is that this is wrong. It forces the evaluator into the role of a competitor, forces him to focus on himself.

I may as well interject here my opposition to evaluation contests in general, for the very reasons just given. No evaluator can do his best work if he's concentrating--as he must in a contest--on his own appearance, material and delivery.

I fell into this trap recently. I thought I was accepting an assignment as a judge at a contest, only to learn that I was competing in an evaluation contest.

We all evaluated the same speaker, who happened to be excellent, virtually beyond criticism. So we all had to say essentially the same things about him, and the "contest" became one of the style and personal charm of the competitors.

This is worsened by the fact that judges are inevitably influenced by their own subjective reactions to the speaker the contestants are evaluating. They will tend to vote for the evaluator whose comments most nearly reflect their own tastes.

In my opinion, this entire procedure benefits no one. The evaluator isn't told where or how he failed; the speaker, at best, gets a bland composite evaluation and at worst gets a confusion of opinions; the audience learns little if anything about the evaluating process. If the contestants agree, what's the point of it all? If they disagree, who's right? It becomes a game to be won instead of a tool in Toastmasters training.

The truth is that there really isn't any great secret to evaluation. It isn't an art. It requires no special talent. You aren't expected to divine what is in the minds of the rest of the audience. There is no way you can express a consensus. You may be able to sense how the audience reacted, in general, and this may strengthen your own perception of how the talk went over. But primarily your evaluation is no more and no less than your own impression. As it says in "Effective

CLASSIFIEDS

Speech Evaluation": "When doing this, you must recognize that you are not a professional authority but (you are) capable of giving your own reaction to the material presented."

Of course, with experience as a speaker and a participant in club activities, your skill as an evaluator will improve. But you will always be, in effect, an audience of one, reporting what you saw, heard and felt during the speech. Be kind--don't destroy the speaker's self-confidence, and be sure to offer encouragement--but be honest. And forget about *you*.

Accepting Advice

This brings us back to the speaker. Understanding that the evaluator isn't an authority, how do you react to his report?

It doesn't do you any good to challenge or deny what your evaluator says. You must simply remind yourself that if one

YOUR EVALUATION IS YOUR OWN IMPRESSION.

person couldn't hear you, didn't understand you, wasn't moved by your material or noted other flaws in your delivery, then there's a good probability that others reacted the same way.

I spent many years in the advertising business and there we learned some harsh lessons about communication. When your ad doesn't work and the product doesn't sell, it is not the fault of the customer. It's either the fault of the ad or the product or the marketing strategy. (In a speech, "strategy" is the equivalent of "presentation.")

Another reason for weak evaluations may be a failure on the part of the club's educational vice president. How much attention is being given to the evaluation process? Does *any* member of the club --does even the educational vice president --have a copy of "Effective Speech Evaluation"? Has anyone presented a study of evaluation techniques to the club? Do members get suggestions on evaluation when they're assigned as critics?

Remember, evaluation is the nuts and bolts of the Toastmasters training. It's what makes sense out of the entire effort. You, the evaluator, learn from this process. Your analysis of how your fellow Toastmaster did will enhance your

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own understanding of what you should do when it's your turn to speak. Don't louse it up by trying to make your commentary a prizewinning essay. Just open your heart to what the speaker said and tell him or her how it came across. That's what evaluation is all about.

A final suggestion. We have a tape recorder at every meeting of our club. Each speaker can have a cassette of his or her speech, as well as a recording of the evaluation. That way the speaker can take his own measure and, at his convenience, analyze what the reactions to his presentation were.

We are looking forward to the time when we can have a video recorder. Then


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MISCELLANEOUS

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we can truly see ourselves as others see us. 

David Lewis, ATM, is a member of Hollywood and Vine Club 328-1 in Hollywood, California. He has served in all club offices, and has won 14 trophies in humorous and serious speaking contests as well as tall-tales competitions. He has been a member of Toastmasters for 25 years. During the pioneer days of television in the late 1940s and early 1950s, Lewis was a free-lance television director. He now writes screenplays and television dramas. He was also awarded Toastmasters International's Accredited Speaker title at the 1981 International Convention. Mr. Lewis is a frequent contributor to **The Toastmaster**.

The Care and Feeding of Vol

Jim was a typical new Toastmaster. After joining a Toastmasters club, he became infused with the energy it generated. But the initial dazzle was dulled by the tumultuous atmosphere that evolved.

Power struggles and petty squabbles became commonplace. Attention was diverted from setting goals to settling differences. Philosophical and personality clashes overshadowed all else. Though there were some real accomplishments, the flurry of activity was frequently focused on resolving conflicts. Disheartened by the seemingly endless turmoil, Jim dropped out.

Though Jim's situation is not unusual, the reason a member leaves is often more subtle. Jane, for instance, was a veteran volunteer. Her efforts ranged from charity to church work. Then she was asked to chair a committee for her Toastmasters club when the chairperson became ill.

The committee was a gnarled maze of inefficiency, and the club was no better. Though planning seemed adequate, duties were seldom specifically assigned. Subsequently, there was little follow-up. The prevailing disarray left members feeling confused and bored. Altering the chaotic mood proved too great a challenge for Jane. So she moved on.

Jim and Jane's groups experienced escalating membership losses. Unfortunately, their leaders contributed to the dilemma. Jim's leader focused on disputes, losing sight of the overall goals and purposes. Like a harried firefighter, he was busy extinguishing brush fires, though the forest was ablaze.

Similarly, Jane's club president was wishy-washy. He made plans, but failed to execute them. A "Mr. Nice Guy," he lacked the self-confidence to delegate responsibility.

Strong leadership is important for a successful Toastmasters club. As a leader it is your responsibility to see that your club accomplishes its purposes smoothly and effectively. You must build membership and see that members--all of whom are volunteers just like you--remain active and achieve their goals. You

must exhibit a leadership style that motivates members to accomplish tasks.

Develop Camaraderie

Surely an appealing feature of successful organizations is the enigmatic spirit of camaraderie. This doesn't happen automatically or simply because there are many social events. It takes effort. Form harmonious relationships with members. Small courtesies evoke feelings of mutual respect. Let others know they are appreciated. Point out their capabilities often, not only when they have completed a task. Send notes of thanks to those who perform duties that are often thankless. Even a few well-chosen sentences jotted on a memo pad may provide a tremendous morale boost to a frazzled volunteer.

In matters of getting the job done, telephone contact is crucial. But, more importantly, keeping in touch can add a personal tone to your club's endeavors. You might want to establish a telephone contact system. Though the primary purpose is communicating information, members become better acquainted. Eventually, that familiar voice on the phone becomes a friendly face at meetings.

Some newsletters feature a monthly personality profile. This is an excellent showcase for honoring individuals. Be sure to spotlight qualities and talents as well as achievements and credentials.

Valued volunteers need not be saluted with elaborate gifts. Use your imagination. A most memorable sign of thanks was a fruit, nut and cheese basket carefully prepared and personally delivered to me by an organization's director. A lovely gesture, with lasting impact!

Perfect Your Leadership Style

Last year, Stan was elected president of his club. He was achievement-oriented and determined to make his club the best in the district. He expected all members to exhibit an equal commitment to perfection. In his professional life, Stan is a supervisor. So he brought these managerial qualities to his club work. Yet, surprisingly, members exited his

club with the rapidity of disgruntled theater-goers.

Ralph Waldo Emerson once said that "what lies behind us and what lies before us are tiny matters compared to what lies within us." Stan could learn a lesson from that statement. In his desire to achieve success, he *demand*ed results, sometimes running roughshod over others' sensibilities. He pressed members to perform. A diehard taskmaster, he ruled with unbending control. Members perceived his actions to be strikingly autocratic. A style of leadership sufficient for the work world proved a hindrance to Stan in the volunteer arena of the Toastmasters club.

How might you avoid his error? For one thing, there is little room in volunteer work for aloof leaders. Don't expect to reign from a vantage point of superiority. Refrain from asking others to do chores you would consider below your dignity. Don't suffer volunteer "burn-out," either. After all, you can't do everything! But occasionally tackle some nitty-gritty details yourself.

Remember, members' involvement is *voluntary*. Don't take their services for granted. Like you, their reward is personal fulfillment rather than monetary compensation. Make realistic requests. And allow some leeway. When an individual rejects a particular project, have an alternative in mind. Better yet, listen for his or her input. He may select a duty more suitable to his talents.

Try to balance conformity with flexibility. The best groups are those in which the security of structure doesn't infringe upon creativity and resourcefulness. The bottom line is trust. Believe in your leadership skills. Likewise, trust that others also have the ability to dream, plan and implement ideas. You can inspire confidence by helping each person to recognize his or her unique contribution. Then your group will never be without leaders.

Encourage Participation

The entire club should be brought into the decision making and planning process as much as possible. There are ways to do this. One is the traditional suggestion

unteers

box.

Some clubs are more progressive, offering periodic rap sessions and workshops as a forum for brainstorming. Sometimes facilitators are enlisted to conduct these on a grand scale. When that isn't feasible, you can do the same in simpler fashion.

Divide members into small groups of six or eight. Each group chooses a moderator to keep a semblance of order. Next, a secretary is selected to record suggestions. Ample time is allotted to tackle goals, then specific problems and possible solutions. Everybody is urged to share ideas--profound as well as absurd! Likewise, all are expected to listen openly and attentively. Any monopolization of the discussion is discouraged. Further evaluation determines which suggestions are viable. Others are discarded. Remaining ideas are prioritized.

Next, secretaries from each mini-group report conclusions to the whole assembly. The pattern is repeated: discussing--reevaluating--prioritizing remaining goals and options. Hopefully, the end result will be: 1) a handful of priorities, 2) a timetable for implementation, 3) identification of several problem areas, and 4) possible solutions. The entire process takes several hours, so allow enough time. As with similar group dynamics techniques, this enables many to have a measure of input. Thus, it fosters unity of purpose and direction.

Some clubs with large memberships actually operate on a skeleton crew. To the onlooking member, everything seems 'under control.' So the many observe the few, often thinking their services are neither needed or desired. You might ask how this can be avoided.

Clearly communicate needs to members. Fearing rejection, some members are reticent to leap into the mainstream. And broadbased appeals for help are seldom effective. So assign responsibilities to specific individuals. Present these as opportunities for growth rather than just j-o-b-s. With gentle coaxing, even a shy member will blossom. And most people feel

Important Dates For Club Leaders

Attention to administrative details is an important part of Toastmasters club leadership. All club officers should be aware of the following mailings from World Headquarters:

•**Club Proxy and Credentials.**

These are mailed in March to the club president of record. The forms should be completed and sent to the district governor or brought to the regional conference and International Convention.

•**Semiannual Report.** This is mailed in March to the secretary of record. It should be completed and sent with remittance to World Headquarters before April 10.

•**Semiannual Report.** This is mailed again in September to the secretary of record. It should be completed and sent with remittance to World Headquarters before October 10.

•**Annual Officer Mailing.** This is sent in October to the president of record. The mailing contains the Club Management Handbook, Club Management Plan, Speech Contest Rules, Supply Catalog and other items. These materials are for use by all club members and should be forwarded to the new president after elections.

•**TIPS.** This newsletter is sent bimonthly to the president, educational vice president, administrative vice president, secretary and bulletin editor. TIPS offers clubs information about Toastmasters programs and ideas on membership and club building. Club officers should use it as a reference tool and share it with members.

NOTE: It is important that club leaders report the names and addresses of new officers to World Headquarters immediately after elections.

complimented when personally approached and invited to participate.

Unproductive meetings provoke yawns and clock-watching. As soon as the word *adjourned* is uttered, members flee like field mice at an autumn harvest. Make meetings worthwhile. Issuing an

by Madge Martinez

advance agenda may spark some interest. Vary the format. Bring in guest speakers or present educational material. And remember to set the social scene with snacks and coffee.

Provide incentives. Give members special recognition for outstanding service at meetings and in newsletters and press releases. However, one of the best incentives is a leader who is filled with hope and enthusiasm.

Keep the purpose of your club in the forefront by reinforcing the philosophy it represents. Be sure to direct members' loyalties to the organization's values rather than to you. A charismatic leader enjoys amazing popularity. Yet when he or she resigns from active involvement, his flock often departs, too. The replacement has difficulty refocusing the group and stabilizing membership.

In her book, *The Successful Volunteer Organization*, Joan Flanagan says that enthusiastic leaders of nonprofit organizations do several things: 1) remind everyone of the original design and ultimate goals of the group, 2) emphasize the philosophy of the group, and 3) keep the mission in sight. Motivate others by your example. If you are genuinely excited about your mission, others will follow suit. A positive attitude is contagious.

In "The Road Not Taken", Robert Frost describes the choice you have made:

*"I shall be telling this with a sigh
Somewhere ages and ages hence:
Two roads diverged in a wood, and I--
And that has made all the difference."*

Indeed, you have chosen the "less traveled" road of the volunteer leader --a pathway to growth, lending access to enlightenment. 🗣️



Madge Martinez is a writer in New Orleans, Louisiana. She and her husband present *Marriage Preparation Conferences* and coordinate an all-volunteer speakers bureau, specializing in

family-related topics.

Getting and Keeping

by Debbie Horn

NEW MEMBERS ARE VITAL TO A TOASTMASTERS CLUB.
BUT HOW DO YOU PERSUADE THEM TO JOIN?

Cathy was excited about her new job with a large insurance company. Her position offered more responsibility than her previous jobs, and it promised to be a stimulating challenge.

There was only one problem--the new position required her to speak before large groups of people several times each month. The thought of speaking before an audience made Cathy tremble. The only time she had spoken before people was in college, when she gave a report before a class. The memory of that awful experience was all too vivid.

When Bill, a business associate, told Cathy about Toastmasters and invited her to a meeting of his club, Cathy eagerly accepted. Toastmasters sounded like the solution to her problem.

The meeting was a disaster. Bill never showed up. Cathy faced a roomful of strangers alone. A few of them chatted with her before the meeting, but wandered off after a minute or two. The program started late. The business portion of the meeting dragged, with members haggling over the location of the next officers' installation banquet. Later, someone called on Cathy to talk for two minutes about the value of paper clips to society. Cathy stammered several sentences and sat down, her face red with embarrassment. When the meeting ended, she quickly left. Ironically, as she made her escape the club's president and educational vice president were discussing the club's declining membership. "We've got to get some new members," the president declared.

Cathy needed Toastmasters training; the club needed Cathy. Sadly, the two never connected. Cathy's experience turned her off to the club--and the Toastmasters program. Why? Because the club's members didn't know how to host guests and recruit members.

New members are vital to a Toastmasters club. New and different



personalities make club meetings stimulating and fun. They fight natural membership turnover. They make a club strong and successful.

Getting and keeping new members takes planning and persistence. It requires a strong commitment to membership growth by each member. It requires that all members know how to successfully recruit new members and get them active.

•**Invite people to meetings.** It's easy to find prospective members. Simply assume that since everyone is interested in upward mobility and personal growth, everyone is a prime prospect. So invite everyone to a meeting. Place invitations on bulletin boards, in newspapers and on radio and television. Register your club with your local chamber of commerce (one club signed up three new members in one month through referrals by the city's chamber of commerce). Personally invite your friends, relatives, neighbors. Ask people you know at work and in your

civic and professional groups. Remember, no one ever joined Toastmasters without first attending a meeting as a guest.

•**Treat your guests like royalty.** Who wants to belong to a club where he or she doesn't feel welcome? Cathy didn't. She felt uncomfortable enough when Bill didn't show up as he had promised. When others virtually ignored her, her discomfort escalated.

When unescorted guests like Cathy attend a club meeting, they should never be left to fend for themselves. The sergeant at arms should greet them and introduce them to the others. The sergeant at arms should sit with the guests during the meeting and explain the program.

When you personally invite guests to your club meeting, don't be like Bill. Accompany the guests to the meeting. Provide the transportation. Your presence on the way to the meeting can put guests at ease. Use this private time to talk to guests about

New Members

their goals and activities, and to explain about the Toastmasters program.

Be sure to arrive at the meeting early so you'll have time to introduce your guests to the other members before the meeting begins. Make sure the meeting starts on time, is fast-paced and fun. A good meeting impresses people.

As the meeting proceeds, explain the dynamics of the program to your guests. Let the guests feel the warm, friendly, supportive atmosphere of your club and see the benefits of Toastmasters training. Don't embarrass guests by calling on them to speak unless you're certain that they would like to participate.

•**Sell your guests on Toastmasters.** Tell your guests how the Toastmasters communication and leadership program will help them. Ask them such questions as "How would you appear in front of an audience of 500 people? What impact would your words have on them? Do you feel confident and poised when leading a meeting?" Get your guests thinking about their weaknesses, then point out how Toastmasters will help them improve. Tell them stories of other members' successes. Better yet, ask some fellow club members to personally testify how Toastmasters has helped them. Compare the low cost of Toastmasters to the cost of other similar training programs.

•**Ask them to join.** Alan attended a Toastmasters meeting as a guest of his friend Joe. He was impressed with the program, and was willing to join. But he never did because no one ever asked him if he would like to become a member.

Many clubs fail to get new members because they don't ask prospects to join. Always "close the sale."

Often guests may have a number of reasons why they can't join your club. If you truly want new members, you've got to overcome these objections.

How To Enroll a Member

Your prospect has made the commitment and it's time to officially enroll him or her into the club.

To enroll a member you'll need an Application For Membership (Form 400). (You should have plenty of the forms on hand just for these occasions. Forms are available from World Headquarters at no charge.) Prepare the form as follows:

- Fill in the required information.** Be sure the information is correct and legible. Since you are the sponsoring Toastmaster, be sure to include your name and home club number on the form, too. Have the new member sign the application.

- Immediately obtain a check** from the new member for the per capita dues and new member service charge (if a new member) as well as any club dues.

- Mail the application form and check** to the Membership Records Department at World Headquarters. Remember, no member can be processed unless his or her application is made on the official Form 400.

When World Headquarters receives the completed application and check or money order, it will send a new member kit, which includes the Communication and Leadership Program manual, to the new member. You may want to have an extra manual readily available, however, so the new member can begin participating in the program immediately. To speed processing, make certain that your club does not include member applications with the semiannual dues payment.

If the prospect claims club members look and sound too professional, say, "Remember, the program is self-paced.

In no time at all, you'll be as good as they are." Or write down all of the benefits of the program on a sheet of paper. Next to the benefits write all of the reasons the prospect has for not joining. Continue with the list until the positive benefits outweigh the negative factors and the prospect agrees to join.

- Get them involved.** When Ron joined his Toastmasters club, he was excited. The program sounded challenging and the members seemed friendly and fun. But after attending several meetings, his enthusiasm dissipated. The members who had greeted him so warmly as a guest now just nodded to him at the meetings. He wasn't scheduled to speak for six weeks, and he wasn't even entirely sure just what the program involved. He felt lost, alone and bored. He stopped coming to meetings.

Many Toastmasters think their responsibility to membership-building ends when a prospect joins the club. This is a fatal mistake. What transpires during new members' early experiences with Toastmasters will determine whether they will stick around or drop out. Like Ron, many attend a few meetings, then quit.

You can prevent new member dropout from happening by getting new members quickly involved in club activities and making sure they understand what is expected of them. Hold an orientation session. Explain in detail the mechanics of the Toastmasters program, educational goals, and duties and responsibilities of officers and members. Then induct them in a brief ceremony. (You'll find an induction ceremony outlined in the Club Management Handbook and the New Member Orientation Kit.)

Appoint a "coach/mentor" for each new member. This is an experienced Toastmaster who helps the new member set goals, provides encouragement and guidance, and answers questions. Schedule new members' Icebreaker

Imitate Your Favorites

by Gene Perret

A quick and relatively easy way to introduce good comedy into your presentations is to copy the comedy style of a professional that you enjoy.

I hope this doesn't sound as though I'm advocating something immoral, unethical or plagiaristic. Every great comedian has done it. Johnny Carson readily admits that he was greatly influenced by the comedy of Jack Benny. Woody Allen fashioned his film characterization from Bob Hope's.

These performers are not labelled copycats. Practically everyone in show business can trace their style to an earlier idol.

Why, then, aren't these performers simply carbon copies of the ones they imitate? Because they gradually convert the impersonation with an infusion of their own personalities. First they mimic, then they become comfortable with their performances and introduce more and more of themselves into it.

Building from the style of a great comic has many benefits. First of all, you're building on a solid, successful base. If this person you're emulating is good enough and well enough known for you to want to copy him or her, the person must be doing something right. In emulating him, you'll be picking up good habits.

Humor is certainly not an exact science, but there are some rules and guidelines. You may not even be aware of them, but you'll be learning them.

You're also gaining the confidence that is needed for a good humorous presentation. That's very important for a performer (and I consider speakers performers). I've written for many comics who pleaded, and paid well, for original comedy material. I wrote it for them and they never used it. (Trust me on this.) It wasn't that my material wouldn't have worked. It was that they were afraid to use anything that they hadn't heard get laughs before. It's terrifying to some comics to face an audience with untested material.

Speakers fear this also. Sometimes having a style that you know has worked for others gives you the confidence to use it yourself. You're now brave enough to introduce this material to your listeners because you know your idol would get laughs with it.

Singling out a mentor or two has another interesting benefit which sounds like a contradiction, but really isn't. It forces you to add your own personality to your presentation. Let me explain.

In writing for young comics, the biggest error I found was that they had no point of view. They stole jokes from anyone and everyone and wound up with a hodge-podge of material and points of view. It confuses an audience. By singling out one or two, you adopt also their point of view.

There is one word of caution, though. Be sure that you're able to do the type of comedy that your hero does. I may like a Don Rickles or a Steve Martin, but I may not be able to perform it on stage. Try out the style you select before attempting it on the platform.

Listen with a keen ear to your favorite. Adapt your material to that style. Then use it to painlessly form your own comedy character.

Gene Perret is a comedy writer based in San Marino, California. He has written for Bob Hope and Phyllis Diller, and he and his associates won three Emmy awards for their work on *The Carol Burnett Show*. Perret also publishes a newsletter, "Round Table," for comedy writers and humorists. His first comedy book, **Hit or Miss Management**, was published in 1980 by Houghton and Mifflin Company. His second book, **How to Write and Sell (your sense of) Humor**, was published in 1982 by *Writer's Digest Books*. Toastmasters with questions about using humor in their speeches may write to Perret in care of **The Toastmaster**, P.O. Box 10400, Santa Ana, CA 92711. All responses will be handled through his column. Mr. Perret cannot answer letters personally, he cannot answer letters that do not directly pertain to the focus of his column, and he cannot read or critique manuscripts.

speeches within three weeks and make sure they participate at club meetings. It's important that new members begin to benefit immediately from their participation in Toastmasters.

World Headquarters has lots of membership-building aids available to clubs, but three are outstanding:

Membership Building Kit (1160). This kit contains everything you need to turn guests into members, including a Membership Growth Manual, a "From Prospect, To Guest, To Member" brochure, guest badges, invitations, promotional brochures and Applications For Membership.

New Member Orientation Kit (1162). This kit offers all the materials necessary to get new members off to a great start. It contains guidelines for orientation interviews, an induction ceremony script, guidelines for coach/mentors, five member certificates, five copies of the Icebreaker assignment, and extra applications for membership.

The Spirit of Success Award (1211).

MAKE SURE NEW MEMBERS KNOW WHAT IS EXPECTED OF THEM.

This new award enables your club to recognize new members who demonstrate enthusiasm, dedication and spirit to the club and to Toastmasters. The award package includes a goal sheet for keeping track of new members' progress and handsome certificates.

Many clubs conduct membership campaigns, offering recognition to club members who recruit the most new members. Toastmasters International sponsors an annual membership campaign and special programs at various times during the year. Check **THE TOASTMASTER** magazine and **TIPS** for details, or ask your administrative vice president or membership chairman about the current program.

With planning and persistence, you'll be able to turn all of your club's guests into active, dedicated members. And, because of your efforts, your club will prosper and grow. 🗣️

Debbie Horn is editor of **THE TOASTMASTER**.

SUCCESSFUL CLUBS ARE THOSE WHICH LET
THEIR COMMUNITY KNOW ABOUT TOASTMASTERS
AND THE BENEFITS IT OFFERS.

The Power of Publicity

by Ernest E. Brashear

The odds are that you joined your Toastmasters club because someone practiced good publicity. That "someone" may have told you about the good work done by Toastmasters, or you may have read an article written by "someone" about Toastmasters.

That's what publicity is all about: doing something and letting the world know about it.

Good publicity is essential for the success of a Toastmasters club and its individual members. It's necessary for maintaining a strong membership, increasing speaking opportunities for members, expanding members' leadership capabilities, and increasing public recognition and appreciation of the club and its members.

But good publicity doesn't happen by itself. It's the result of careful planning and hours of work. It requires the support and involvement of every club member.

Your club's publicity program begins with your club meetings. Well-planned, well-organized and well-conducted meetings provide a solid foundation for favorable publicity. When guests attend, they are your club's public. What they see, hear and feel at the meeting will determine their response to your club and its members.

But such personal publicity is only the beginning. To really get your club known throughout your community, you must reach the public through newspapers, magazines, radio and television.

As a nonprofit educational organization, your club has an excellent opportunity to obtain publicity in the various media servicing your community. You just have to make them aware of your club and its activities.

•Plan your publicity activities.

Every activity of your club is a potential news story. Regular club meetings, important visitors or guest speakers, election of officers, speech contests, special honors won by the club or its members are just a few examples of activities the media may find

of interest.

To be sure of taking advantage of all publicity opportunities, you need to organize your publicity efforts. An excellent way to do this is to keep a calendar of club activities. All scheduled meetings and events for the entire year are noted on the calendar and updated as other events and publicity potentials are developed. The calendar serves as a reminder to issue news releases or take other publicity actions.

•Develop your media contacts.

When you're ready to begin your

EVERY ACTIVITY OF YOUR CLUB IS A POTENTIAL NEWS STORY.

publicity efforts, make a list of all the local newspapers, television and radio stations, magazines and in-house publications which may be candidates for publicizing your club. The list should include the name of the person to contact (this can be obtained by calling and asking) and notes about deadlines, requirements, etc.

Now make your media contacts. Phone the publications and broadcast stations and set up appointments to meet the editors, station managers or whoever your contacts are. Let your contacts know you need their help in publicizing your club and find out how they want you to work with them. Ask if they prefer news releases or fact sheets, and find out about deadlines. Invite them to a club meeting as your guest so they can become familiar with your organization.

Remember that media people are busy people. Arrange your meeting for a slack time, such as after a deadline has passed. Prepare what you intend to say and ask so you can be sure of covering

important points without taking too much time. If possible, prepare a news release and take it with you.

Discussion of your release may provide many of the answers you need.

•Send them your news.

Furnishing information for use by the media is fairly simple. The key requirements are to be certain of your facts, organize them in a readable and understandable way, and submit them in the proper form for each particular media.

The most commonly used publicity materials are fact sheets, news releases, photos and public service announcements.

Fact sheets provide the skeleton of facts necessary for a news story. They answer the questions who, what, when, where, why and how. Any additional information is provided as a note at the bottom of the page.

News releases are fact sheets put into a series of short, simple sentences and paragraphs. The first sentence explains as many of the who, what, when, where, why and how questions as possible in just a few words.

This sentence, called the lead, gives the editor the basic information he or she needs to decide whether to read further or immediately reject your story. The rest of the story answers the remaining questions and provides additional information to round out the story.

Proper preparation of your news release will improve its chances of being used. Type it, double-spaced, on plain white paper or letterhead. Be sure to include the name of your club and the name, address and phone number of the person to be contacted if more information is needed. Begin the release about one-third down the first page, and keep a minimum one-inch margin on both sides. If the release has more than one page, type "more" at the bottom of each page except the last one. At the end of the release, type "30" or "END."

A good picture can improve the odds of your release being used. And if

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the photo is printed, it can improve the possibility of your release being seen and read by the subscriber. A club member who is a reasonably proficient photographer may be able to help you obtain photos.

Alternatives are photography students or local professionals.

Be sure to plan what you want in the photo before taking it. Avoid handshake poses; use action shots whenever possible. Keep the number of people in the photo to four or less.

Photos should be taken with a 35mm camera and be submitted as 5 x 7 black and white glossy prints. Each photo should be captioned and all people identified (left to right) with full names and middle initials. Also include your name and phone number. Attach the caption to the back of the photo. Even if you're submitting the photo along with your news release on the same subject, you still need a caption. Submit your photo while it is still newsworthy. A photo of your April speech contest winner is no good if the newspaper receives it in July. Keep the media deadlines in mind and work to meet them.

Although radio and television stations may work from news releases in much the same manner as newspapers and magazines, these media also use a special kind of release called the public service announcement (PSA).

PSAs are free commercials broadcast for nonprofit organizations to meet licensing requirements of the Federal Communications Commission. Most stations assign one employee to handle PSAs. You should contact this person and find out about the style and format preferred for PSAs.

There are two different PSA formats. The straight PSA is the most common. Like the lead in a news release, it is boiled down to one or two sentences. But the writing style is more informal

and conversational since PSAs are spoken, not read in silence. It is usually read live.

The taped PSA is similar to a taped commercial. It can even be a musical message or contain humor. But it's more complex to write and produce at the professional level of quality familiar to the audience.

Taped television PSAs have the added advantage of visual impact. They may simply show one or two color slides with voice over or be as complex as short, crisply scripted and staged presentations. In using TV, plan for the picture to carry much of the weight of your message. The announcer, either on or off camera, serves to further emphasize the key information.

Many radio and TV stations provide assistance in producing public service tapes, but they should be contacted well in advance of the planned release date. If you furnish the station with your own tape, provide one full copy of the script along with the tape.

•Follow Up.

Your publicity plan is succeeding. Your materials are being used by the media. Your club is growing. Members are having more speaking opportunities. Now what?

Don't stop to rest on your laurels. Follow-up is important. It can bring even greater success.

When your story is printed or broadcast, make a point of letting the responsible people at those media know that you know the story was used, and you greatly appreciate their efforts. Send them a note or telephone them. Do it promptly. Don't overdo your gratitude. A brief and friendly "thank you" is sufficient.


Keep a file of clippings and copies of material provided to the media and used by them. Include the name of the media and dates used. If possible, obtain tapes of TV or radio broadcasts of your

publicity either by taping them directly from the broadcast or arranging with the station to get a copy. Playing such tapes at club meetings can be a real morale booster.

Not all of your news releases, PSAs and fact sheets will be used. You'll undoubtedly wonder why some weren't.

The answer may be anything from a space limitation to an editorial toothache that caused your editorial to miss. But it's a good practice to compare the releases that were used with the ones that weren't. Maybe the successful ones contained some ingredient the others missed. Your analysis may provide clues about the kind of material that has stronger appeal to your media.

Toastmasters International offers a wealth of publicity materials for your club, including prerecorded radio and television announcements, newspaper advertising materials, bumper stickers and highway signs. Consult your club's supply catalog for information about the materials and how to order them.

Successful clubs are those which make more and better use of publicity. They let part of the world know about Toastmasters and the benefits the club brings to members and the community. As a result, they attract new members, expand their members' skills and become recognized as a significant community asset. And they prepare a smoother path for their future publicity efforts. 

Ernest E. Brashear retired in 1980 from Rockwell International, where he was manager of executive presentations, responsible for writing major speeches, briefings and television scripts for members of senior management. Five of his speeches have been reprinted in **Vital Speeches of the Day**. Brashear continues to provide research and job performance studies for organizations seeking a combination of management expertise and writing skills for special projects.

TOASTMASTERS OFFERS AN ARRAY OF
GROWTH OPPORTUNITIES. ARE YOU
TAKING ADVANTAGE OF THEM?

Something For Everyone

by Dr. Nina Harris, DTM

She was vivacious, talented, determined. She was also unaware. Slowly stirring her coffee, she reflected on her first--and last--six months in Toastmasters. "I've gotten all I can from membership," she explained. "I really don't see the need to continue these crack-of-dawn meetings."

A part of me could relate to her feelings. There was a time in my Toastmasters experience--when I had a few manual speeches under my belt--in which I felt there couldn't possibly be any more I could learn about speaking. How wrong I was!

Actually, what I had experienced--and what I think my friend was experiencing--was that period in which I thought the goals I had when I joined Toastmasters had been met. I had learned how to stand before an audience without fainting; how to design a speech with an opening, a body and a close; how to tell a joke without forgetting the punchline. What else was there to learn in Toastmasters?

During that questioning period in my membership, I happened to attend another conference sponsored by the National Speakers Association. One of the key speakers reflected on "layers of awareness"--that time when we need to reevaluate our goals. He spoke about striving for more subtle growth, more refinement of our speaking skills. He challenged me to stretch my perceptions of what professional organizations had to offer me.

A friend of mine once said, "You have to be aware there's a problem before you can correct it." He was referring to a fellow who had 80 "ahs" in his Icebreaker speech and was unaware of a single one! But my friend's principle also applies to all of us. If we don't know how Toastmasters can benefit us or if we don't know where to go for more

information, we limit our potential for growth in speaking.

How about you? What's your current feeling about growth potential for you in Toastmasters? Are you even aware of all the growth opportunities beyond the basic and advanced manuals? I've made a list of my favorite ones. All of them will enable you to refine your communication and leadership skills even more, and offer hours of enjoyment.

•Youth Leadership Program.

He was only five years old, a shy Tennessee child. He was accustomed to

YOU HAVE TO KNOW HOW TO USE PARLIAMENTARY PROCEDURE TO BENEFIT FROM IT.

holding tightly to his father's hand wherever they'd go. But now he was lost in the supermarket, and he started to cry. A strong, loving hand reached down for his and led him gently through the store maze to his father. Customers made cruel comments because the stranger's hand was black and the child's was white. It was the child's first remembered exposure to prejudice.

I heard that word picture over six years ago, and yet I still recall it vividly. It was presented by Michael, one of the many special participants in Toastmasters' eight-week Youth Leadership Program. Michael taught me something that day. He reminded me how children are not born with biased thoughts...they are taught them. Working with kids is a special privilege.

Maybe it's because I don't have children of my own, or maybe it's because I am an ex-schoolteacher, but there's something rewarding about working with people under 21 years of age, helping them develop the speaking and leadership skills they'll need in life.

Kids *are* a difficult audience. Kids *are* a challenge to control. And sometimes kids *are* unkind to their peers. But kids *are* also so spontaneous. They are fun. And creative. And unscathed by the painfulness of adulthood. Nothing is more rewarding than to watch high school youth, hair slicked down, fanciest clothes on, presenting a model Youth Leadership Program to their parents and schoolmates at their final session. How proud it makes one feel!

•Success/Leadership Program.

Toastmasters' Success/Leadership program is a series of educational modules designed to help participants develop leadership communication skills. Each module is conducted seminar-style by a leader. The great feature about the modules is that they can be used both inside and outside the club, making them ideal public relations tools for your club.

There are four Success/Leadership modules:

Speechcraft. He was a brand-new employee, entry-level status. He was also a brand-new Speechcraft participant. And he was evaluating the president of his company.

I'll never forget his nervousness as he began his evaluation, and his glow of success as he completed it. Somewhere in the middle of that two-minute speech, he found that the president was a warm, receptive fellow, and his fears were erased.

Helping adults overcome their speaking fears. Helping businesses provide educational opportunities for their employees. Setting the stage for a

potential new Toastmasters club. Meeting new friends. That's what Speechcraft is all about.

If you want to test your speaking and leadership skills inside your club, or if you enjoy community service projects, you'll grow through participation in Speechcraft.

How To Listen Effectively. Sometimes we think all there is to communicating is speaking. Wrong! A national training magazine recently cited listening skills as the number one training skill needed by managers nationwide.

Listening is not a skill we develop instinctively. Because we think so much faster than people speak, we are constantly a step ahead of them. Because so much of our behavior is conditioned (over 80 percent is habitual), we often second-guess responses. (Don't you always know what your spouse is going to say next?)

Toastmasters has designed a listening program that gives members and non-members the opportunity to assess their own listening skills as well as begin to understand some of the basics of effective listening.

Parliamentary Procedure in Action. Parliamentary procedure has always been a mystery to me. Somewhat like a foreign

language, its jargon has left me embarrassed and uncomfortable in meetings, and also noticeably silent. Somewhere along the line, I'd forgotten the real purpose behind effective parliamentary procedure, which is to provide an orderly, fair way for all to communicate in a meeting setting. But I clearly remembered that you had to know how to use parliamentary procedure to benefit from it. For years, I avoided the embarrassment of speaking out of turn simply by not saying anything at all during meetings.

Parliamentary Procedure in Action offers the opportunity to learn how parliamentary procedure works in a fun, nonintimidating way.

How To Conduct Productive Meetings. Are all those meetings you attend REALLY necessary? Probably not, according to most meeting management research. One of the most abused work activities is meetings...the biggest gobbler of precious time.

Want to know how to develop more productive meetings? The Success/Leadership Series hits home again with a program for building more effective meeting skills.

•Club, Area and District Leadership. Opportunities abound for

personal growth through the leadership aspect of Toastmasters. You can develop numerous skills that will be of value in other areas of your life. For example, through my involvement in many club, area and district Toastmasters offices, I learned marketing, public relations and writing skills, not to mention managerial skills, such as delegating, team-building, goal-setting and review. All of these valuable skills have helped me in my own career.

As club administrative vice president, I had fun while learning to write press releases, attain radio and television exposure, design brochures.

As area governor, I learned and practiced management skills in achieving area goals through club members' support. In my case, the area I supervised largely consisted of retired people. That was a special bonus for me because I learned much about the needs of our nation's retired population, and I ended my term with about a dozen "newly adopted grandparents"!

While writing my club and district bulletins, I picked up valuable hints about paste-up, layout, editing, bulk mailing and photography. I also developed some of the deepest personal friendships I have ever had. There's something special about folding and stapling newsletters while laughing and talking with others!

District and international conferences are a highlight of my Toastmasters experience. From learning from some of the greats in public speaking to bartending for our local fall conference (I was ousted from that role when I hurriedly mixed a shot of scotch with a shot of bourbon...Yuk!), I've grown through participating.

Friends still write, from the East Coast to Canada. Friends I would never have met without my involvement in Toastmasters.

Sometimes just sitting at my own club meeting has the biggest payoff of all. Hearing a peer say just what I needed to hear to make my day a little brighter, smiling across the room at an old friend, hugging a special pal...all benefits. All Toastmasters. 🗣️



Nina Harris, DTM, is an active member of Park Central Club 3527-3, in Phoenix, Arizona, and director of Nina Harris & Friends, a Tempe, Arizona

firm that provides communication consulting services to educational systems, private businesses and individuals.

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San Francisco, CA



5. RENEE SCIACCA, DTM
San Diego, CA



6. DOUGLAS WARD, ATM
St. Paul, MN



7. MAUREEN C. CASTERLINE, ATM
Warrenton, OR



8. PAUL LLOYD, ATM
Cape Girardeau, MO



9. ADRIAN BURD, DTM
Lewiston, ID



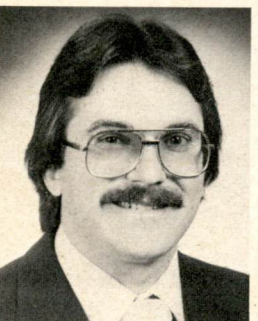
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14. W.A. WALDROP JR., DTM
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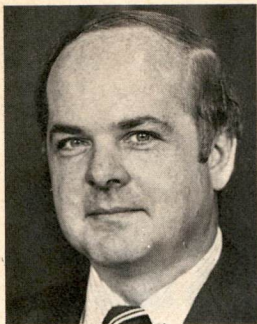
16. GEORGE SAUNDERS, DTM
Oklahoma City, OK



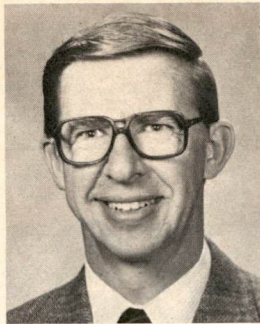
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18. BETTY A. TEMPLE, DTM
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19. RONALD E. RATH, DTM
Cedar Rapids, IA



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22. J.B. FARMER, ATM
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23. PAT KOENIG, ATM
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Omaha, NE



25. ERNIE DUBNICOFF, ATM
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26. LIZ SITTNER, DTM
Kittredge, CO



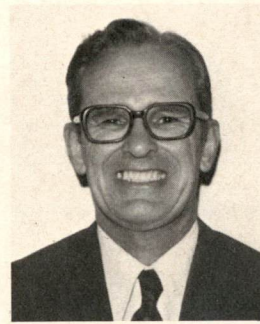
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Redford, MI



29. CHARLES OTTO, ATM
Mobile, AL



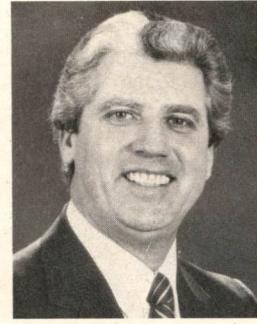
30. DATTA MANERIKAR, DTM
Park Forest, IL



31. BOB DEA, ATM
Newton Center, MA



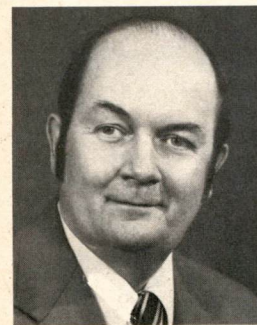
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Tacoma, WA



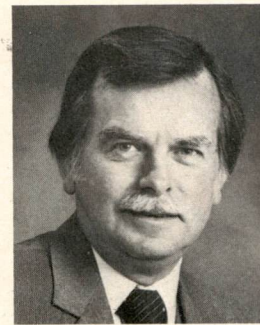
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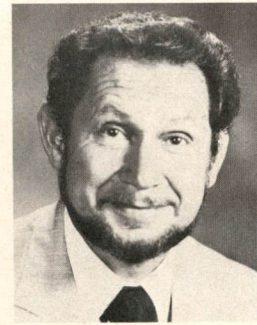
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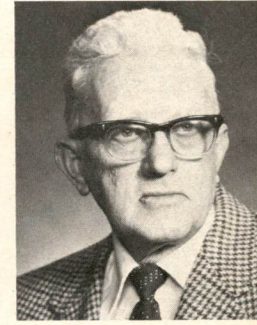
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Charlotte, NC



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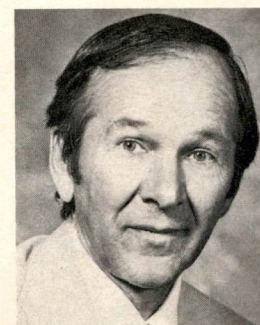
39. MICHAEL R. DENNEY, DTM
Chico, CA



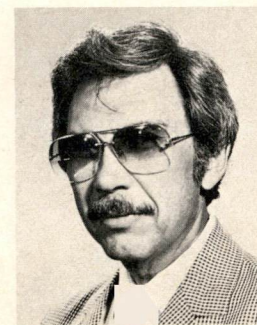
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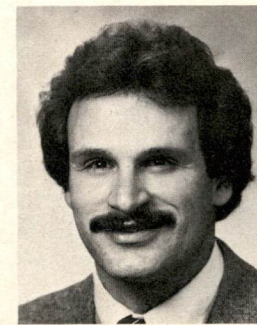
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Watertown, SD



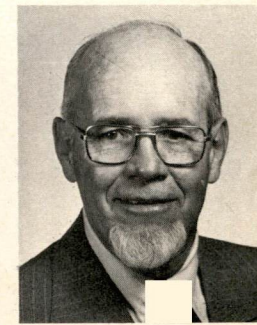
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Regina, Sask., Can



43. PAUL DUDENHEFER, ATM
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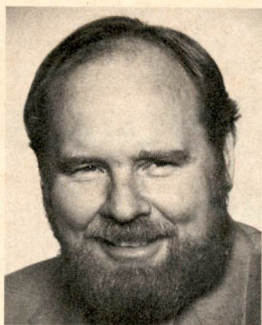
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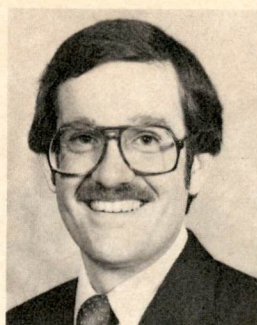
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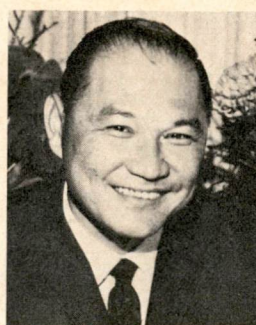
46. MARGARET FLORY, ATM
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47. RAY FLOYD, DTM
Boca Raton, FL



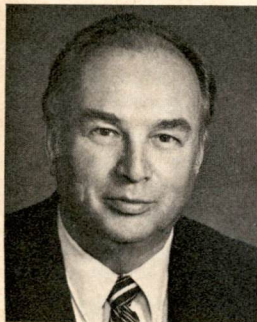
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49. ALBERT ZANE, DTM
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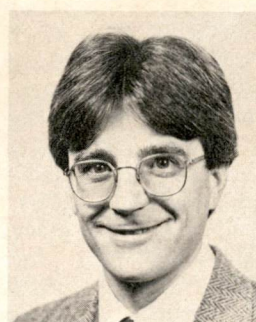
53. ROBERT C. RANKIN, ATM
Essex, CT



54. VINCE LORSON, ATM
Sterling, IL



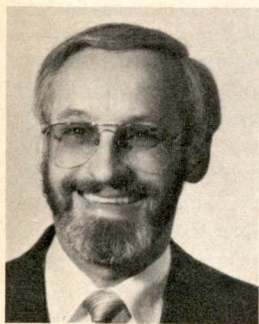
56. KAREN THOMPSON, ATM
Houston, TX



57. MICHAEL JAY
Berkeley, CA



58. BILLY BENTON, DTM
Greenville, SC



60. WILLIAM GARDNER, DTM
Scarboro, Ont., Can



61. MURIEL A. HOW
Ottawa, Ont., Can



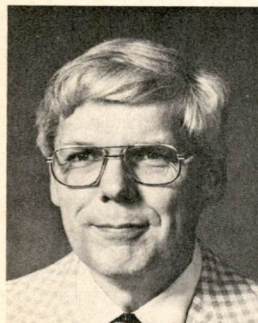
62. DICK HASKINS, ATM
Lansing, MI



63. CHARLES GILLIHAN, DTM
Oak Ridge, TN



64. DON DUNAND, ATM
Winnipeg, Man., Can



65. JOSEPH COLE, ATM
Marcellus, NY



66. LARRY PRICKETT, DTM
Richmond, VA



68. RANDALL C. FOX, ATM
Baton Rouge, LA



69. JOHN SCOULLER
Geebung, Qld., Aust



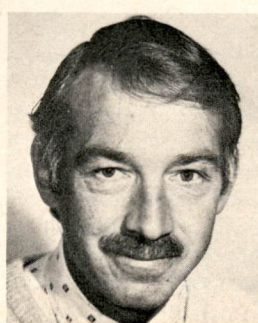
70. EGERTON J. MACKNESS, DTM
Caringbah, N.S.W., Aust



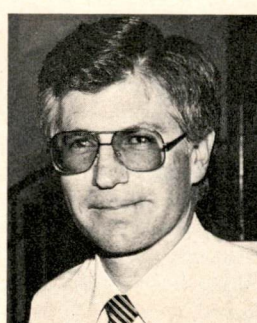
71. MARY O'CONNOR
Waterford, Ireland



72. JUDITH A. BARTLETT, DTM
Wairoa, Hawkes Bay, NZ



73P. RAYMOND A. THATCHER
Burwood East, Vic., Aust



74. NORMAN ADAMS, ATM
Libradene, Boksburg, South Africa



75P. JOSEPH BADUEL
Cebu City, Cebu, Philippines

Putting *Variety* in Club Programming

by Thomas Montalbo, DTM

Why do some Toastmasters fail to attend club meetings regularly and sooner or later drop out? Many leave after a year or two because they have obtained from Toastmasters what they wanted. But others say, "It's the same old routine."

If your club programs are the same week after week, members will find them repetitive, predictable and dull. That will discourage them from attending meetings. Remember, Toastmasters is a volunteer organization, so you can't force them. You may like spaghetti, but you wouldn't eat it at every meal. It's the same with your club programs.

From the beginning of time, philosophers and authors have extolled the benefits of variety. You know what they've said: "No pleasure endures unseasoned by variety" (Publius Syrus); "Nothing is pleasant that is not spiced with variety" (Francis Bacon); "Variety is the very spice of life that gives it all its flavor" (William Cowper); "Variety is the mother of enjoyment" (Benjamin Disraeli).

That's why the old-time vaudeville show provided variety in acts, including trained animals, acrobats, jugglers, comedians, skits, dancers and singers, in addition to variety in stage backdrops and scenery. Nature's four seasons--winter, spring, summer, autumn--give us variety in weather. Music has variety in melody, harmony and rhythm. Storekeepers attract shoppers by changing window displays. To avoid boredom and monotony, novelists put variety in every part of their stories--variety in characters, action and scenes.

In planning your club programs, you, too, should try for variety. Putting variety into programs makes the meetings stimulating and keeps members' interest alive.

A Flexible Format

Although it's true that certain elements--table topics, prepared speeches, evaluations--are necessary in the standard club program, they're not set in a fixed framework nor prescribed in precise procedures. Sound and flexible, the basic format has stood the test of time. More than half a century of use has proven its permanent value. When properly planned and executed, club programs based on the standard format

are informative, inspirational and entertaining.

To a certain extent the essential elements of the Toastmasters program have built-in variety. What the members talk about is as varied as their unique personalities. Even old ideas acquire freshness as they filter through the speaker's individuality, background and experience. Nevertheless, new or different ways applied from time to time to refresh meetings can draw members back into regular attendance.

For example, the table topics session, which normally precedes the prepared speeches, occasionally can be scheduled afterward. Move it toward the end of the meeting--after the prepared speakers and individual evaluators have completed their assignments. That's a simple change of sequence, easily accomplished with little planning and effort. Yet it breathes new life into the meeting because it changes its pace.

Another welcome change in table topics would be a different approach in asking questions or assigning subjects. A topicmaster in one club handed a tiny paper bag to each participant. In the bag was a commonly used article: rubber band, thumbtack, paper clip or something similar. The participant was asked to explain all the possible uses for the item. A topicmaster in another club brought into the meeting a huge bag containing a variety of household objects. He asked each participant to come to the lectern, poke a hand into the bag without looking, grab one article but not pull it out until he or she first described it on the basis of how it felt in the hand. Still another topicmaster walked around the room and gave a Chinese fortune cookie to each participant, who was asked to open it, read the message aloud and expand on it.

The table topics session sometimes can be transformed into an evaluation period. By scheduling table topics immediately after the prepared speeches you can use it as a "forum" for open discussion of the speeches by the audience, with the topicmaster serving as the moderator.

That change provides not only variety but additional educational benefits. Instead of only one evaluator, all members contribute opinions on each

prepared speech. The speaker can then compare the various judgments and derive a composite view of the audience reaction. This method also sharpens the listening skills of all the members as they pay closer attention to each speaker because they want to be ready to answer the evaluation questions when asked by the topicmaster. Answers on the evaluation guide in the manual can be filled in by the speaker since no individual evaluator is assigned. The general evaluator performs all the other usual functions in evaluating the entire meeting.

A modification of this "forum" type of evaluation is the "speech clinic" conducted by the general evaluator for variety as well as for improved evaluation. Each evaluator is assigned to all the speakers instead of just one. When the speakers have completed their talks, the general evaluator and the evaluators sit together as a group in front of the audience and discuss the speeches.

Still another variation in evaluating prepared speakers is an approach known as "across the board," also called "horizontal." The general evaluator assigns to each of four individual evaluators only one feature of all the speeches--the opening, body, closing or delivery. By focusing special attention on one item in all the speeches, the evaluator can judge more intently and give both the speakers and audience the benefits of comparative evaluation.

Variations in table topics and evaluation sessions are not intended, of course, to displace the standard, time-tested methods. On the contrary, the basic procedures supply the meat and potatoes of Toastmasters club meetings and provide the ingredients that enable us to devise different ways to accomplish our goals while maintaining and even strengthening interest and enthusiasm.

In addition to modifying the table topics and evaluation segments, clubs occasionally--every fourth, fifth or sixth meeting--can make a complete change to break the routine of the entire meeting format. Your club already may have tried special-type meetings or programs. Here are some suggestions for variety that some clubs have found effective in winning back members and attracting new ones:

•Theme Programs

Theme programs ideally provide

variety in club meetings because the number of possible subjects around which to build the programs is practically unlimited. Holidays alone can provide different theme programs all year around. Oklahoma, for example, celebrates 20 holidays. The most widely celebrated holidays in the United States are New Year's Day, Washington's Birthday, Thanksgiving, Independence Day, Labor Day and Christmas. Among other popular holidays are Lincoln's Birthday, Memorial Day, Veterans Day, St. Valentine's Day, Mother's Day and Father's Day.

As a theme song is the recurring melody that distinguishes a musical play, the theme subject serves as a thread that ties together all the educational parts of the Toastmasters club meeting into a coherent whole. The educational vice president or educational committee selects the theme topic not only from holidays but also from seasonal events, history, business or government activities, special occasions, city, state, national and international issues. The chosen subject should be of sufficient scope to give the topicmaster and prepared speakers some leeway in which they can use topics that fit the theme.

For example, the general theme can be "Our City" and the specific subjects: "Our Tourist Attractions"; "Our Newspapers"; "Our City Hall"; "Our Community Needs." The scheduled toastmaster of the meeting should be informed of the general theme so that he or she can coordinate with the participants.

Theme programs not only create variety in club meetings but also challenge Toastmasters to adapt to new situations and speaking assignments.

A Pretend Purpose

•Mini-conventions

Turning a Toastmasters club meeting into a miniature convention, with members participating in various roles as conventioners, can result in a fun-filled, interesting and educational program. The mini-convention can be serious, humorous or both and can represent on a small scale the gathering of persons meeting for any common purpose, including salesmen and sales executives, union members and officials, business leaders and politicians.

A club in Madison, Wisconsin, pretended it was conducting a national political convention. To take on the appearance of political realism, the mini-convention was held in the city's council meeting room. Each participant played the role of a state delegate. The states were given such names as

How To Put On a Good Club Meeting

by Thomas Montalbo, DTM

Long Before the Meeting

Establish a fixed time, date and place of meeting so all members know automatically.

Prepare and distribute in advance a schedule of assignments for three or four meetings.

Check with each participant a week in advance to confirm availability.

Just Before the Meeting

Follow up on participants and arrange for last-minute substitutes, if necessary.

Prepare the program for the meeting listing all items with a time designation for each.

Make sure meeting room is properly set up. This includes heating, air conditioning, lighting; arrangement of lectern and seats for good viewing of speakers and visuals; placement of flag, club banner, timing device, ballots and programs.

At Beginning of Meeting

Start on time. Otherwise you punish members who arrive on time and program items may have to be cut.

Open the meeting with invocation/pledge to the flag.

Introduce guests.

During the Meeting

Stay on target. Stick to time limits on each program item.

Hold brief business session, using parliamentary procedure; most of the

work should be done in committees.

Induct new members.

President introduces toastmaster of meeting, who creates an atmosphere of interest, expectation and receptivity for the program's educational portions.

Toastmaster introduces topicmaster, who presides over table topics and calls on members not scheduled on program. Topicmaster yields control to toastmaster, who announces a short recess.

After recess, toastmaster introduces prepared speakers and provides transitions between speeches, then introduces general evaluator.

General evaluator calls for reports by evaluators, grammarian, "ah" counter and timer, evaluates all other aspects of meeting and returns control to toastmaster.

Toastmaster presents awards and yields control to president.

At End of Meeting

President invites guests to comment, makes a strong pitch for what's coming up at next meeting and ends with an inspirational thought.

After the Meeting

Determine why the meeting was successful or mediocre. Canvass a sample of attendees for post-meeting reactions and proposals for any changes.

"Bliss," "Boredom," "Confusion," "Irritation," "Harmony" and "Tranquility."

As in actual political conventions, delegates gave platform speeches setting forth their state's stand on the issues. Issues were current local, national or international or even frivolous, such as "The three-wheeler is better than the two-wheel bicycle." One member from each state delegation gave a nomination speech and another member delivered the state candidate's acceptance speech.

Although the format of the mini-convention is completely different from the usual meeting, the basics of Toastmasters training still prevail. Members experience a lot of listening, thinking, speaking or presiding--all in the midst of pleasant make-believe.

•Mystery Programs

The mystery program is a totally

impromptu meeting. The mystery is that the members don't know their assignments until after the meeting begins. If that startles you, consider the responses to the topicmaster's questions or subjects and the speech evaluations presented without preparation after the evaluators hear the talks. A five- to seven-minute speech, then, is an extended table topic speaker's response or evaluator's report.

The idea of the mystery program is to provide members with a change-of-pace meeting that gives them experience in thinking fast and adapting to unusual circumstances. When the members assemble, the president opens the meeting as usual and hands them cards which state their assignments, making sure that experienced members get the more difficult tasks. This method presents challenges to the members to prepare quickly and rise to the occasion while

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finding the process both educational and enjoyable.

The president opens the meeting, conducts the business session, then calls for the toastmaster of the meeting. The member who has the card so marked goes to the lectern and proceeds with the meeting, calling on members holding cards with assignments. When all the tasks are completed, the toastmaster of the meeting returns control to the president for the closing ceremony.

•Mock Trials

Just as law students learn much from participating in "mock trials," so can Toastmasters. Mock trials can be based on criminal or civil charges in fictional or real cases. And you don't have to be a law student to gain the many benefits that mock trials provide.

None of the members of a Toastmasters club in Bryan, Ohio, was a lawyer or had any legal training, yet the club conducted a mock trial that "created a lot more enthusiasm than we've had in some time," according to one of its members. The toastmaster of the meeting presided as the "judge," two members were assigned as speakers for the "prosecution," two for the "defense," and 12 as the jury. The speakers gave summation speeches to the jury. After the judge's instructions, all the jury members voted "innocent" or "guilty" and explained their vote with short speeches.

That was the first time the club held a "mock trial," which proved to be such a good idea that the members planned to do it again. Note the opportunities for the "prosecutors" and "defense attorneys" to deliver persuasive speeches, for everyone to listen intently, for the "judge" to preside and "charge" the jury, and for the "jurors" to evaluate the evidence presented and explain their verdict in speeches.

Group Discussion

•Symposiums

Because a symposium is any meeting involving an interchange of ideas on one or more subjects, it's a versatile device for creating varied group-discussion programs such as the following:

1. Community Action Program

In any community there are local issues that divide it. Assign a club member to prepare a speech supporting the issue and another opposing it. The toastmaster of the meeting introduces the subject and the speakers. After the speeches, members of the audience direct questions or comments to the speakers. The toastmaster of the meeting makes sure the members stick to the subject under discussion and stay within the time allotted to them. When the discussion is over, the toastmaster of the meeting summarizes it and concludes the program.

2. Club Appraisal Program

This group discussion deals with club problems and solutions. Members exchange opinions and suggestions about club methods, strengths, weaknesses, and how to improve operations. Several members can give prepared speeches and the other members can respond to the speakers.

3. "Buzz Groups"

The members are assigned to small groups to discuss various aspects of a single subject. Each group designates a chairman and a reporter. After the groups are finished "buzzing," all the members reassemble. Each reporter presents to all the members a summary of the group's discussion and reports its conclusions.

4. Sound-Off Programs

Set up a meeting where members can voice their pet likes and dislikes. Such topics inspire eloquent speeches not only in voicing our opinions openly and vigorously but also in fortifying them with lively gestures. Make this program even more exciting for both speakers and listeners by allowing the audience to direct questions to the speakers after their speeches.

•Debates

Staging a debate adds variety to your

club programming, sharpens the edge in your individual speeches and delights the listeners. Speeches in a debate combine preparation based on evidence and spontaneity arising from cross-examination, refutation and rebuttal.

By definition, a debate calls for a regulated discussion of a proposition between two sides offering opposing arguments. Each side presents two main speeches and two rebuttals. The winning side is judged on the basis of points scored by each speaker on the content, organization and delivery of the speech. The judging may be done by: assigned judges; vote of the membership; direct evaluation of each speech; panel discussion moderated by the general evaluator.

•Change of Scene

Just as we go on vacation or travel for a change of scene and just as theatergoers enjoy different stage settings in the same play, so do club members seek new places and faces in addition to programs based on a change of pace.

An ideal way to change the scene and audiences is to meet jointly with other clubs in your area or close by. By changing the scene, both the host club and the visiting club gain new acquaintances, friends, ideas and techniques as well as different speaking and listening experiences.

Such inter-club meetings may be especially desirable in the summer months when vacations tend to reduce club attendance. Summers provide other opportunities for outdoor change-of-scene meetings, including swimming pool party, lawn party or patio meeting at a member's home and cookout or picnic at the beach, lake or park. For indoor change-of-scene meetings on a year-round basis, you can seek local community rooms in the public library, banks, churches, city hall, schools and theaters.

So you see, there's no reason for anyone to say about Toastmasters club meetings, "It's the same old routine." Putting variety into your club programs now and then will perk up the members. Variety will lure absentee members back into active participation. They'll be eager to come to the meetings and glad to stay. 🎤



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Treasury Department, he is a frequent contributor to **THE TOASTMASTER**.

YOU'RE GETTING A LOT FROM TOASTMASTERS.
WHAT ARE YOU PREPARED TO GIVE IN RETURN?

A Small Price To Pay

by Paul Cathey, ATM

Mr. or Ms. Toastmaster--congratulations!
You've joined one of the finest self-help organizations in the world. If you stay with it, you'll be given infinite riches.

You'll learn how to stand up in front of groups and speak confidently and skillfully. In doing this, you'll have slain a fear that, surveys show, most people dread more than death itself.

If you wish, you'll learn how to run meetings effectively. You'll learn how to "sell" yourself under any conditions. You'll learn how to listen intelligently. You'll learn how to think quickly on your feet when you must talk for two minutes--without preparation--on a table topics subject a million miles away from your present concerns or expertise.

After you've been in Toastmasters for a while, the real excitement will begin. You'll meet hundreds of fascinating people--all seeking your help and willing to give you theirs. You'll have an opportunity to hear many of the finest speakers in the world.

You'll have a chance to travel all over the country, sharing experiences with hundreds of men and women who want exactly what you want--the ability to communicate effectively. You could even be on the road toward becoming a professional speaker!

All along the way, you'll have fun. Our founder, Dr. Ralph Smedley, said, "Remember, we learn best in moments of enjoyment." In 25 years with Toastmasters I have never been bored or burned out.

You may not like every Toastmaster you meet, but even those you don't like will help you see yourself as you really are--and you can learn from them, too.

Meeting Responsibilities

You're getting a lot from Toastmasters.

But what are you going to give for it? Certainly not much in the way of money. Toastmasters, even in our inflationary times, is the biggest bargain in the world. And the power to communicate forcefully is worth millions of dollars.

So just what are you prepared to give? What are your responsibilities to your club and its members, to your district and to the Toastmasters movement?

Let's just concentrate on nine fundamentals:

•Don't become a "Sunshine Toastmaster."

Remember Tom Paine, the Revolutionary War firebrand, who wrote, "The summer soldier and the sunshine patriot will in this crisis shrink from the service of their country."

We have our counterparts of the sunshine patriot in Toastmasters. It's easy to be a Toastmaster on a warm, sunny day in August when you've just received a raise, you're getting ready to go on vacation, and you're scheduled to give a speech or act as toastmaster at your club meeting.

However, it's a little more difficult to be enthused on a sleety day in February when your boss has just bawled you out, you've got a cold and a toothache, your car shows signs of needing an overhaul, and you're listed on the program as timer.

Since 1958 I've dragged myself to many a meeting and never failed to come back home all charged up. Try it. It works everytime.

But if you absolutely can't get to a meeting, notify one of the club officers beforehand. There's nothing more horrible than a meeting where the educational vice president or the program chairman has to scurry around at the last minute to find substitute speakers, evaluators, timers and all the other

people needed to fill out a program and impress any guests.

•Work continually on your assignments in our Communication and Leadership Manual.

Follow the book's instructions on the purpose of each talk. Take time to prepare your speeches. Practice, practice, practice.

Bring your manual to the meeting every time you speak. Before you speak, tell your evaluator what you're trying to do. Ask him or her to observe if you're overcoming defects noted by evaluators of your earlier talks. And when you finish your first manual, start on a second immediately.

•Do your best with every assignment you're given on the program.

An evaluation is really a mini-speech. When you evaluate try to have a strong opening, some key points in the body and a good closing. Even the timer or the grammarian can make a mini-speech. And it's all practice for your longer talks.

•Volunteer for program assignments when someone else can't fill them.

Try to have a speech ready for every meeting in case a gap develops in the program. Don't be afraid to evaluate even if you are a relatively new Toastmaster. There's no magic formula for evaluating. All it demands is sound judgment and a good ear. And judgment doesn't necessarily come with age. Some of the best evaluators and judges I've known were young, relatively new Toastmasters.

•Don't accept any club office --even sergeant at arms--unless you are willing and able to perform its duties.

If your job requires you to travel a lot, don't volunteer to be a sergeant at arms or an educational vice president. These jobs require people who will set up the meeting room or, in the case of the educational vice president, get the

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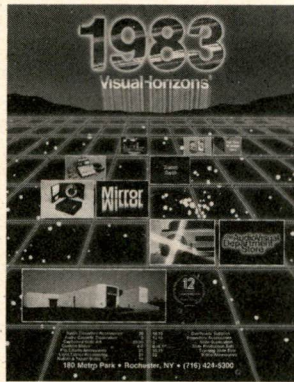
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program out, telephone to see if everyone can make it and be on hand to make substitutions quickly and quietly at meeting time should someone not show up. You can't do these things if you're out of town for most of the meetings.

Venture Outside

•If your club has a joint meeting with another club or you're invited to attend an area, division or district meeting--go.

I gave half of the speeches in my first manual while a guest at clubs other than my own. Don't isolate yourself in your club. The more you move around, at all levels of the organization, the more you'll learn.

•Listen, listen, listen.

Store away in your memory everything you hear at a meeting from the invocation to the timer's report. You'll be amazed how it will help you later on. Every time I hear a good invocation or benediction I ask the person giving it

lawyers, dentists, teachers, scientists and engineers--can help other club members through some of their talks, keeping others abreast of developments in their special fields. That's helpful in today's complex and often confusing world. But don't do it in every speech! These Toastmasters need to broaden their range of subject matter, too.

Are you a Toastmaster who is in the military? Are you a civilian employee of the government? Do you run your own business or serve as a manager in a company?

If so, you already know a lot about organizing, managing and leading. Volunteer to serve on club or area committees. You'll do well and contribute much. Some of the best "doers" I've known in Toastmasters have come from these groups. All these people know how to get a job done--quickly and well.

Perhaps you've worked with young people in the Scouts, the CYO, Big

*IT'S EASY TO BE A TOASTMASTER ON A
WARM, SUNNY DAY WHEN YOU'VE JUST
RECEIVED A RAISE AND YOU'RE
SCHEDULED TO GIVE A SPEECH.*

to let me copy it down. And I carry about five of them in my wallet every day--ready for use if necessary.

As each table topics subject is given, respond to it silently in your mind, even if you are not called on to respond vocally. Again, it's great practice.

•Try to attend all the speech, table topics and evaluation contests you can--in your club or elsewhere.

If that doesn't turn you on, nothing will. And as you listen start thinking about the time when you'll want to participate.

•Look for opportunities to use your job skills or hobbies to help your club.

If you're a salesperson, "sell" Toastmasters wherever or whenever you can. If you can write, volunteer to help with your club's bulletin or to send press releases to the local media for the club. You could even contribute to the district's paper or bulletin.

If you're an amateur photographer, take pictures at the meetings--for the club and the press. I knew a Toastmaster who was a cabinetmaker. He built our club the finest lectern he could make, out of the best wood he could find.

Professional men and women--doctors,

Brothers, Big Sisters or other youth-help organizations. You're a natural to head your club's Youth Leadership Program.

Are these nine responsibilities too much to ask from you? I don't think so. After 25 years I don't feel Toastmasters owes me anything. I owe them a lot. I wouldn't be writing articles like this if I didn't think so.

Toastmasters reshaped my life and enriched it immeasurably. It can do the same for you. It's truly an organization where it is better to give than to receive.

So, again--give. You'll be amazed at the treasure you'll receive in return. 🎤



Paul Cathey, ATM, is a member of Independence Club 1907-38 in Philadelphia Pennsylvania, and former governor of District 38. He is a writer and editor,

and has been a Toastmaster since 1958. Mr. Cathey is a frequent contributor to **THE TOASTMASTER.**

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Will Rogers 645-16, Oklahoma City, OK

Julie Carole Peter
Capitol Hill 709-16, Oklahoma City, OK

Leroy James Jr.
Claremore Community 806-16, Claremore, OK

Marvin A. Kramer
Will Rogers 1032-16, Oklahoma City, OK

J. Crawford Butts
T G & Y Motivators 1544-16, Oklahoma City, OK

Lois M. Gaylord
Indian Meridian 2361-16, Oklahoma City, OK

Willie Prenell
New Dawn 4101-16, Lexington, OK

Alonzo D. Cook
Hercules 1274-18, Wilmington, DE

Miriam P. Weidner
Deseaa 2240-18, Wilmington, DE

Keats A. Pullen
Susquehanna 3898-18, Aberdeen Prv. Gr., MD

Jan H. Daub
Sharpstown 2243-56, Houston, TX

William Barrett Miller Sr.
Texas Talkers 3731-56, Houston, TX

Adele Larson
Southern Marin 1441-57, Mill Valley, CA

Beverly Perl Davis
Lakeview 2767-57, Oakland, CA

J. Elaine Crabtree
Trafalgar 4080-60, Oakville, Ont., Can

John Doogan
Limestone City 3045-61, Kingston, Ont., Can

Louis Booker
Harvey Spaulding YMCA 781-62, Saginaw, MI

Andrew G. Burns
Logistics Center 2050-62, Battle Creek, MI

Bruce W. Montgomery
Sarnia 3700-62, Sarnia, Ont., Can

Pearl Stokes
Riverview 1526-64, Winnipeg, Man., Can

James A. Chandler Sr.
Public Service 3174-68, New Orleans, LA

P.C. Molloy
Hellfire 3599-71, Dublin, Ireland

Jacqueline Mary Porteous
Taupo 2441-72, Taupo, NZ

James Graham Pearce
Frankston 1851-73P, Frankston, Vic., Aust

NEW CLUBS

5124-3 Mile High
Prescott, AZ--Tues., 7 p.m., Season's Restaurant, Gurley (778-6138).

5102-4 PMI Pronunciators
Santa Clara, CA--Wed., noon, Precision Monolithics, Inc., 1500 Space Park Dr. (727-9222).

5110-4 Dean Witter
San Francisco, CA--Thurs., 1:30 p.m., Dean Witter Reynolds, Inc., 101 California St.

5127-4 Circle-A
Sunnyvale, CA--Mon., 11:45 a.m., Aerospace Corporation, Rm. 150, 1320 Orleans Dr. (744-6472).

5137-4 Seasoned Speakers
San Jose, CA--Thurs., 7:30 p.m., Lyons Restaurant, 2890 Stevens Creek Blvd. (295-2724).

5126-6 Eloquent Nooners
Roseville, MN--Wed., 11:30 a.m., State Farm Insurance, 1500 W. Hwy. 36 (631-4361).

303-10 Leadership
Cleveland, OH--Sat., 8:30 a.m., Casey's Restaurant, 5673 Smith Rd. (351-6046).

5103-11 Farm Credit Banks Monday
Louisville, KY--1st & 3rd Mon., 7 a.m., Farm Credit Banks Building, 201 W. Main St. (566-7000, x 7128).

5104-11 Farm Credit Banks Friday
Louisville, KY--2nd & 4th Fri., 11:30 a.m., Farm Credit Banks Building, 201 W. Main St. (566-7000, x 7128).

1234-17 Billings Heights
Billings, MT--Wed., 6:30 p.m., Elmer's Pan Cake House East, 875 Main St. (259-6157).

5128-19 Red Rock
Knoxville, IA--Thurs., noon, Knoxville Area Community Hospital, 1212 W. Howard (828-7344).

5133-21 Kimberley
Kimberley, B.C., Can--Thurs., 6:30 p.m., Kimbrook Inn, 2665 Warren Ave. (427-3503).

5139-21 Kismet
Vancouver, B.C., Can--Thurs., 5:45 p.m., B.C. Telephone Company, 768 Seymour St. (980-3215).

5105-22 Ozark Orators
Joplin, MO--Fri., 11:30 a.m., St. John's Regional Medical Center, 2727 McClelland Blvd. (781-2727).

5115-22 Wilcox
Kansas City, MO--2nd & 4th Wed., 11:45 a.m., Wilcox Electric, Inc., 2001 N.E. 46th St. (453-2600).

5122-23 Borderliners
El Paso, TX--Wed., noon, Dale Electronics, Inc., 1462 Lionel Dr. (592-3253).

5140-24 FEDS
Omaha, NE--Wed., 11:30 a.m., U.S. Post Office & Courthouse, 217 N. 17th St. (221-4628).

5113-26 Spake & Ale
Golden, CO--Wed., noon, Adolph Coors Company, Package Annex, Rm. PA-423 (277-3203).

5114-26 Ad-Libbers
Aurora, CO--Wed., 11:30 a.m., Telephone Directory, 2500 S. Havana (337-8127).

3889-30 Long Liners
Chicago, IL--2nd & 4th Thurs., 5:15 p.m., AT&T Long Lines, 1 S. Wacker Dr. (592-6109).

5111-31 Metcalf & Eddy, Inc.
Boston, MA--Thurs., 11:45 a.m., Metcalf & Eddy, Inc., 50 Staniford St. (367-4000).

5131-33 Seedlings
Madera, CA--1st & 3rd Tues., 6 a.m., Casa Madera Restaurant, 900 So. Gateway Dr. (645-0865).

5138-35 Janesville Educators
Janesville, WI--Sun., 6 p.m., Alpine Restaurant, 1335 Creston Park Dr.

4127-36 Financiers
Washington, D.C.--1st & 3rd Wed., 12:30 p.m., Municipal Center, Rm. 5138, 300 Indiana Ave., N.W. (727-9909).

5112-36 Professional Speakers
McLean, VA--2nd & 4th Wed., 7:30 p.m., Dolly Madison Public Library, Oak Ridge Ave. (287-0884).

5117-36 GAO Generally Able Orators
Washington, D.C.--Wed., noon, The GAO, 441 G. St. N.W. (275-6239).

5119-36 D.E.S. Friends
Washington, D.C.--2nd & 4th Wed., noon, Dept. of Environmental Services, Rm. 317-5000 Overlook Ave., S.W. (727-9104).

2631-38 Gilbert
Reading, PA--Mon., 12:05 p.m., Gilbert Associates, Inc., Rte. 10 & Pheasant Rd. (775-2600).

5108-39 Los Elocuentes
Sacramento, CA--Mon., 6 p.m., Hobo Joe's, 3rd & "J" St. (322-7157).

5118-40 Coma Toast
Columbus, OH--Tues., 11:30 a.m., Battelle Memorial Institute, 505 King Ave. (274-5181).

5136-40 Grand Lake
Celina, OH--1st & 3rd Mon., noon, Kentucky Fried Chicken, 203 W. Logan St. (586-2219).

5107-42 Bridge City
Saskatoon, Sask., Can--Wed., 7 p.m., Community College, 145 1st Ave. N. (934-2663).

5135-54 Elgin Orators
Elgin, IL--1st & 3rd Mon., 7:30 p.m., Blackhawk Apartment Complex, 926 Congdon Ave. (695-2943).

5129-56 Fort Bend
Rosenberg, TX--Tues., 6 p.m., Casa Del Rey Restaurant, 4114 Ave. H (342-8685).

5116-62 Cherry Capital
Traverse City, MI--Thurs., 7 a.m., Chamberlains Restaurant, 851 S. Garfield (947-6460).

5123-62 William A. Thomas
Jackson, MI--1st & 3rd Wed., 1 p.m., Jackson Business Institute, 234 S. Mechanic St. (788-8360).

5106-64 Roblin
Roblin, Man., Can--Thurs., 8 p.m., Wongs Palace Cafe (937-8824).

1983-84 DISTRICT GOVERNORS

5109-68 Hibernia National Bank

New Orleans, LA--Hibernia National Bank,
Board Room, 313 Carondelet St. (586-5733).

5125-71 Dashwood

Buckinghamshire, England--Mon., 8 p.m.,
Royal Air Force Association Club, 114,
Totteridge Rd. (581324).

5120-74 Uitenhage

Uitenhage, Republic of South Africa--
1st & 3rd Wed., 6:15 p.m., Crown Hotel,
Caledon St.

5121-75P Goodyear

Makati, Metro Manila, Philippines-- 1st &
3rd Mon., 5 p.m., Goodyear Canteen,
790 Pasay Rd. (89-20-41).

ANNIVERSARIES

45 Years

Mt. Helix 126-5, La Mesa, CA

35 Years

Will Rogers 645-16, Tulsa, OK

30 Years

Waseca 1336-6, Waseca, MN
University 1358-7, Portland, OR
Christophers 157-33, Fresno, CA
Point Mugu 1075-33, Point Mugu U.S.
National Marine Corp., CA

25 Years

Tinker 1362-16, Midwest City, OK
Twin Village 2786-28, Whitehouse, OH
Windjammers 2628-33, Las Vegas, NV
Dothan 2804-48, Dothan, AL
Durban 1406-74, Durban, SAFR

20 Years

Highway Men 1692-16, Oklahoma City, OK
Sturgis 1346-41, Sturgis, SD
Early Bird 3651-47, Tallahassee, FL
Water and Power 3629-52, Los Angeles, CA

15 Years

Pacemakers 2167-6, St. Paul, MN
Fluor Houston 2963-56, Houston, TX
Gavellers 2323-69, Townsville, Qld., Aust

10 Years

Peachtree 25th 358-14, Atlanta, GA
Rotunda 1099-18, Baltimore, MD
Beechmasters 1279-22, Wichita, KS
Miramichi Toastmasters 688-45, Newcastle,
N.B., Can
Merck 260-46, Rahway, NJ
Woden Valley 494-70, Canberra, Act., Aust
Mosman TM Club 3687-70, Mosman,
N.S.W., Aust
CIS-Johannesburg TMC 1150-74, Johan-
nesburg, SAFR
Pietermaritzburg 1590-74, Pietermaritzburg,
SAFR

F. Myra L. Obert, DTM, 1859 Wayne St., Pomona, CA 91767

1. Ann V. Cousins, DTM, 840 Main St., #8, El Segundo, CA 90245
2. Dennis Ham, ATM, 9111 50th Ave. So. #212, Seattle, WA 98118
3. Mary Margaret Dockendorff, DTM, 1627 W. Indianola, Phoenix, AZ 85015
4. Wallace J. Rothbart, ATM, 595 John Muir Dr., #101, San Francisco, CA 94132
5. Renee Sciacca, DTM, P.O. Box 178134, San Diego, CA 92117
6. Douglas Ward, ATM, 1294 N. St. Albans, St. Paul, MN 55117
7. Maureen Collins Casterline, ATM, 3091 Cullaby Lake Rd., Warrenton, OR 97156
8. Paul Lloyd, ATM, P.O. Box 305, Cape Girardeau, MO 63701
9. Adrian Burd, DTM, 1702 11th Ave., Lewiston, ID 83501
10. Paul Timmel, ATM, 911 Bunker Hill, Medina, OH 44256
11. Patricia Van Noy, DTM, 3138 Welch Dr., Indianapolis, IN 46224
12. Donald L. Panhorst, ATM, 100 Harrison Dr., RD #3, Edinboro, PA 16412
14. W.A. Waldrop Jr., DTM, P.O. Box 386, Riverdale, GA 30274
15. Robert Keller, DTM, 7300 E. Federal Way, Boise, ID 83706
16. George Saunders, DTM, 3333 N.W. 63rd St., Suite 210, Oklahoma City, OK 73116
17. Duane L. Ferdinand, ATM, P.O. Box 714, Lewistown, MT 59457
18. Betty A. Temple, DTM, 3173 Telegraph Rd., Elkton, MD 21921
19. Ronald E. Rath, DTM, 3940 Falbrook Dr. N.E., Cedar Rapids, IA 52402
20. Evan Hass, DTM, 198 Woodcrest Dr., Fargo, ND 58102
21. Bob Larmour, #6-2108 Tamarack St., Prince George, B.C., Can V2L 2Y7
22. J.B. Farmer, ATM, 1909 Maine, Lawrence, KS 66044
23. Pat Koenig, ATM, 6008 Carruthers, N.E., Albuquerque, NM 87111
24. Dan Evans, DTM, 15610 Capitol Circle, Omaha, NE 68118
25. Ernie Dubnicoff, ATM, 7403 Authon, Dallas, TX 75248
26. Liz Sittner, DTM, P.O. Box 69, Kittredge, CO 80457
28. Ben Hambrick, ATM, 17305 Centralia, Redford, MI 48240
29. Charles Otto, ATM, 7987 Bonanza Dr., Mobile, AL 36609
30. Datta Manerikar, DTM, 411 Seward, Park Forest, IL 60466
31. Bob Dea, ATM, 43 Van Rosen Rd., Newton Center, MA 02159
32. C.W. "Bud" Kinsman, ATM, 2108 No. Winnifred, Tacoma, WA 98406
33. Wayne Choate, DTM, 3001 Stafford Way, Modesto, CA 95350
35. Harvey F. Hoernke Jr., DTM, 3101 S. Superior St., Milwaukee, WI 53207.
36. Paul H. Terry, DTM, 3120 Craiglawn Rd., Beltsville, MD 20705
37. Gene A. West, 3110 Wynmore Place, Charlotte, NC 28208
38. Larry M. Factor, ATM, 1134 Chesworth Rd., Philadelphia, PA 19115
39. Michael R. Denney, DTM, 1100 W. 11th St., Chico, CA 95926
40. Robert E. Straker, DTM, 1281 Crestview Dr., Troy, OH 45373
41. Merlyn Sulzle, ATM, 14-15 St. N.E., Watertown, SD 57201
42. W. Peter Francis, ATM, 3248 Athol St., Regina, Sask., Can S4S 1Y9
43. Paul Dudenhefer, ATM, 5369 Rock Ridge Rd., Memphis, TN 38134
44. Scott W. Long, 3708 Cassidy Court, Midland, TX 79707
45. Philip O. Works Jr., ATM, 10 Sewall Rd., Portsmouth, NH 03801
46. Margaret Flory, ATM, c/o Sandoz Inc., 59 Route 10, E. Hanover, NJ 07936
47. Ray Floyd, DTM, 1501 S.W. 7 St., Boca Raton, FL 33432
48. Frank C. Brown, DTM, P.O. Box 2103, Montgomery, AL 36102
49. Albert Zane, DTM, 80 Dowsett Ave., Honolulu, HI 96817
52. Beverly Pearce Garcin, 1412 Valley View Rd., Glendale, CA 91202
53. Robert C. Rankin, ATM, RFD #1, Long Hill Rd., Essex, CT 06426
54. Vince Lorson, ATM, 904 W. 19th St., Sterling, IL 61081
56. Karen Thompson, ATM, 7110 Jetty Lane, Houston, TX 77072
57. Michael Jay, 2325 Edwards St., Berkeley, CA 94702
58. Billy Benton, DTM, 301 Great Glen Rd., Greenville, SC 29615
60. William Gardner, DTM, P.O. Box 650, Scarborough, Ont., Can M1K 5E3
61. Muriel A. How, 28 Farnham Crescent, Ottawa, Ont., Can K1K 0G2
62. Dick Haskins, ATM, 809 Meadowview Lane, Lansing, MI 48917
63. Charles Gillihan, DTM, 139 Baltimore Dr., Oak Ridge, TN 37830
64. Don Dunand, ATM, 2-42 Luxton Ave., Winnipeg, Man., Can R2W 0L6
65. Joseph Cole, ATM, 4897 Northeast Townline Rd., Marcellus, NY 13108
66. Larry Prickett, DTM, 9740 Alfaree Rd., Richmond, VA 23234
68. Randall C. Fox, ATM, 17134 Gen. Pickett Ave., Baton Rouge, LA 70816
69. John Scouler, 136 Ellison Rd., Geebung 4034, Qld., Aust
70. Egerton J. Mackness, DTM, 5 Balyata Ave., Caringbah, N.S.W. 2229, Aust
71. Mary O'Connor, 43 Parnell St., Waterford, Republic of Ireland
72. Judith A. Bartlett, DTM, 16 Marine Parade, Wairoa, Hawkes Bay, New Zealand
- 73P. Raymond A. Thatcher, 6/82 Burwood Hwy., Burwood East, Victoria, Aust 3151
74. Norman Adams, ATM, 27 Serfontein Rd., Libradene, Boksburg, S. Africa 1460
- 75P. Joseph Baduel, General Milling Corp., Cebu City, Cebu, Philippines

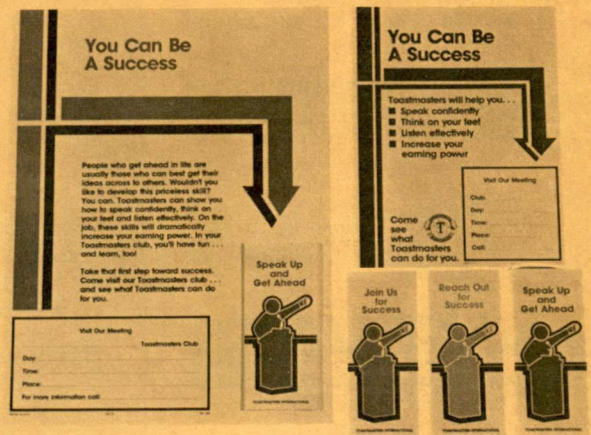
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Toastmasters can lead you to greatness. And that's no secret. So why not tell everyone about it? Starting today — with these appealing promotional tools...

367-368. New TI Posters. These eye-catching works of art will help you get your message across quickly and eloquently. Two sizes available. The smallest (367), is 11" x 14". The color scheme is navy blue and white and there's space for your club's name, meeting time and place and phone number. Set of 10: \$2. The large red, white and blue poster (368) is 22" x 17" and comes with a plastic stick-on brochure holder. Set of three: \$4.

99-101. New Brochures. Toastmasters has completely revised its promotional brochures, giving them an attractive design that compliments the new posters. The new bro-

chures include *Reach Out For Success* (99), which tells prospective members what Toastmasters is all about; *Join Us For Success* (100), which includes statements from prominent persons who have been helped by Toastmasters; and *Speak Up and Get Ahead* (101), which is tailor-made for company clubs that want to promote their programs within their organizations. Clubs may request up to 15 of the above brochures at no charge. Additional copies are 2 cents each. Contact World Headquarters' order department for details on quantity prices for orders of 1000 or more.



267. Communication Achievement Award. Now your club can honor a local dignitary for outstanding communication achievements and gain valuable publicity at the same time! Comes complete with a handsome award plaque ready for engraving and a helpful "how to" booklet with valuable tips on who to select, how to present the award and how to gain the needed publicity. \$22.00



363. Highway Sign — 22". Features the Toastmasters emblem in weatherproof paint with reflecting Scotch-like "T." Provides an excellent way to publicize Toastmasters — and your own club — in your community. Pre-drilled holes make this sign easy to attach. \$25.00



376. Membership and Extension Slide Presentation. This unique 40-slide show provides a great way to introduce Toastmasters to a civic group, business association or prospective club. The show comes with professionally prepared slides and a script booklet. \$15.



377-378. TV, Radio Public Service Announcements. Let Earl Nightingale work for you! These 30-second television and radio public service spots will go a long way toward making the Toastmasters program better known in your community. Information sheets with tips on how to use the tapes are included. Television spots (377), \$30; Radio (378), \$5.



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384. Official Club Meeting Plaque. White plastic plaque, 10" square. This attractive plaque makes an effective promotional tool to hang in restaurants, auditoriums, business rooms... wherever your club meets. Includes pressure-sensitive decals for posting the day and hour of your meeting. \$3.50.



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