

The TOASTMASTER®

NOVEMBER 1997



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In Search of the Right Search Engine • Debunking the 55%, 38%, 7% Rule



VIEWPOINT

One Step More

Watching our grandson take his first timid steps, we encouragingly cheer him on: "C'mon, just one more step!" To him it's a great game. Each time he loses his balance and topples to the floor, his consternation is replaced by a huge grin as he sees our smiles and open arms of encouragement. Once again he seeks to take one more step.

Regretfully, as we grow older, we become less willing to risk failure. When that fear of failure becomes too strong, we stop learning. Fortunately, the environment in our Toastmasters clubs is one of supportive friends.

Knowing we have that support, we, too, must seek to take one more step to extend our Toastmasters experiences. The rewards can be great as we keep pushing our comfort zones. Comfort zones are like invisible shackles that can inhibit our continued personal growth. So the next time someone approaches you to undertake an opportunity, look upon the task as just that – an opportunity. The next time volunteers are called for, do not hide behind excuses, such as lack of time or expertise. It's been my experience that by accepting opportunities that come my way, far greater and more exciting opportunities usually will present themselves.

Am I asking you to undertake something for which you have no ability at all? Of course not. But consider the example of my friend who recently took on the assignment of guiding a bicycle tour group around New Zealand. To his consternation he found that five of the 24 group members had never even ridden a bicycle. Quickly the group rallied around in support, coaching and encouraging. Each of the five finished the tour 14 days later a very able cyclist.

Within your Toastmasters club there is much expertise, knowledge and willingness to help. By regularly stepping out in faith and taking one more step, you will see the Toastmasters program working for you. Your example will inspire every member of your club. Used consistently, "one more step" will determine how much further you can go in life.

With one more step, let's enjoy Toastmasters and the Thrill of Success!


Len Jury, DTM
International President

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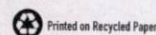
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Contents

November 1997

Volume 63, no. 11

features

6 OVERCOMING THE FEAR OF MICROPHONES

Simple rules for getting amplification technology to work in your favor.

By John McCauley, CTM



8 PRESENTATIONS WITH PUNCH!

When words don't say it all.

By Patricia L. Fry, CTM

11 LOOKING GOOD IN PUBLIC

Four rules for using visual aids.

By Rob Julian, DTM



12 LIVEN UP THAT TECHNICAL TALK!

How to keep your audience awake during a technical presentation.

By Anthony V. Perrella, ATM

16 IN SEARCH OF THE RIGHT SEARCH ENGINE

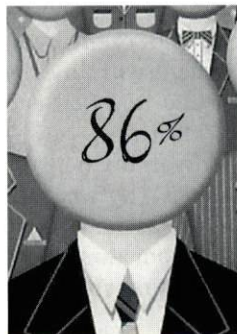
Stuck in a cyber journey? Here are tips on navigating the Web.

By Richard G. Ensman, Jr.

24 DEBUNKING THE 55%, 38%, 7% RULE

Words are more important than you may think.

By Judith E. Pearson, DTM



departments

2 VIEWPOINT: One Step More

By International President Len Jury, DTM

4 LETTERS

5 MY TURN: Toastmasters Online

By Nikki Sweet, CTM

14 CAN WE TALK? Double Check the Internet

By Reid Goldsborough

20 HOW TO: Speaking on the Cutting Edge

By Pamela Palmer, Ed.D.

23 UPDATE: Licensing Agreements Offer Profit and Publicity

27 TI BOARD REPORT: In Pursuit of Distinguished Clubs

29 TI FINANCIAL REPORT

31 HALL OF FAME

The Toastmasters Vision:

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

The Toastmasters Mission:

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

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

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



LETTERS

DARE TO SET AN EXAMPLE

Robert A. Richert's letter in the August issue bemoans the "conventional winning formula" of the International Speech Contest.

He may not realize that the International Speech Contest has changed over the years. When Doc Stewart won in 1973, the final score depended not only on a prepared speech, but also on a Table Topic. Apparently, the two were later separated into two contests – the International Speech Contest and the Table Topic Speech Contest. All speeches were given from behind the lectern. But someone, some year, took a chance and spoke in front of the lectern. Now the lectern is considered a hindrance to an effective speech at the contest level.

It takes a daring person to do something different in these contests, but if the speech is effective, it can win and sometimes influence others.

In 1990, David Brooks gave a winning speech about taking a stand and did so himself, by wearing a "cowboy tuxedo," which included boots, jeans and a string tie, instead of the traditional power suit. In 1992, Morgan MacArthur came in second place using the first visual aid – a giant picture of a horse.

Do all the speeches have to be motivational, as Richert suggests? No. But, I think every speech needs to have some "take-away" value, something that makes it worth my time to listen. In 1977, E.J. Burgay, the first woman to win the International Speech Contest, gave a speech on "The Importance of Laughter." In it, she gave the audience many opportunities to laugh. The take-away value for many that day was simply a good feeling from having been entertained. Controversial issues are harder to handle. If you can talk about a controversial issue without making the audience

hostile, you should leave the contest and immediately apply for a job as an international negotiator at the White House.

Does the speech have to bring up some emotion? Because emotion enhances the take-away value, and because the audience will feel more connected to you and your speech if you touch them emotionally, the answer is yes. But the audience doesn't have to cry. If you help them feel good, angry or scared, or you offer them hope, they're more likely to like you and your speech.

As International Speech Contest winner Morgan MacArthur has said, "There is much excitement in pursuing a worthy goal." If you think the speeches should change in some way, then enter the contest and give the kind of speech you think it should change to. You might not win, but if you do, you could end up setting a precedence, thus breaking the boundaries that you believe the International Speech Contest is confined to.

Paula Syptak Price, ATM
Christiansburg Club 3715-66
Christiansburg, Virginia

THE THRILL OF SUCCESS

There I was, outside the post office checking the envelope to make sure the contents were inside, the address was correct, the return address was legible (just in case), and that I had included enough postage. I walked joyfully over to the box, slipped the envelope in and immediately jumped for joy, giving a screech of excitement and a "yes!" movement with my clenched fist. I had done it! I had achieved my goal of starting a new Toastmasters club (with the help of many others, of course). So what if everyone was looking at me strangely as I walked away from the post office? Only Toastmasters who have built

up a club from zero to 20 plus can know how I truly felt.

Toastmasters, try it! The feeling of satisfaction from starting a new club is amazing, and the growth you gain on the way is incredible.

Lynette Harris-Hogan, DTM
Northwest Club 267-72
Hobsonville, Auckland, New Zealand

THINKING AND LEADERSHIP

Dr. Ralph C. Smedley's article, "What Do You Think?" reprinted in the September issue, left me with the impression that our organization's founder was guilty of faulty thinking while extolling the virtues of "clear and disciplined thinking."

His comment, "Man thinks and at once becomes the master of the beings that do not think," implies control over others as the main purpose of the thinker. Is this kind of thinking in sync with Toastmasters' definition of leadership?

Don A. Ellis, ATM
Tosa/Medical Club 5010-35
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THANKS TO TOASTMASTERS

Two years ago, I realized it was only a matter of time before the company I work for would call on me, as it had other managers, to address our annual sales convention. Being in sales, I have no trouble talking to small groups, but the idea of speaking to an auditorium full of my peers was daunting. I joined Toastmasters, and sure enough it was my turn to give the keynote address at this year's convention. Afterward, while I was accepting praise for my address, someone mentioned how relaxed and at ease I had appeared. I responded it was due to the training I received at my local Toastmasters club.

Jim Feeley, CTM
Northeast Club 3412-14
Norcross, Georgia



By Nikki Sweet, CTM

"To participate in the weekly chats, e-mail me at nssweet@aol.com and request 'Toastmasters Online Info.'"

Toastmasters Online – Staying Connected

It started in 1993 with a computer, a modem, then America Online. And, as luck would have it, I had recently joined Toastmasters. The latter blew me away. Little did I know the impact Toastmasters would have on my future.

I was getting the education of my life in communication, presentation skills, leadership and responsibility. Could such valuable friendships and support be found only at my new Toastmasters club? Surely, others had experienced the same in other parts of the country. I wanted to know! I wanted to share!

And then it happened – inspiration! What if I could connect with other Toastmasters around the country? What if Toastmasters could connect all at the same time from various parts of the country and interact live? I knew it could be done. For weeks I dedicated numerous hours tracking down other AOL Toastmasters and e-mailed invitations to participate in this new concept. Overwhelmed by positive feedback, we held our first interactive chat session and "Toastmasters Online" on America Online was launched.

Now in its third year, Toastmasters Online has united more than 300 Toastmasters from around the country to share club experiences and personal achievements. We've enjoyed unforgettable discussions and brainstorming on topics such as obtaining new members, encouraging participation as officers, and even resurrecting a few AWOL Toastmasters. The environment is friendly, enthusiastic and downright fun. Recognitions and celebrations have become an integral part of the sessions. To participate in the weekly chats, e-mail me at nssweet@aol.com and request "Toastmasters Online Info."

There are many reasons Toastmasters Online has been so effective. The "Top 10" from fellow "CyberToastmasters" are:

1 "The work I do today would not have come to fruition had I not been a part of Toastmasters Online. It has allowed me to expand my horizons more than I ever thought." (Annette Caron, ATM-B, Olney, Maryland)

2 "It's a great place to network and share club ideas between conferences and conventions." (Steve Williams, DTM, Atlanta, Georgia)

3 "Toastmasters Online is my club away from home . . . or is it my club at home . . . I try very hard not to miss any sessions." (Randy Preston, ATM, Santa Clara, California)

4 "The 'faceless Toastmasters' online reinforce my belief that people involved in this exceptional organization don't require the warmth of a handshake or face-to-face interaction in order to support one of their own." (Ellen Levine-Breman, ATM, Las Vegas, Nevada)

5 "Toastmasters Online has provided me with inter-active brainstorming ideas for club improvements and is a great source of material for speeches and presentations." (Norman Cyr, CTM, Biloxi, Mississippi)

6 "Coming from different areas and experiences, we are able to come together on a weekly basis to share friendship, goals and camaraderie. It's exciting!" (Virginia Hansen, ATM-B, Shoreview, Minnesota)

7 "AOL Toastmasters gave me one more reason to attend the International Convention. I just had to put faces to the wonderful personalities online – and I did!" (Pat Stewart, DTM, North Hills, California)

8 "Because of Toastmasters Online we have elevated the quality of our club and district newsletters through shared information and inspiration." (Linda Cameron, ATM, Richland, Washington)

9 "It's given me the self-esteem I needed, but most importantly . . . great friendships." (Geraldine Simoneit, West Seneca, New York)

10 "It keeps me focused, speaking and connected." (Kip Barkley, Ft. Lauderdale, Florida)

Toastmasters who participate in this weekly Wednesday night chat agree – there is no substitute for the hands-on experience traditional club meetings provide. In fact, our CyberToastmasters are active members and officers in their hometown clubs – all the more reason to stay connected!

Nikki Sweet, CTM, is a Past President of Toast of the Coast Club 218-47 in Juno Beach, Florida.

Simple rules for getting amplification technology to work in your favor.

Overcoming the Fear Of Microphones



The great orators a century ago had no sound systems, or even

electricity, but were able to project their thoughts to hundreds of people. Projecting is really what they had to do with their voices, usually shouting to reach the back of a large crowd. Today,

sophisticated public address systems allow the speaker to control the audience using much greater dynamic range and clarity. However, without a basic understanding of these systems, they actually can work against the speaker. There are a few simple rules that, when followed, will allow technology to work in your favor, giving you control of a dynamic range not possible with the human voice alone.

There are many types of microphones – or “mikes” – you will encounter in public speaking, and knowing how to use each type properly will make you a better speaker. You will use either a mike held in your hand, attached to a fixed stand (or on the lectern), or a lavalier mike, usually attached to

your lapel or collar. Some television shows will use an overhead boom mike operated by a sound mixer, but you generally won't have to worry about sound in those situations. Here are a few rules to keep in mind about using any microphone:

1 They are very sensitive and pick up *all* sounds, not just your voice. Beware of rustling papers, coughing, clapping your hands or using any props or noisy objects near a mike. Keep your hands off microphones unless given a hand-held model. When using a hand-held, be careful not to bump it on anything. Always handle it gently, because everything near it gets amplified. Women should remove jingling bracelets. If using a

lavalier microphone, make sure it is securely clipped to a lapel, necktie, shirt or dress front close to your throat area. If the microphone has a cord, measure your walking range so you won't run out of cord, and be careful not to trip on the cord while moving about.

2 Mikes are directional. You need to stay in front of them to be heard clearly. Keep a distance of three to six inches away when speaking. As you become more experienced using mikes, you will learn to move closer when your voice gets softer and move away when raising your vocal volume to make a point. Watch singers on television move their mikes back when hitting a note hard. The mike is almost like another part of your speaking voice that can be manipulated to create the effect you want. This can serve you well, once mastered.

3 Always check to make sure the system is working. A way to do this with subtlety before you speak is

to gently scratch the metal wind-screen with your fingernail. If a foam screen is used, softly snap your finger. You should hear the scratching or finger snap through the loudspeakers at enough level to let you know the system is ready to go without drawing the audience's attention to you. If possible, always do a sound level check before you speak. Adjust the microphone height so that it points at your mouth. If mounted on a flexible shaft, gently bend the shaft into the proper position before speaking. Most rigid stands have a twist lock that allows adjustment. Radio and television shows almost always will give you a sound check before you speak, so you should have no problems in those situations.

4 Radio microphones are great because they allow the speaker complete freedom to move around and use hand gestures. Make sure the unit has a fresh battery so it doesn't fizzle out in the midst of your dramatic conclusion. If the system begins picking up a local ham broadcaster who is more entertaining than you are, turn off the power switch on the transmitter attached to your belt. If you take a break and don't remove the wireless microphone system, make sure to turn it off. Some of the most embarrassing moments in public speaking have been created when a speaker made comments or visited the restroom, not realizing the system was still active.

5 One of the best ways to ruin a great speech is to have it accented with feedback. That annoying, high-pitched scream is caused by the microphone picking up the loud speakers. This can be caused by having the volume on too loud, or by getting too close to a loudspeaker.

A good rule to remember if you want to be asked back as a speaker is to stay away from the loudspeakers with your microphone. If you are speaking and the system begins feeding back, have someone turn down your level slightly. If there is no



sound engineer, move back from the mike a few inches and it should stop. Being too close to the microphone also can cause distortion and you'll end up sounding like the garbled voice on the speaker at a bus depot or drive-through restaurant. In addition, being too close to the mike can make words beginning with the letter P sound like your lips exploded. Practice softening your P's a bit.

6 I hear you thinking, "Great, now I not only have to worry about delivering a good speech, but all these technology problems as well." Don't worry! Like driving a car, it's amazing how many times it works out perfectly, but being prepared for an accident with your seat belt buckled doesn't hurt.

Unlike the famous orators of previous generations who didn't have the advantage of sound reinforce-

ment, we can easily address many thousands of people. We also don't have to go home with a hoarse voice like the Roman Senators did. Although the Romans and Greeks used acoustic building designs to help amplify their voices, there was no way they could have spoken without a sound system at some of the huge venues that exist today.

So be thankful for the wonderful technology available to us as speakers and take a few minutes before your next amplified event to make sure you begin with proper microphone placement and fresh batteries. We're living in an age where our voice can literally be heard around the world, so we need to make sure it sounds nothing less than great. **T**

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John McCauley, CTM. is a member of Unity Speakeasy Club 7510-33 in Santa Barbara, California.



Presentations

With

Punch!

When Words
Don't Say It All

Public speaking is more than the mere utterance of words. A speech can include visuals or a demonstration. You can emphasize your words with drama or humor. In fact, there are probably as many ways to enhance your talks or underscore your message as there are speech topics.

BY PATRICIA L. FRY, CTM

When you give a speech, do you sometimes experiment with new presentation styles or do you tend to stay within your comfort zone and use the same tried and true methods? Have you ever considered using an overhead

projector instead of a flip chart to illustrate your points? Have you been thinking about incorporating slides into your presentation? Have you seen clever techniques you'd like to try, but you aren't sure how to get started? Read on. Here is a list of 10 highly effective presentation tools and styles accompanied by tips on how to use them.

FLIP CHARTS

Advantages: A flip chart is useful for displaying graphs and emphasizing details when speaking to a small group. Using a flip chart is like having a giant cheat sheet outlining the sequence and the vital points of your speech. Competent Toastmaster Lana Antione of Ocean View Club 7256-33 in Ventura, California, particularly likes using a flip chart because, "Unlike when using a poster or white board, you can flip back if you need to."

Purchasing tips: First, you'll need an easel to hold the flip chart (or easel pad). Opt for one that folds for easy transporting and that has good crossbar support for your displays. Expect to pay around \$60 for a sturdy easel. Good flip charts cost anywhere between \$20 - \$50.

How to use: Prepare your written material and graphs in advance of your talk. Toastmasters' Communication and Leadership Program manual suggests adding a half inch of height to your letters for every 10 feet of distance to the farthest audience member. For example, if you'll be standing 40 feet from the back row, the wording on your flip chart should be two inches high. Guard against marker bleed-through by using every second or third page on the flip chart.

MARKER BOARDS

Advantages: With a marker board (or white board), you can write and wipe as you go.

Purchasing tips: Although free-standing marking boards can be purchased for \$10 - \$50, they aren't very practical. Even a sturdy three-legged easel may not sufficiently support a marker board while you're using it. The ideal portable solution, then, is a sturdy, four-legged presentation easel with an attached white board. These easels, which run \$80 - \$250, also will accommodate a flip chart.

How to use: Toastmaster Antione often uses marker boards in her presentations and offers these tips: "Use different colored markers to create interest and follow the rule of threes. Group ideas and items in threes because most people can easily remember three things."

Avoid spending great amounts of time writing and wiping because, while doing so, your back is to the audience. The most effective use of a marker board is to quickly draw simple diagrams or write just one or two words at a time.

OVERHEAD PROJECTORS

Advantages: An overhead projector projects transparencies which you have created onto a screen large enough

to be seen from a greater distance than is possible with most marker boards or flip charts.

Purchasing tips: Buy a new overhead projector for between \$250 - \$1000, shop around for a used one or rent one. "If you're going to buy an overhead projector," Antione advises, "the most important thing to look for is brightness and clarity in the projection."

How to use: If you have a computer and a laser printer, you have the capability to create your own transparencies. According to Antione, "You can scan your picture or chart into your computer and print it out on a transparency." You also can trace diagrams, write or draw on the transparency with colored markers, for example, or have a full-service print shop, such as Kinkos, prepare your transparencies for you.

Some people feel the overhead projector is too impersonal and takes too much attention away from the speaker. When the lights are off and all you can see is what's being produced mechanically, the audience risks falling asleep.

SLIDE SHOWS

Advantages: The slide show is a perfect way to take an audience on a trip to a far away land, to share your collection of native artifacts or to introduce people to local wild flowers, for example. Pat Clark Doerner, a commissioner on the Ojai Historic Preservation Commission in Ojai, California, frequently presents slide shows depicting Irish history, which she ties into the arrival of Irish immigrants to the United States and her own family history.

Purchasing tips: Buy a new slide projector for around \$500, look for a used one and spend about half that amount, or rent a slide projector when you need one. For either the overhead or slide projectors, you'll need a projection screen. Although many presentation halls and meeting rooms today are equipped with screens, you still may want to spend around \$100 for your own. You'll also need a cart or small table to use as a projector stand. Again, most halls and offices can provide something suitable. Always check ahead and you won't be caught short.

How to use: First, start a collection of slides. Clark Doerner suggests, "Keep your eyes open all the time for illustrations, clip art, pictures and materials that represent your topic." Either photograph these materials yourself or hire a professional photographer to reproduce them into slides. Purchase, build or borrow a slide sorter (a box with a light inside and a glass top.) Number and label each slide on either the front or the back to help you load them into the slide tray facing the right direction. Organize the slides in the tray to coincide with the appropriate statements in your talk.

Additional tips for using these mechanical means: Visit or call the hall a week or so before your scheduled presentation and have your checklist ready. Find out what equipment is available and what you'll need to supply.

*"Using a flip chart
is like having a
giant cheat sheet
outlining the sequence
and the vital points
of your speech."*

Carry with you a 25- to 30-foot extension cord with an outlet adapter, an extension cord for the controls on the projector and an extra bulb for the projector. Do a quick run-through at home before the event to make sure everything works, and arrive at the presentation hall to set up at least 30 minutes early.

VIDEO PRESENTATIONS

Advantages: Because video cameras and recorders are commonplace and watching television is many people's favorite pastime, this is often a good medium to use in a presentation.

Purchasing tips: Most people have easy access to video cameras and recorders. I would not recommend buying this equipment unless you plan to use it regularly.

How to use: I once saw a Toastmaster give a video presentation about his career as a television commercial producer. His presentation was effective and entertaining because he was well-prepared, the video was properly cued and the television was working. His technique was unique in that he'd run a commercial, stop and give a commentary about the difficulties encountered in producing that commercial, or he would share a secret about how a particular effect was achieved and then he'd re-run the commercial so we could view it with greater insight.

DEMONSTRATIONS

Advantages: The demonstration offers more than just a visual connection to the topic. By this method, you also can teach and inform.

How to: Go slow. Be precise. Clearly describe each step of the process as you go along. Demonstrate how to operate, repair, clean, polish, build or create something. For example, at a Toastmasters meeting I once demonstrated how to start an African violet plant from a leaf.

AUDIENCE PARTICIPATION

Advantages: Most audiences enjoy becoming involved in presentations, particularly if they've been sitting for a long while. Involvement often promotes a greater degree of learning and understanding.

How to: Involve the audience in helping to solve a puzzle, ask them to share some of their experiences, or teach them a craft or a skill. I once taught a line dance routine at a Toastmasters meeting. Involve the audience by opening the meeting to questions. One Toastmaster recently gave an entire presentation using questions and answers. She knew the points she wanted to make, but instead of presenting them lecture style, she invited questions and used them as launching pads to making her points. She found it effective because she was presenting her material while also addressing the specific concerns of the audience.

PROPS AND DISPLAYS

Advantages: Using visuals of any kind is always more effective than spewing words alone. You're addressing

additional senses and the more senses involved, the greater the impact of the message or lesson. Props and displays typically add to the entertainment value, as well.

How to: I once attended a presentation designed to motivate people to take action against neighborhood clutter. A major issue was yard sale signs and other notices posted on trees and posts and left for months after the event. The speaker underlined his point by tacking several weather-worn, handmade signs around the room.

You might use props in a talk about operating a neighborhood garage sale. Display examples of effective and ineffective garage sale signs. Pass around a couple of typical garage sale items and show some unique display methods.

STORYTELLING

Advantages: Storytelling is fun whether you're the teller or the listener. It's entertaining for the audience, it's an effective way to teach a principle and it's a great way for the teller to practice vocal variety and dramatic techniques.

How to: Learn storytelling techniques by observing storytellers or join a storytelling group. Practice by reading children's books out loud and by telling stories you are familiar with – tales depicting events in your own life, for example.

Although I'm not a traditional storyteller, when I speak on local history, I often don a costume, adopt the persona of an early pioneer and tell the history from that particular person's reference point.

ADD DRAMA, HUMOR OR MUSIC

Advantages: There's entertainment value in a presentation that incorporates drama, humor or music, so people are more apt to remember you and your message.

How to: Make sure your use of drama or humor is appropriate to your topic. Practice, practice, practice – particularly if you're not a thespian or a comedian. Get the audience's attention by performing a simple magic trick. Ask others to participate in a skit. A woman I know has a rich native American heritage which she has cultivated and shares throughout the county. As the finale to her lecture and slide show, she often sings a song in her native tongue – a nice touch.

If your goal as a speaker is to educate, inform, motivate and/or entertain the audience, the most effective way is through the use of visuals. Not only will you be more likely to grab and hold the listeners' interest, but your message will be remembered, because it is being received through two or more senses.

Are you pretty much sticking to the same old speaking repertoire? If so, maybe it's time to open your mind and jazz up your act by incorporating some of these techniques into your presentation. **1**

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

Looking Good in Public: Using Visual Aids

Those presenting technical speeches at conferences often seem to be in a competition to see who can best break all the rules relating to the use of visual aids, specifically the overhead projector. In many cases, members of the audience need to have 20:20 vision and front row seats in order to read the screen, not to mention superhuman intelligence to interpret the information on it.

At best, poor visual aids detract from a presentation – at the worst they can ruin it. There are only four basic rules, but to enhance a presentation, they must be strictly followed.

1 Check on the Hardware. If you plan to use overheads, make sure there is an overhead projector in working order *before* the audience arrives. Don't rely on someone else to do it for you.

This not only involves ensuring that there is an overhead projector available, but also that it works, that the outlet to plug it into works and that extension cords and spare fuses are available if needed.

In addition, you need to make sure a screen is available and that it is in a position where the audience can see it.

Checking personally on these things avoids the ludicrous situation of someone rushing frantically from room to room looking for a functioning overhead projector and screen while your audience impatiently waits for you to begin.

2 KISS. When preparing transparencies, **Keep It Short and Simple.** Transparencies are meant to *illustrate* the points you are making verbally, not replace them.

The golden rule to follow is: **No more than six words per line and no more than six lines per page.**

Do not photocopy a whole page of text onto a transparency. Most audience members will not be able to read it and will become frustrated. Those who can will be too busy reading to listen to you. Either way, you lose. If it is vital to your presentation, hand out photocopies and give the audience time to read before you continue.

If you are using graphs or diagrams, keep them big and simple. More complex points can be made by using overlays to develop the diagram. Do not put up a complex dia-

By Rob Julian, DTM

gram and expect your audience to understand it. You are familiar with the material; they are not.

Use color to highlight transparencies. Even if you have photocopied a diagram from a book, it can be enhanced by coloring in with felt pens.

3 Switch Off the Overhead Projector While Changing Transparencies. If you do not, the audience will focus on the movement occurring on the screen instead of listening to you.

Also turn off the projector when you have finished the points you are making. If you move on to another point, the audience will continue to look at the screen and make your task of communication much harder. Even if there is no message on the screen, the bright patch distracts them from paying attention to you.

4 Do Not Stand Between the Screen and the Audience. This is sometimes difficult to avoid where the projector and screen are fixed in a poorly designed room.

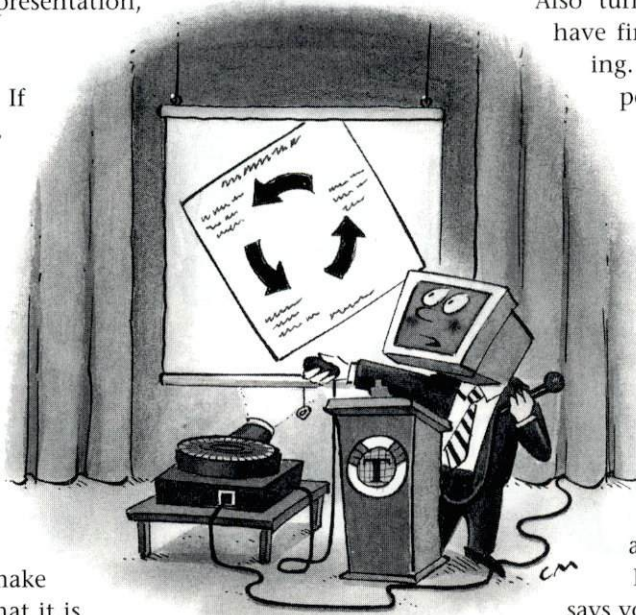
However, there is no rule that says you have to stand next to the projector at all times. You can move up to point to an item on the transparency and then move to the side – without, of course, crossing the line of sight.

One further point: If you have notes summarizing your presentation, give them out at the end. If you make them available at the beginning, your audience will be busily reading them while you are trying to get their attention. Worse, having received the notes, they may be tempted to skip your presentation and sneak out the back.

Giving a 40-minute presentation to even 24 people is an awesome responsibility. Their time is too valuable to be wasted with poor visual aids. Research has shown that people make up their minds whether a speaker is worth listening to within 30 seconds. If you spend those first 30 seconds fiddling around with visual aids, you have an uphill battle to gain their attention.

If you treat your visual aids with care, your presentations run a better chance of being dynamic, lucid and memorable.

1
Rob Julian, DTM, of Wellington, New Zealand, is a Past Division Governor.



Consider these seven techniques to liven up your talk and keep audience attention.



Liven Up That Technical Talk!

Your boss walks into your office and drops a bombshell – he wants you to make a presentation on a highly technical subject two weeks from now. No sweat. You know your subject well and you have plenty of time to prepare. The problem? Your talk is number six in an all-day session! Five technical presentations ahead of yours and you have to hold the audience's attention late in the afternoon. How do you keep them awake?

Technical people (doctors, engineers, scientists, computer professionals) are usually uncomfortable in a speaking situation. They tend to “data dump” and concentrate on the accuracy of the content and let delivery fall by the wayside. As a result, the listeners are overwhelmed and tune out, even day-

dream. Don't let this happen to you at your next technical presentation. Consider these seven techniques to liven up your talk and keep audience attention:

1. USE HUMOR

Most people can tell a joke well but freeze at the thought of doing it in

front of a large group of strangers. Humor is difficult for most speakers and for whatever reason, seems especially hard for technically trained people. But jokes, funny lines and twists on words can effectively drive home the principle or point you are covering. Consider this story:

Late in life, Winston Churchill addressed a large group. His introducer noted Sir Winston's well-known penchant for imbibing and drew the audience's attention to a dark gray line half way up all four walls of the hall, left by a flood many years ago. He noted that

if all the booze Churchill had consumed were poured into the room, it would reach the gray line. Upon reaching the lectern, Churchill paused, looked at the audience, then his eyes deliberately scanned the walls from floor to ceiling, pausing at the line. "Ah, so much accomplished and so much more to do but so little time left!"

Such a story can be used to emphasize the technical challenge you are proposing: "Like Sir Winston, we have so little time to complete this project." In this case, the Churchill story could help your audience remember the urgency you want to convey. Using humor throughout helps maintain their attention. But remember, it should relate to your topic or point, otherwise it will distract your audience.

2. MAKE IT PERSONAL

Refer to a personal experience. A presentation of statistical data on airline late arrivals will grab the audience's attention if you can refer to a specific incident that caused a hair-raising experience for *you*.

Or you can refer to an experience involving a member of the audience or someone they know. A presentation on crime statistics and prevention is more poignant if a member of the audience can relate to how he or she avoided becoming a crime victim by using one of the prevention techniques you are proposing.

3. USE QUOTES

Many familiar quotes can be used to illustrate or emphasize your points. Well-known quotes can be paraphrased to fit your situation. For example, in a presentation to employees of the dire financial status of your company, the paraphrased quote "Ask not what your company can do for you, but rather what you can do for your company" could fit the situation. Quotes are especially useful for switching gears from one phase of your talk to another. After you have defined the problem, you could say, "We have found the enemy and they are us." Now you are ready to propose the solution.

This kind of quote could be especially fitting if the proposal involves some kind of self-sacrifice, such as a temporary wage freeze.

4. MAKE ILLUSTRATIVE COMPARISONS

"The reactor is about as tall as a 10 story building"; "the correlation is as elusive as Saddam Hussein"; "this medication is so powerful that in its pure form, one standard dose is enough to cure one million patients!" Colorful "word pictures" such as these not only give your audience a handle on the item or principle you are describing, but they also help keep their attention.

"Audience interaction is one of the best ways to maintain interest, emphasize your key points and help memory retention."

5. USE ANECDOTES

A brief story involving the topic (especially one that actually happened) can be tailored or even embellished to drive home your message. You can tell a tall tale if it can be related to the topic. An ideal anecdote would include all of the techniques presented above: humor, personalization, quotes and comparisons.

6. GET AUDIENCE PARTICIPATION

Ask questions that lead into the next topic or the next visual aid. "Does anyone know how many tons of toxic material are emitted each year by the typical steel mill? Let's hear some guesses!" Be sure to give your audience time to respond. Solicit three to five guesses. Then show the answer on your next slide. Give a small prize for the closest guess.

If you are conducting a training program and time permits, inject a brief quiz or problem solving exercise. After a brief interval, request answers from the group and write them on an easel pad or blackboard for all to see. Discuss why the answers were right or wrong. Give out prizes for the best answers.

Audience interaction is one of the best ways to maintain interest, emphasize your key points and help memory retention.

7. ADD CARICATURES TO SLIDES

Humorous illustrations can add zest to your talk. Interject cartoon slides – these are especially useful for transitions. Visual aids, such as slides, are common and important to technical presentations. When many are used, their preparation and proper use are critical. Technical people are often hesitant to "ham up" their visuals thinking perhaps it is non-professional. However, colorful visual aids add emphasis, vividness and conviction. A picture is indeed worth a thousand words, especially when it evokes a laugh or chuckle.

Visual aids need not be limited to slides. One speaker held up a batch of keys and referred to their similarities and differences. He then carried the "key" theme throughout his presentation, holding up a specific key to emphasize a key point. Another speaker wore a colorful hat, using it to emphasize the following points: "... keep the lid on this project ..." and "... avoid going to management with hat in hand for more money ..."

The next time your boss drops a bombshell, you know how to defuse it. Tell a joke, quote Shakespeare, award a prize. These and the other techniques just mentioned will give you and your audience a speech to remember! **T**

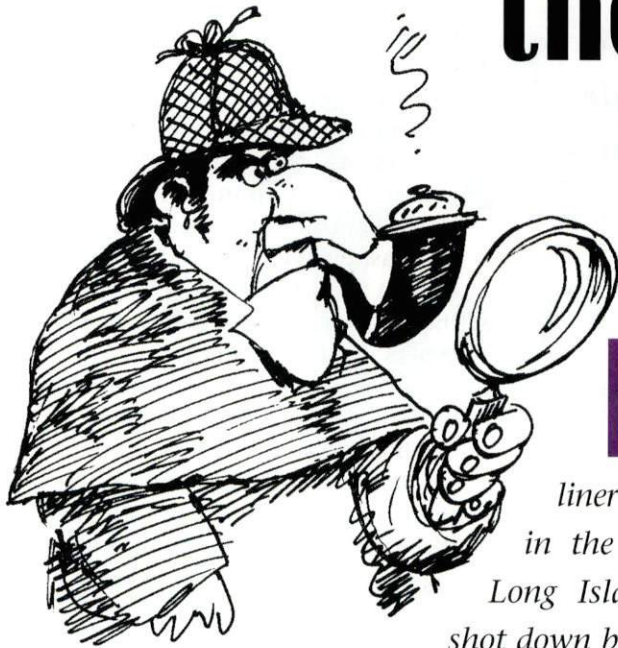
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Anthony V. Perrella. ATM. is a member of Camden County Club 1189-38 in Haddonfield, New Jersey.



CAN WE TALK?

By Reid Goldsborough

Double Check the Internet



For all the benefits of the Net,
keep in mind its tabloid qualities.

Did you know that TWA Flight 800, the commercial airliner that tragically crashed in the summer of 1996 off Long Island, was accidentally shot down by a U.S. Navy missile?

OK, this was just a rumor that was circulating on the Internet last year. But some people believed it, including such respected authorities as Pierre Salinger, former ABC News correspondent and one-time press secretary to John F. Kennedy. Salinger embarrassed himself by announcing to the world that he had "indisputable" proof, only to have his proof quickly debunked.

The fact is, the Internet is chock full of rumors, gossip, hoaxes, exaggerations, falsehoods, ruses and scams. Though the Net can reveal

useful, factual information that you'd be hard pressed to find elsewhere, it also can appear to be a gigantic electronic tabloid.

"Information on the Net has an aura of credibility that it may not warrant," says Joyce Flory, Ph.D., a Chicago-based co-author of five books about the Internet.

"Can you ever trust the Internet? Sure you can. You just need to apply critical thinking in evaluating the information and advice you come across.

Here's a six-step approach to doing this:

1 Just as you shouldn't judge a book by its cover, don't judge a Web site by its appearance. Sure, if a Web site looks professional rather than slopped together, chances are greater that the information within it will be accurate and reliable.

But looks can and do deceive, frequently. A flashy site can merely be a marketing front for quack health remedies or an illegal pyramid scheme.

2 Try to find out who's behind the information. If you're looking at a Web site, check if the author or creator is identified. See if there are links to a page listing professional credentials or affiliations. Be very skeptical if no authorship information is provided.

If you're looking at a message in a Usenet newsgroup or Internet mailing list, see if the author has included a signature — a short, often biographical, description

that's automatically appended to the end of messages. Many people include their credentials in their signature or point to their home page where they provide biographical information.

3 Try to determine the reason the information was posted. Among those who create Web sites are publishing companies, professional and trade organizations, government agencies, non-profit organizations, for-profit companies, educational institutions, individual researchers, political and advocacy groups, and hobbyists. Each has its own agenda, sometimes explicit, sometimes hidden. Unearth the agenda, and keep it in mind when evaluating the information presented.

Similarly, look behind and between the words posted in Usenet and mailing list discussions. Is the author trying to promote his own ends or be helpful? You can often do both, but not always. Someone posting inside information about a stock, for instance, probably has his own interests at heart, not yours.

4 Look for the date the information was created or modified. Unless you're doing historical research, current information is usually more valid and useful than older material.

If the Web site doesn't provide a "Last updated" message or other-

wise date its content, check out some of its links. If more than a couple are no longer working, the information at the site may no longer be up to date either.

5 Try to verify the same information elsewhere. This is particularly important if the information is at odds with your previous understanding or if you intend to use it for critical purposes, such as for an important health, family or business decision.

Ideally, you should confirm the information with at least two other sources. Librarians and information scientists call this the "principle of triangulation of data." Spending a bit of time validating the material, through the Internet or at a local library, can be well worth the investment.

6 Try to find out how others feel about the reliability and professionalism of the Web site you're looking at. There are a number of review guides that offer evaluations of other sites. Some of these guides review thousands of sites, however, so some reviews are more substantive than others.

Here are three excellent, relatively new review guides that you may not have heard of:

- **Argus Clearinghouse**
<http://www.clearinghouse.net/chhome.html>

- **Mining Company**
<http://miningco.com/>

- **Readers Digest's LookSmart**
<http://www.looksmart.com/>

Bottom line: With any information you come across on the Net, the watchword is "Caveat lector" – Let the reader beware.

If you'd like to delve further into the issue of information credibility on the Internet, there are Web sites out there that let you do just that. Here are four good ones:

- **Evaluating Internet Information**
<http://www-medlib.med.utah.edu/navigator/discovery/eval.html>

- **Evaluating Quality on the Net**
<http://www.tiac.net/users/hope/findqual.html>

- **Thinking Critically about World Wide Web Resources**
<http://www.library.ucla.edu/libraries/college/instruct/critical.htm>

- **Internet Source Validation Project**
<http://www.stemnet.nf.ca/Curriculum/Validate/validate.html>

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Plato: It's not life that counts; it's the good life that counts

In Search of the Ri

Stuck in a cyber journey? Here are tips on navigating the web.

If you've wandered around the World Wide Web for any length of time, you know all too well that this Internet resource is enormous in size and scope. The Web is an overflowing collection of tens of millions of different sites, ranging from polished to amateur quality and from simple to complex in content and format.

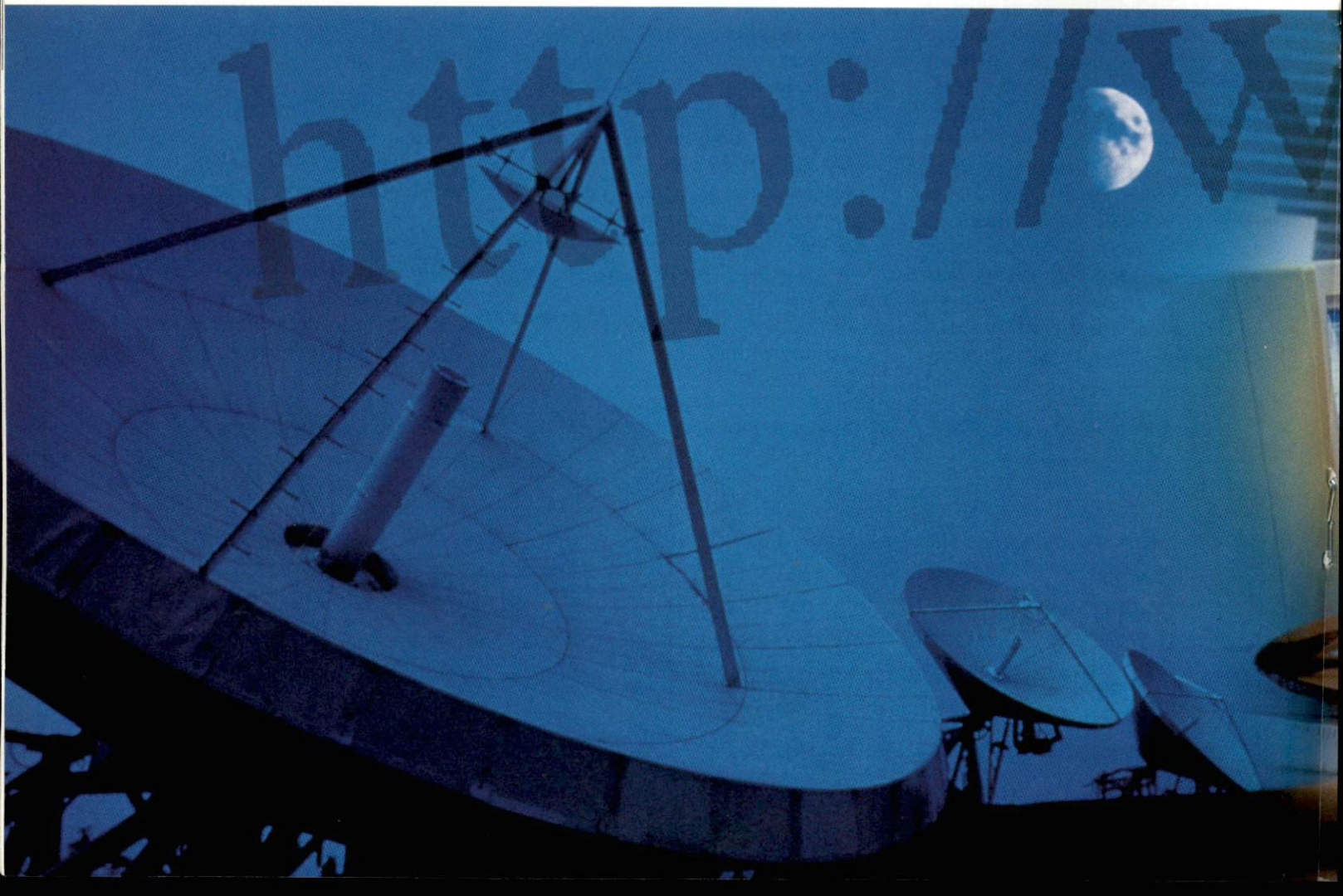
And you learn early on that it's not always easy to find what you're looking for on the Web. Hunt for information on a particular topic and you might spend hours in a fruitless search, or become tangled in a Byzantine cyber-journey that produces nuggets of information alongside piles of junk.

Here's where search engines come in. Search engines, in their simplest form, attempt to catalog or index some part of the Web (or in the case of the large engines, most of the Web). Some search engines catalog other Internet sources as well. If used properly, search engines make the Web easier to navigate.

While many computer users liken search engines to the old-fashioned card catalogs in libraries, the analogy isn't correct. Each search engine – and there are a lot of them – categorizes information in a unique manner and searches the Web differently. What makes things even more complex is that search engines, like the Web itself, are constantly changing in format and scope.

While trial and error is still a good way to familiarize yourself with the capabilities of search engines, use these suggestions to help you master the search process:

- **Use the forms.** Most engines offer simple and advanced search capabilities. The easiest way to begin a search is to use the fill-in-the-blank form present on an engine's home page.
- **Think about your search terms before starting.** You can conduct a search on any word or phrase you want. A



ight Search Engine

BY RICHARD G. ENSMAN, JR. ■

PHOTOGRAPHY BY JEFF ZARUBA

few engines even allow you to conduct a natural language search (for example, "What have you got on personnel management techniques in the Soviet Union?") But don't be fooled by this freedom; overly broad searches will yield cumbersome and often ill-matched results. Time spent in defining your search terms is usually well spent. Let's say, for example, that you're interested in searching for information on quality assurance. Some advance thought, coupled with your knowledge of the field, might prompt you to search on "quality management," or "process control."

■ **Match the tool to the job.** Each search engine is unique. Familiarize yourself with at least several so you know instinctively which is best for a particular search. For example, you might find that a directory-oriented engine like *Yahoo!* (www.yahoo.com) is useful for quickly collecting general information on a topic. You might find that

another engine that searches site text, like *AltaVista* (www.altavista.com), will help you conduct a longer, but more exhaustive, search. Don't, incidentally, assume a relationship between the number of sites generated by a search and the quality of that engine. What counts is the quality, timeliness and focus of the sites themselves.

■ **Seek variety.** Many search engines offer multiple ways to conduct searches. *Yahoo!*, for instance, offers five search methods as of this writing, and allows you to specify the cyber-locations (such as general *Yahoo!* sites, news and events) you'd like to search. *Lycos* (www.lycos.com) allows you to customize your searches to people, pictures, sounds, companies and other broad parameters. When confronted with an option, you don't have to select a search method. However, most engines will default to whatever search technique the system labels as most appropriate.



■ **Recognize the difference between directories and indexes.** A simplistic explanation: Search engines using a "directory" approach attempt to categorize Web sites by topic. Engines using an "index" approach attempt to categorize sites on the basis of the appearance of key terms and phrases there. Directories often allow you to search for general information with a minimum of time and fuss. Indexes, on the other hand, may be most efficient in searching for very precise information or sites associated with obscure topics. If, for instance, you're trying to find information on a general subject, say "product promotion techniques," you might be better off searching on that subject using a directory-oriented engine. If you want to find information on product promotion techniques at specific companies, you might be better off using an index-oriented engine to search on company names. The substantive differences between the directories and the indexes, though, will vary from topic to topic; the more you practice, the more you'll gain a feel for what's right for you.

■ **Learn how syntax and word patterns affect searches.** Some search engines attempt to "score" the number of times a particular word or phrase appears in a site's text. In other cases, a computer program (or even human intervention) might determine how a site is tracked and categorized. By understanding the process each engine uses, you're in a better position to conduct quick searches; visit the "help" screens of your favorite search engines to find out. Learn, too, whether your favorite engines allow you to search with a "wild card" – a symbol (such as the asterisk *) that substitutes for part of a word or phrase that you don't know. "Wild card" searches might turn up more hits than you want, but they may allow you to uncover sites you didn't know existed.

■ **Use the search aids.** Search engines, primarily directory-oriented engines, attempt to categorize sites in hierarchical menus. For example, sites related to "health" may be grouped together, with sub-directories further grouping sites on "child health," "diseases," "preventive medicine" and other health subjects. When you need information on broad subjects, you may be better off using a menu-driven directory than roaming freely through the Web using a wide assortment of search terms. Many engines offer "rankings," arranging sites in order of the statistical probability they'll meet your needs. Ranking is far from an exact science, but if your search yields a thousand hits, a

rank-ordered list is better than an indiscriminate collection of all of them. Look for more engines to offer reviews of popular sites (*Magellan*, www.mckinley.com, for example, is already doing this) to save search time.

■ **Learn the Boolean basics.** Computer programmers know all about Boolean operators — the quasi-algebraic commands that make computer code work and, in the case of the Web, help define searches. You don't need to become an expert in Boolean logic to perform Web searches, but if you learn the basics (just the terms "and,"

"or" and "not" will give you tremendous power) you can transform an excruciating search into a simple one. For example, by placing the operator "and" between the words "home" and "construction," you can often narrow the search to sites concerned with "home construction." The Web is not always simple, however. Each search engine uses Boolean terminology in a slightly different manner. One engine, for instance, might assume that the words "home construction" deal specifically with that topic. Another engine might assume an imaginary "or" between the terms and call up sites dealing with "homes" and "construction." Still another engine might use algebraic sym-

bols instead of words. The secret: Once you've settled on your favorite search engines, review their "help" pages to learn their search logic.

■ **Don't forget those quotation marks.** Often, when you place quotation marks around a search term, the engine will attempt to retrieve sites that match your terms exactly. But remember: this is not always the case; check the "help" section of each search engine to find if quote marks are required.

■ **Be careful of symbols.** If your search terms and phrases contain symbols or numbers, you may be headed for trouble. Each search engine interprets symbols in different ways; even experienced Web users have difficulty here. Best advice: limit search terms to text unless absolutely necessary.

■ **Remember: the "big" engines aren't the only game in town.** Search engines like *Yahoo!*, *AltaVista*, *eXcite* (www.excite.com) and *Lycos* are well-known, but they're not the only engines available to you. Hundreds of specialized search tools exist on the Web today, many of them

Check Out These Search Engines

The Web offers numerous search engines, and more are forming all the time. Here are a few of the popular engines. Each begins with the familiar Web prefix <<http://>>. Make it a point to visit them:

AltaVista: www.altavista.com
eXcite: www.excite.com
Galaxy: galaxy.tradewave.com
HotBot: www.hotbot.com
InfoSeek: www.infoseek.com
Lycos: www.lycos.com
Magellan: www.mckinley.com
Metacrawler: www.metacrawler.com
OpenText: www.opentext.com
Savvysearch: 129.82.102.175:2000/form
Search.Com: www.search.com
WebCrawler: www.webcrawler.com
Web Places: www.webplaces.com
Yahoo!: www.yahoo.com

focusing on highly specific subject matter. Want information on North American corporations, for example? You can use almost any search engine, but *BizWeb* (www.bizweb.com) will allow you to conduct fast, tightly-focused searches on companies or product-related subjects.

■ **Run lots of engines at once when the time is right.** Not sure which engine to use for a particular search? Consider conducting a meta search. *Metacrawler* (www.metacrawler.com) and *Savvysearch* (129.82.102.175:200/form), for example, will submit your query to a number of different search engines. The only problem, of course, is that the search will result in lots of duplication – and very possibly a sprawling, disorganized collection of sites to visit. Still, if you don't know where to begin, this strategy might help.

■ **Search the search engines.** As the number of search engines proliferate, many users wonder which engine is best for searching specialized subject areas. Enter *Search.Com* (www.search.com). Not only can you submit conventional searches at this site, but you can scan a long list of available search engines and select one or more that seem especially appropriate for a particular search.

■ **Read the instructions.** While the quality of user assistance varies, most search engines offer instructions, either in the form of “help” or “FAQ” (frequently asked questions) pages. They usually explain the mechanics of the engine in non-technical terms: how sites are categorized, how to conduct a search in the most efficient manner possible and, at times, how to ask for clarification on thorny points. You can usually access the help menu from an engine's home page.

■ **Don't limit yourself to the Web.** The Internet has many other resources available to you in your quest for information. For example, some 20,000 news groups – lists of people who correspond electronically on subjects of mutual interest – find a home on the Internet. Usenet is an Internet resource devoted to these groups, and *DejaNews* (www.dejanews.com) is a search engine that points you to the groups of special interest to you. If you're interested in what other people have to say about a particular subject, a company or a product, submit a *DejaNews* query. You'll soon be able to retrieve postings and, if you wish, join lists of interest.

■ **Develop a personal search strategy.** Once you become familiar with the available search engines, you can develop a personal search strategy: a sequence of search routines you can follow until you obtain the information you want. Your personal search strategy is unique: It will begin with a particular engine that typically gives you the best results for the smallest investment of time. It then moves to one or more successive engines if you need more results. Your strategy might culminate in a search of other Internet resources.

■ **Track your searches.** If you haven't used search engines much, record exactly how you conduct each of your searches. Eventually, this log will provide you with the guidance you need to conduct advanced-level searches or design your own strategy. The bottom line: By logging your searches, you'll eventually save time and boost your productivity on the Web.

■ **Bookmark favorite sites.** If you roam the Web at random, you'll quickly forget where you've been. So establish electronic “bookmarks,” available in your Internet access software, to remind you of favorite sites. Bookmarks will make return visits effortless.

■ **Search and search and search again.** The Web is constantly changing. New sites are forming all the time, new links are established, and new content appears on existing sites. So, if you're unsuccessful in your search for up-to-date information on “intelligent furniture” on Monday, check again on Friday. Conducting a new search a few days or a week later is sometimes more effective than trying a different search engine.

■ **Don't forget the obvious.** If you know exactly what you're looking for on the Web, and you suspect that a particular company or organization might host a Web site focusing on that topic, check the organization's print advertisements to see if they mention a Web site. Or take a guess; the site address may be easier to find than you think. If you're searching for a site run by the ABCD Company, search on the company's name; you might find the site under the address ABCD.com.

■ **Stay abreast of the search engines.** Just as the Web itself is constantly changing, so are the search engines. Search engines sponsors are constantly seeking ways to catalog and index more effectively and make retrieval of sites easier. The future will bring more focused and refined search techniques. So check in with the “help” or “FAQ” pages of your favorite engines every once in a while. You may be surprised at the changes and improvements explained there.

■ **Get excited about the future!** The day is coming when you'll be able to search the Internet for a wide variety of multi-media resources: sounds, snippets of television shows and movies, even personal reference information you choose to store on the Internet! You have good reason to remain interested and enthusiastic about these developments: They'll put a world of resources at your fingertips, as well as a world of search tools that can help you find whatever you want, whenever you want it. **T**

Richard G. Ensman, Jr. is a syndicated business writer living in Rochester, New York.



Stay current with the Internet, where online news delivers timely details with a few flicks of mouse and keyboard.

Speaking on the

Cutting Edge

A healthy dose of breaking news turns a speech from ordinary into riveting. Just when the audience lets its collective mind wander, here comes the latest scoop to put them on alert. But who has time to stay current? These days anyone does, thanks to the Internet, where online news delivers timely details with a few flicks of mouse and keyboard.

Speakers reap the benefits of online news rivalries. As sites vie for users, they create topnotch sources that include indexes to shave search time. Most limit coverage to a few days or the current week, so when seeking up-to-the-minute sources, the only problem is deciding which site to use first. Before settling on a personal favorite, cruise some hot news spots, starting with one of the breed's best.

STOP #1

New Century Network (<http://www.newcentury.net>) is a heady first stop

on a tour of Web news sites. Created by a unique conglomerate of newspapers and media companies, it sports more than 75 affiliates and is still growing. *The New York Times*, *Los Angeles Times* and *Washington Post* are major players along with the powerful Knight-Ridder, Gannett, and Hearst chains.

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Speaker Friendly Features – Locate information from all affiliates' headlines using a single search, or limit the search to one source by going directly to that particular site. Expanded site-wide searching requires planning. Wise speakers choose the unified search engine for multiple viewpoints or contrasting emphasis, then check single sources for a tighter focus. To find less recent stories, click the Archives button and search older newspapers. Note: Not all affiliates have search capacities and, as the archives list shows, some charge fees for accessing archives stories.

STOP #2

CNN – A leader in breaking news, CNN's heavy duty resources fuel this major site (<http://www.cnn.com>). By Web standards, CNN is an old timer, experienced in online journalism and fast-moving links. Delve into its free archives for slightly older news, and expect the latest technology, innovatively employed.

The Bottom Line – For breaking news, CNN is a must. For this week's news, it is hard to beat.

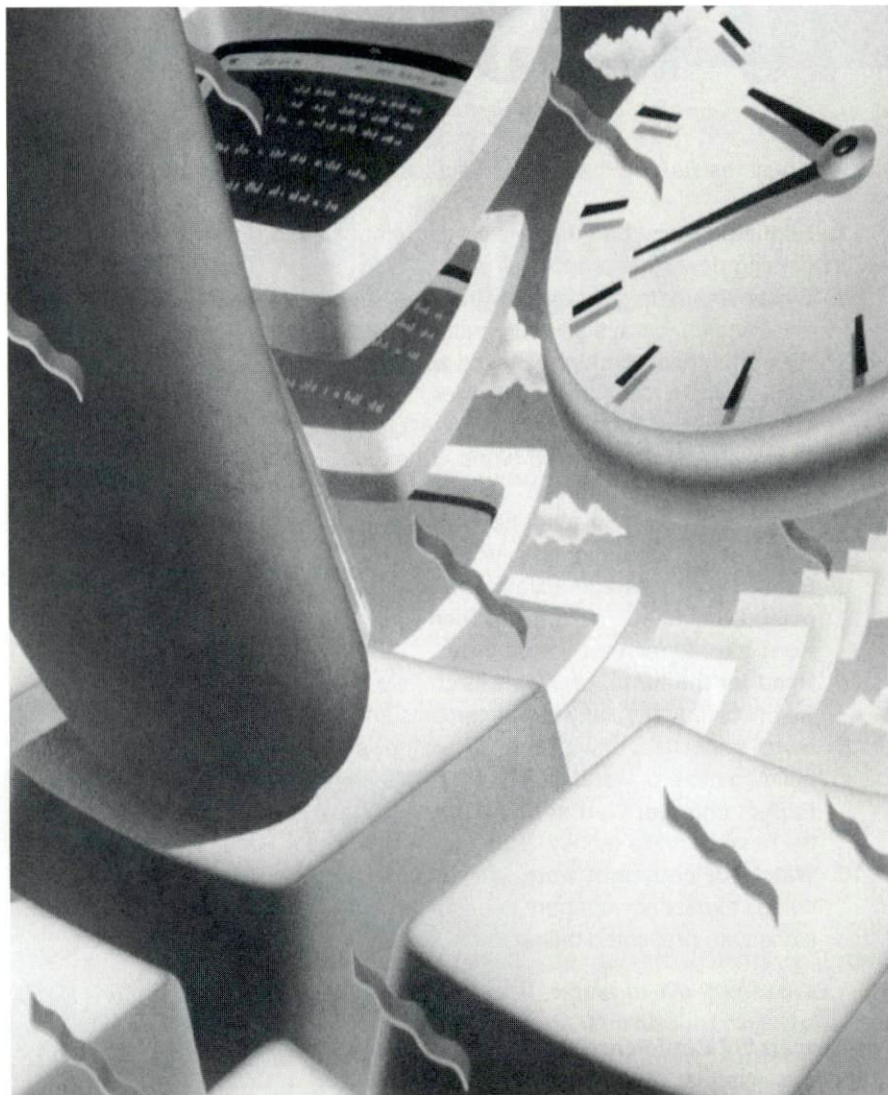
Speaker Friendly Features – Access speech topics using CNN's search engine. Start by clicking the search button in the home page left margin. Enter keywords; then watch a hit list of stories and transcripts appear. Choose to sort hits by date or relevance. One search covers both current and archival news.

STOP #3

TotalNEWS – Billed as "directory of news sites," TotalNEWS offers (and delivers) great sources. Do not be deterred by its current legal confab with Time Warner, Dow Jones and the *Washington Post* over copyrighted stories appearing next to TotalNEWS ads. In fact, the copyright issue itself is speechworthy. Key in <http://www.totalnews.com> and give this site a try.

The Bottom Line – TotalNEWS efficiently links users to more than 1,000 news sources with well-designed proficiency. Browse subject areas, search or read breaking news. TotalNEWS' forte is linking, not publishing news.

Speaker Friendly Features – Click left column links to find breaking news. TotalNEWS also accesses a plethora of local news sites (11 in Colorado alone, for example) so speakers find different perspectives with a hometown flavor. Turn to the site's Trade, Industry & Professions links in the Business segment for another stance.



STOP #4

USA Today (<http://www.usatoday.com>) made its reputation on the newsstand but its online version is equally popular. Fast, colorful and user-friendly, all the features coordinate to draw attention to breaking news in categories familiar to the newspaper's readers – news, sports, money, life and weather. Updated every hour, this site stays on top of stories.

The Bottom Line – USA Today supplies the breaking news that speakers crave.

Speaker Friendly Features – Glance at the update time under the

masthead and see how current this site is. Then skim down the left margin to the search button for keyword queries. Covering today plus the six previous days, searches can be limited to different internal databases such as news, reviews, hot sites and sports. In addition to the search functions, click the home screen index button for easy-to-scan content lists.

STOP #5

The New York Times (<http://www.nytimes.com>) won two Best Online Newspaper Service Awards from Editor & Publisher at the Interactive

10 Tips for Searching Web News

■ For best results, use these expert tactics:

By Pamela Palmer, Ed.D.

1. **Eliminate fuzzy thinking.** Resist the temptation to start a search before pinning down the target.
2. **Synonyms help.** The exact words must appear in the original in a keyword search, so design your strategy wisely.
3. **Flex analytical thinking.** The old adage about two sides to every question underestimates the possibilities. Taking an off-beat approach yields surprising (and speech-enriching) results.
4. **Think plural.** Most search terms are expressed in plural form, i.e. they prefer "women" to "woman" or "accidents" to "accident."
5. **Experiment.** Try one set of keywords, but be ready with alternative sets when results are less than satisfactory.
6. **Record your strategies.** Jot down exact search terms in a small pocket notebook or keep track online. Then when you want the topic again, you won't have to reinvent the process.
7. **Head for the hints.** Use the search help screens for pinpoint accuracy. Re-check tips regularly for refinements and new options.
8. **Hone expertise.** Using one or two news databases regularly means building more powerful search skills that pay off in results.
9. **Expect change.** Web news struggles to balance what users want with the need to make money. Sites will change rapidly, often for the better.
10. **Watch for copyright wars.** With the growing popularity of PUSH technology expect newspapers to battle news servers over how copyrighted stories are presented online.

Newspapers '97 Conference. Beating other large circulation sources, *The New York Times* received awards in both the Best Overall Newspaper and the Best Editorial Content By An Online Newspaper categories. Register (free) online to use the full service.

The Bottom Line – Often deemed the leading U.S. national newspaper and strong in international coverage, *The New York Times* is keeping pace with the electronic age.

Speaker Friendly Features – Search the most recent 12 months by entering up to three keywords. Then set priorities by choosing to see articles that are the latest, oldest, shortest, longest or closest matches, or alphabetically arranged by head-

lines. But do not stop there. After searching a topic, also peruse the specialized indexes listed below the search form.

Want more international newspapers online? Turn to *Editor & Publisher Online Newspapers* (<http://www.mediainfo.com/ephome/npaper/nphtm/online.htm>) or *The Largest Newspaper Index on the Web* (<http://www.concentric.net/~Stevewt>). Try both, but do not expect them all to have the quality and search features of truly great sites.

After exploring these five major sites, a news hound wants more. Consider PUSH technology, a brash kid on the news block. PUSH's special software gathers news on user-selected topics, then delivers rele-

"As sites vie for users, they create topnotch sources that include indexes to shave search time."

vant stories, sports scores and more on the computer screen without any further prompting. Easier experienced than explained, learn more by visiting the Web site of PUSH's leading proponent, *PointCast* (<http://www.pointcast.com>). Read onscreen instructions for downloading the software (free) and setting up preferences. Although *PointCast* or other PUSH programs can serve as a screensaver, users can opt to access them on demand.

If PUSH technology appeals, tour *PointCast's* competitors too. These include *BackWeb* (<http://www.backweb.com>), *Freeloder* (<http://www.freeloder.com>), *Castanet* (<http://www.marimba.com>) among others. MSNBC's news site (<http://www.msnbc.com>) recently launched its version of PUSH and more new sites are joining the fray. The bottom line – some love PUSH to the point of addiction, others quickly tire of its constant updates, while still others simply are not interested. Speakers who regularly use up-to-the-minute sources should give it a try.

What is a speaker to do? All these sources and so little time. But wait . . . Bookmark favorite tour stops on your Internet browser. Then when you need cutting-edge zest for a speech, scan the choices, consider their varied strengths and go directly to the best site for your topic. After all, their goal is to keep you in the know. **T**

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Dr. Pamela Palmer is an information specialist and freelance writer from Germantown, Tennessee. She frequently writes about the Internet.



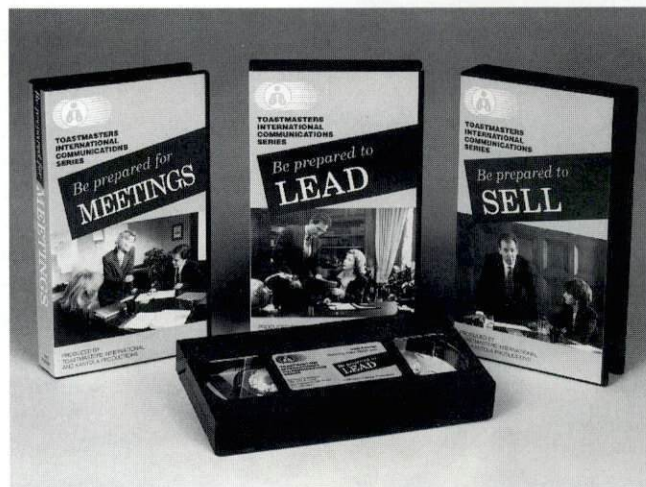
Licensing Agreements Offer Profit and Publicity

SINCE YOU'RE AN AVID TOASTMASTER, YOU NOTICE WHEN YOU SEE the word "Toastmasters" printed on a product. It's on the manuals in the New Member Kit you received when you joined and, of course, on the cover of this publication. Recently you may have noticed an ad for the *Toastmasters*

International Communication Series videos in an airline magazine, and seen *The Toastmasters International Guide to Successful Speaking* in bookstores. You've probably even seen a toaster oven or box fan with the word Toastmaster on the packaging.

Toastmasters International has entered into licensing agreements with several corporations in order to advance the organization's educational goals. The most prominent is an agreement with Kantola Productions of Mill Valley, California. Beginning with the production (in 1984) and continuous promotion of the *Be Prepared to Speak* video, Kantola has put the Toastmasters name on full-page advertisements in virtually all major airline magazines. Seven other videos have followed and another is being developed with an anticipated release in the second quarter of 1998.

What's in it for Toastmasters International? The publicity that goes along with the advertisement, sales and viewing of the videos is very valuable. Thousands of people have either learned of Toastmasters or joined a club because of these videos. In addition, Toastmasters International receives a percentage of the net profit which goes into the Ralph C. Smedley memorial fund. Also, Kantola videos are available to members through the Toastmasters International Supply Catalog at a significant discount.



The Toastmasters International Guide to Successful Speaking, by Michael Aun and Jeff Slutsky, is another licensed product that has resulted in publicity and profit for Toastmasters. Released in 1997, the book was picked up by several national bookstore chains in the United States and is also available

directly from Toastmasters International.

A publication agreement with Allyn & Bacon of Boston, Massachusetts, will soon result in the release of a 10-book series titled *The Essence of Public Speaking*. Sample

titles include: *Writing Great Speeches: Professional Techniques You Can Use*; *Speaking for Profit and Pleasure*; and *Tech-Edge: Using Computers to Present and Persuade*. Look for advertisements in future issues of *The Toastmaster*.

You also may have seen the Toastmasters International Audiovisual Products Catalog or a copy of the book *The Toastmasters International Guide to Successful Audiovisual Presentations* (see ad on page 26 in this issue). Apollo Presentation

Products of Ronkonkoma, New York, and Toastmasters International collaborated on the book, and both companies benefit from its use. Many Apollo products are available to Toastmasters members at a significant discount.

The objective of each agreement is to build public awareness of Toastmasters through the advertising and sale of products. Each product includes information that will help the user learn more about Toastmasters International and how to find a nearby club or form a new club.

By the way, the toaster and the box fan you saw? They have nothing at all to do with Toastmasters International of Rancho Santa Margarita, California. But we understand they do make great toast!

Debunking the

If you have been a student of public speaking for any length of time, you probably have heard of the so-called 55%, 38%, 7% Rule. This rule states that 55% of the meaning of communication is in body language, 38% is in tonality, and 7% rests in the words themselves. Most of us have blithely accepted this precept at face value. In fact, I've heard several Toastmasters glibly refer to this rule when making a point about the importance of gestures and vocal variety in public speaking.

Have you ever wondered where these percentages came from? Have you ever considered that they may have been misinterpreted and applied erroneously? Would it surprise you to know that the 55%, 38%, 7% Rule is a myth?

WORDS ARE ONLY 7%?

No one would argue that non-verbal expression and tonality are inconsequential to effective communication. Yet, logically does it make sense to relegate words to a meager 7% of the message? Examining the origins of that rule, Dr. C.E. "Buzz" Johnson, a Certified Trainer of Neuro-Linguistic Programming, wrote in a 1994 issue of *Anchor Point* magazine:

"... If these percentages were really valid it would mean that the learning of foreign languages could be greatly abbreviated. After all, if the words only account for 7% of the meaning of communication, we should all be able to go to any country in the world and simply by listening to the tone and carefully observing body language, be able to accurately interpret 93% of their communications!"

55%,

38%,

7%

Rule

Words are more
important than
you may think.

How many of us have 93% accuracy in immediately discerning the cause of a baby's cry, or even in understanding the communication of our pets? When a baby cries we know she is unhappy, but does it mean she is wet, hungry, lonely or sleepy? When a dog barks, we know it is drawing our attention to something, but is it a visitor, an intruder, or simply a strange noise? Without the words, we still miss much of the meaning.

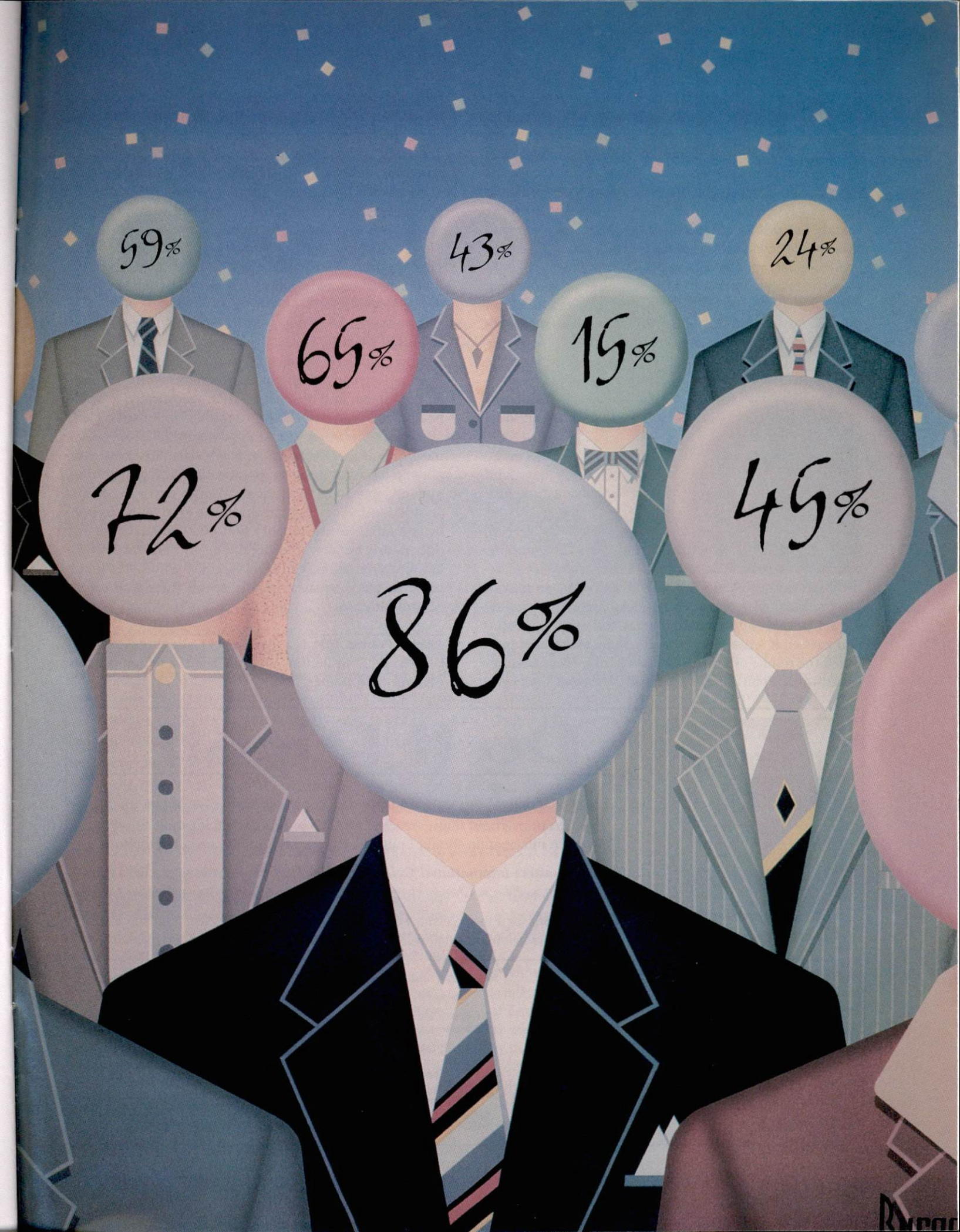
As Toastmasters, we learn to work with words, because a few well-chosen words can make the difference between a mediocre speech and a speech that enralls, entertains and captures the heart. The right word can evoke our emotions, touch our values and stir us to action. Words, chosen conscientiously, can mean the difference between helpful feedback and hurtful criticism. Would words really be so important if they carried only 7% of the message?

Imagine if Nathan Hale had said, "Okay, I'm willing to die for my country," instead of "I regret that I have but one life to give for my country." Imagine Franklin D. Roosevelt saying "Don't be afraid," instead of "We have nothing to fear but fear itself." Imagine John F. Kennedy saying "Do good things for your country," instead of "Ask not what your country can do for you, but what you can do for your country!" The words themselves make the difference in the intensity of the message, even when we no longer hear the tonality or see the body language with which they were spoken.

THE RESEARCH

So where did this rule come from? Professor Albert Mehrabian, Ph.D., of

BY JUDITH E. PEARSON, DTM ■ ILLUSTRATION BY ROBERT BURGER



59%

43%

24%

65%

15%

72%

86%

45%

the University of California, Los Angeles (UCLA), is credited as the originator of the 55%, 38%, 7% Rule. He and his colleagues conducted two studies on communication patterns and published the studies in professional journals in 1967. Mehrabian later discussed the results of the studies in two books in the early 1970s. The results of the studies were widely circulated in the press, in abbreviated form, leading to a misunderstanding of the original research and inaccurate generalizations of the conclusions.

Mehrabian and his colleagues were attempting to decipher the relative impact of facial expressions and spoken words. Subjects were asked to listen to a tape recording of a female saying the single word "maybe" in three tonalities, to convey liking, neutrality and disliking. Next, subjects were shown photos of female faces conveying the same three emotions. Then subjects were asked to guess the emotions portrayed by the recorded voice, the photos and both in combination. The photos drew more accurate responses than the voice, by a ratio of 3:2.

In the second study, subjects listened to nine recorded words, three meant to convey liking ("honey," "dear" and "thanks"), three to convey neutrality ("maybe," "really" and "oh") and three to convey disliking ("don't," "brute" and "terrible"). The words were spoken with varying tonalities and subjects were asked to guess the emotions behind the spoken words. The finding was that tone carried more meaning than the individual words themselves.

Abra-cadabra! A theory is born! Mehrabian combined the statistical results of both studies and came up with – you guessed it – the 55%, 38%, 7% Rule. Mehrabian published the results of his work in two books, *Silent Messages* (Wadsworth Publishing, 1971) and *Nonverbal Communi-*

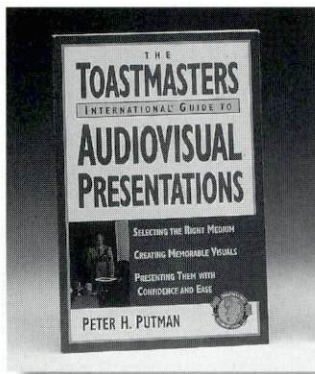
cations (Aldine Atherton, Inc., 1972). In these books, Mehrabian makes the point that for inconsistent messages, or incongruent communications, body language and tonality are probably a more accurate indicator of emotions and meanings than the words themselves.

Mehrabian has stated (*Anchor Point*, 1994) that he never intended his results to be applied to normal conversation (and probably not to public speaking either). He only wanted to help his readers resolve incongruent messages regarding liking and disliking. Thus, his research has useful, albeit limited applications, which have been blown out of proportion.

EQUAL EMPHASIS

So now you know the 55%, 38%, 7% Fallacy. The spoken word has so many intangible components with the speaker, the listener and the context that, realistically, it would be folly to assign percentages to those components. There are some things that just can't be quantified, like values, meanings, emotions, attitudes and beliefs. Yet, these components are what make communication rich, penetrating, moving, appealing and human. We can never live inside another's mind or duplicate another's experience. In public speaking, words, tonality and body language are the only means we have to relate to one another our individual understandings, experiences and feelings. Let's continue to place equal emphasis on all three avenues of communication. **T**

Judith E. Pearson, DTM, is a member of Galloping Governors Club 8539-27 in Reston, Virginia. She is a writer, psychotherapist and trainer.



Do It Right!

Using audiovisual aids during a presentation can be tough! Should you use a flipchart or overhead transparencies? An LCD panel? Should it be full color? How much information should I put on each image? Should I use a microphone?

The ***Toastmasters International Guide to Audiovisual Presentations*** can help you: *Select the right medium* ▲ *Create memorable visuals* ▲ *Present them with confidence and ease.*

Master the four steps to successfully developing any audiovisual presentation and learn scores of other helpful tips that will ensure that your next presentation is outstanding.

PAYMENT MUST ACCOMPANY ORDER

Enclosed is my check for: \$ _____ (U.S. FUNDS)
 Please charge my: MasterCard / Visa (CIRCLE ONE)
 Credit Card No. _____ Exp. Date _____
 Signature _____
 Club No. _____ District No. _____
 Name _____
 Address _____
 City _____ State/Province _____
 Country _____ Zip _____

Merchandise Total _____
 Shipping _____
 CA residents add 7.75% sales tax _____
 TOTAL _____

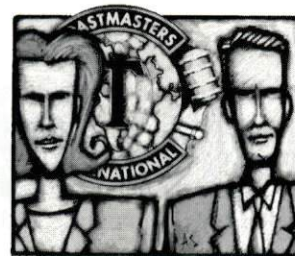
Quantity Ordered:
 _____ B 97 \$7.95 each

Standard Domestic Shipping Prices JUNE 1, 1997 - MAY 31, 1998			
TOTAL ORDER	SHIPPING CHARGES	TOTAL ORDER	SHIPPING CHARGES
\$0.00 to \$2.50	\$1.20	35.01 to 50.00	\$7.00
2.51 to 5.00	2.60	50.01 to 100.00	8.20
5.01 to 10.00	3.25	100.01 to 150.00	10.55
10.01 to 20.00	4.45	150.01 to 200.00	13.75
20.01 to 35.00	5.95	200.01 to —	16.75
			of total price

For orders shipped outside the United States, see the current Supply Catalog for item weight and shipping charges to calculate the exact postage. Or, estimate arrival at 30% of order total, surface mail at 20%. Though actual charges may vary significantly. Excess charges will be billed. California residents add 7.75% sales tax.



Mail to:
 Toastmasters International
 P.O. Box 9052
 Mission Viejo, CA 92690
 (714) 858-8255 • FAX (714) 858-1207



In Pursuit of Distinguished Clubs

Standards of Leadership

During the Board of Directors meeting in August, International President Robert E. Barnhill, DTM, reported his experiences during his presidential year and expressed a concern about the quality of Toastmasters clubs. With only about 40 percent of all Toastmasters clubs reaching Distinguished status each year, President Barnhill asked, "Why don't we have more clubs meeting the minimum expectations of our members?"

"Club members want a well-run club meeting where they receive incisive beneficial evaluations that will enable them to improve their communication and leadership skills," he said. "They want club officer training programs that provide the focus and tools so they can build the type of club that attracts and retains members. Finally, they want an audience to hear their speeches. Actually, they want a Distinguished Club!"

The problem lies in membership turnover, primarily in the leadership ranks, Barnhill explained. "With each year, we have 60,000 district and club leaders assuming new leadership roles. Unless quality standards are built into our club's operations, a club is only as good as its current leadership."

He said the Board of Directors has established quality standards to which all clubs must adhere. "The goal of these standards is to establish clubs where every member can develop his or her communication and leadership skills, regardless of who is currently holding office or how often membership changes," he said. "We must have a focused leadership. . . . Without a clear set of standards, it's easy to get off course. Every policy, procedure and rule has been established to keep the volunteer leaders focused on the individual. These standards exist so everyone, present and future, can consistently benefit from our organization's great program."

President Barnhill visited 12 districts during his year in office. "Toastmasters are the best people in the world," he concluded. "Being your President has been the fulfilment of a personal dream. Jana and I want everyone to know how much you have enriched our lives."

As of June 30, the organization had 171,629 members in 8,424 clubs in 72 countries – a marginal increase over last year.



1996-97 International President Robert E. Barnhill, DTM.

BOARD ACTION:

The Board of Directors made the following decisions to ensure the continued progress and growth of the organization:

- Approved the purchase of a four-color printing press and a document collator. This new equipment will allow World Headquarters to improve the quality and appearance of educational and promotional materials and process these materials quicker.
- Affirmed the selection of Jeanne Robertson, well-known humorous speaker, as the recipient of the 1998 Golden Gavel.

- Affirmed the selection of the Anaheim Marriott Hotel in Anaheim, California, as the site of the International Convention to be held August 22-25, 2001.
- Approved the revision and update of the Success/Leadership module, "Leadership, Part I: Characteristics of Effective Leaders," by Dr. Karl Albrecht, noted expert in leadership studies. This improvement will be funded by the Ralph C. Smedley Memorial Fund.
- Revised the procedure for speeches on behalf of International Director candidates at the Regional Conference Business Meetings. Nominating speeches have been replaced with speeches by the candidates.

■ Amended the "Member's Agreement and Release Statement" found on the Application for Membership form to make it more user-friendly without diminishing the legal protection of our organization. The new, easy-to-understand statement will appear on the Application for Membership, as this form comes up for reprint. Current editions of the membership application still are valid.

■ Amended the "Officer's Agreement and Release Statement" to make it more user-friendly. Beginning with the 1998-99 administrative year, International Officers and Directors, District Governors, Lt. Governors Education & Training, Lt. Governors Marketing, and Division Governors, through the nominating process, will be required to sign the Agreement as a condition for running for and/or holding office. Districts will be encouraged to make every reasonable effort to have all other District Officers sign the Statement. The amended statement and complete information will be mailed to Districts prior to nominations for the 1998-99 year.

THE BOARD ALSO:

■ Discussed the home pages some Clubs and Districts have developed on the Internet and created a policy concerning them that protects the organization's trademark and copyright, as well as members' privacy rights. The policy ensures the content of these pages will help to further the Missions of the Club, the District, and Toastmasters International.

■ Reviewed existing Club officer, Area Governor and Division Governor training programs and made recommendations to improve them.

■ Reviewed the draft of a new Advanced Communication and Leadership Program manual on using humor in speaking and offered recommendations for improvement. The manual will be available in mid-1998. Watch *The Toastmaster* magazine for announcements about its availability.

■ Reviewed the draft of the sequel to *The Story of Toastmasters* and made recommendations for improvement. Watch *The Toastmaster* magazine for announcements about its availability.

■ Reviewed policy on District and Club Officer training and made changes. Initial Area and Division Governor training must be a minimum of four hours. All District events should be used as training opportunities.

■ Reviewed the assignment of Clubs to Districts, Divisions and Areas. Areas should consist of four to seven Clubs, although an Area may have three Clubs if efforts are made to charter a fourth club. Divisions must have a minimum of three Areas.

Delegates Approve All Four Proposals at the 1997 Annual Business Meeting

All four proposals (which amend provisions in the Bylaws of Toastmasters International) presented at the 1997 Annual Business Meeting were approved by the delegates:

PROPOSAL A: Change in the Corporation's Fiscal Year

Beginning January 1, the corporation's fiscal year will be on a calendar year from January 1 through December 31. This change has no impact on members, Clubs or Districts. Club and District administrative and recognition years remain July 1 through June 30.

PROPOSAL B: Addition of a Second International Director from Outside the United States and Canada

At the 1999 Annual Business Meeting, a second International Director from outside the United States and Canada will be elected to serve on the Board of Directors. This will increase the number of International Directors from 17 to 18. The addition of the second International Director from outside the United States and Canada provides additional leadership opportunities for members from those Clubs and Districts.

PROPOSAL C: Additional Qualification for the Election to the Office of International President.

In order to be elected International President, a candidate must be a member in good standing of a Club in good standing at the time of election and throughout the term of office, must have served a two-year term on the Board of Directors. In addition, he or she must have served a complete term as a Vice President (which is the qualification that was just approved). Requiring our International President to have served at least one year on the Executive Committee will give that person the knowledge of the work of the Executive Committee, Strategic Planning Committee, and the other Committees of the Board. This way, he or she will be better prepared to serve in the organization's highest elected office.

PROPOSAL D: Removal of Standing Committees, except the Executive Committee, the Nominating Committee, and the Advisory Committee of Past Presidents.

The Board Committees that were removed from the Bylaws continue to operate. However, they are now governed only by policy rather than by policy and a Bylaws provision. This gives the Board the flexibility to change Committees or create new Committees as needed. This flexibility allows the Board to focus the organization's human resources on matters that move the organization forward as issues arise. There is no impact on the operations of Clubs and Districts.

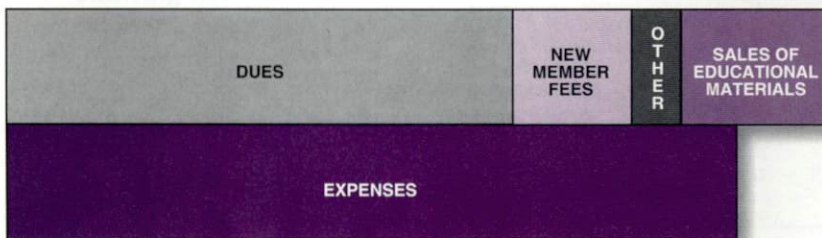
TI Financial Report 1996-97

The financial statements of Toastmasters International were audited by the independent certified public accounting firm of Frazer & Torbet. The statements were prepared in conformity with generally accepted accounting principles.

The Board of Directors of Toastmasters International controls the organization's funds and, with the Executive Director, is responsible for assuring that management fulfills its fiduciary responsibility. The Bylaws of Toastmasters International require that the corporation's financial status be reported to its member clubs annually. To keep our entire membership informed, we are exceeding this requirement by reporting our financial results to all members.

Following are the year-end financial statements. The format includes a bar graph and pie chart, which we hope will provide a clearer picture of Toastmasters International's financial activities during 1996-97.

EXHIBIT A



REVENUES/EXPENSES

Exhibit A shows the relationship of individual revenue sources to expenses. You can see that income generated from dues, new member fees, charter fees, and miscellaneous sources is insufficient to cover expenses. We would have a deficit if not for income from sales of educational materials.

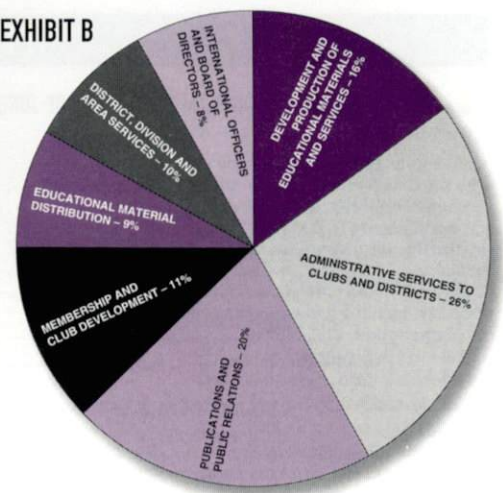
MEMBERSHIP DUES

Exhibit B shows how each of your dues dollars is spent. The glossary below and on the next page gives an explanation of expenditures.

GLOSSARY OF EXPENSES:

EXECUTIVE DIRECTOR/OFFICERS/DIRECTORS – Includes travel and expenses at Board meetings, district visits, regional conferences and outside professional services, such as legal counsel. Board policy ensures smooth operation of the organization and ideas for new and exciting programs. District visits help in building new clubs, strengthening membership and bringing new ideas to members.

EXHIBIT B



MARKETING, MEMBERSHIP AND CLUB DEVELOPMENT – Includes processing new member and new club applications and developing and distributing new member and new club materials. Also membership and new club building program development, promotion and awards. Assistance to low-member clubs.

FINANCE AND POLICY ADMINISTRATION – Administrative services to clubs and districts. Includes processing and mailing of semiannual reports, officer lists, club and district billings, financial reports, Constitution and Bylaws administration and data processing services. Also included is the production of materials and updating of member and officer addresses.

DISTRICT AND CLUB ADMINISTRATION – District, Division and Area services and development, production, field testing and promotion of educational program materials and services. Includes District operations, developing club and district administrative and educational materials, serving clubs through officer training and club visits by district officers; the Distinguished District, Division and Area Programs, travel reimbursements to District Officers for International and Regional meetings, processing educational completions, i.e., CTM,

ATM, CL, AL and DTM, production and mailing of *The Toastmaster*, *TIPS* and the *District Newsletter*, and cost of planning and operating the International Convention.

EDUCATIONAL MATERIALS AND SUPPLIES – Distribution of educational, promotional and administrative

materials. The most useful, up-to-date materials are available through the Supply Catalog to help every member succeed.

DEPRECIATION – The allocation of the cost of the fixed assets attributable to the current year.

THE RALPH C. SMEDLEY MEMORIAL FUND

This fund was established to provide financial support for Toastmasters International's educational programs. These include the creation of new and innovative educational materials for club and member use, the development of promotional material designed to spread the word about Toastmasters, and development of new Communication and Leadership Programs, such as the Success/Leadership Series.

The fund is comprised of donations from individual Toastmasters and Toastmasters Clubs and the interest earned on those donations. Contributions in 1996-97 totaled \$173,812. The fund had a balance of \$525,316 as of June 30, 1997.

TI FINANCIAL STATEMENT 1996-97

STATEMENT OF FINANCIAL POSITION AS OF JUNE 30, 1997

ASSETS	
Cash and temporary investments	\$ 3,766,159
Restricted cash and short term investments	\$ 1,232,680
Accounts receivable, net of allowance for doubtful accounts of \$10,000	\$ 91,436
Marketable securities	\$ 7,642,564
Inventory	\$ 701,313
Deposits, prepaid postage and other	\$ 271,531
Property, building and equipment, net of accumulated depreciation	\$ 3,903,997
TOTAL ASSETS	\$ 17,609,680
LIABILITIES AND NET ASSETS	
Liabilities:	
Accounts payable	\$ 196,390
Funds held for Toastmasters International Regions	\$ 58,617
Deferred revenue	\$ 142,935
Total Liabilities	\$ 397,942
Net Assets:	
Unrestricted	\$ 8,338,133
Temporarily Restricted	\$ 8,632,677
Permanently Restricted	\$ 240,928
Total Net Assets	\$ 17,211,738
TOTAL LIABILITIES AND NET ASSETS	\$ 17,609,680

STATEMENT OF ACTIVITIES FOR THE YEAR ENDED JUNE 30, 1997

INCOME:	
Membership charges:	
Membership fees	\$ 4,367,037
New member service charges	\$ 1,023,934
Total membership charges	\$ 5,390,971
Other income:	
Charges for educational materials and supplies	\$ 1,345,595
Charter fees	\$ 55,575
Interest	\$ 148,929
Other	\$ 172,333
Total other income	\$ 1,722,432
Total income	\$ 7,113,403
OPERATING EXPENSES:	
Executive Director, Officers, Directors	\$ 428,710
Marketing	\$ 588,060
Finance and Policy Administration	\$ 1,906,606
District and Club Administration	\$ 2,080,587
Cost of Educational materials and supplies	\$ 1,069,388
Depreciation	\$ 191,965
Total expenses	\$ 6,265,316
INCREASE IN UNRESTRICTED NET ASSETS	\$ 848,087

You have the opportunity to continue the legacy of our organization's founder by contributing to the Ralph C. Smedley Memorial Fund. The fund is used to develop new and innovative educational and promotional materials, such as the two videos *Meeting Excellence* and *Everyone's Talking About Toastmasters*, and the Success/Leadership and Success/Communication Series. Your entire contribution goes toward developing new materials. Not one penny is used for administrative costs! Contribute \$10 and receive a special Toastmasters International paper-weight. A club donating \$50 or more will get a unique club banner ribbon. Donors of \$100 or more receive a special plaque and have their names permanently inscribed on a donor recognition plaque at World Headquarters. In addition, every contributor will be recognized in *The Toastmaster* magazine.

Keep the Legacy *Alive!*

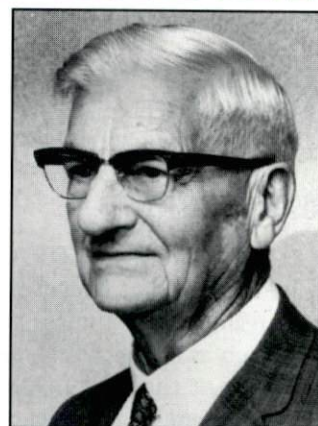
All contributions are tax deductible. Your support will result in more people learning, growing and achieving through Toastmasters. Why not discuss this during your club's next business meeting? Contributions should be sent to:

The Ralph C. Smedley Memorial Fund

TOASTMASTERS INTERNATIONAL

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If making an honorary or memorial contribution, please indicate the name and address of any person(s) to whom acknowledgement should be sent.



Ralph C. Smedley



Notice: Members who received any ATM award before June 30, 1997, will be listed in *The Toastmaster* magazine Hall of Fame. Members who receive ATM awards after June 30, 1997 will not be listed in the magazine because of an increased number of awards that will be issued under the new recognition system and because magazine space is limited.

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

DTM

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

- Linda J. Dowd, 5723-4
- Jeanne Mitchell, 7805-6
- James F. Salih, 1957-8
- Brenda Johnmeyer, 4043-8
- Nicholas Petti, 2502-10
- Berniece E. Wilkins, 6089-11
- Mary Anne Cortus, 2330-12
- William R. Pfost, 2528-12
- LuAnn M. Pfost, 4199-12
- Charles J. Wilson, 1299-13
- Jean L. Embry, 7106-14
- Cammie LaDamna Brye, 7727-14
- Dean King, 4986-16
- Frank M. Neighoff, Jr., 2925-18
- Maureen A. Ingram, 738-21
- Tom Steele, 7703-22
- Sarfraz A. Nazir, 1728-25
- Linda Ann Doyle, 4005-25
- Emma Jane Crosby, 3231-27
- Richard T. Duff, 8694-27
- James Harold White, 4734-29
- Joanne M. Linzer, 9084-30
- Kelly Brown, 2295-33
- Deecie K. Shelley, 4146-33
- Jose Salcedo Martinez, 4195-34
- Frank W. Ingles, 945-35
- Benjamin Thomas Layton, 5437-36
- Ulysses S. Little, Sr., 5898-36
- Alvin L. James, 4457-39
- Charles Donen, 863-46

ATM

Congratulations to these Toastmasters who have received the Able Toastmaster certificate of achievement.

- Ellen Richbell, 2581-46
- Aileen Tan Ai Ker, 5110-51
- Christopher Teo, 5334-51
- Ban Peng Gea, 7903-51
- Lim Kian Meng, 7903-51
- Sarjit Singh, 8156-51
- Justus H. Lewis, 8198-51
- Woh Sow Choon, 8198-51
- Craig Lancaster, 5507-52
- Hilda Bryant, 1722-56
- Judith A. Michaels, 2892-56
- Lisa Ann Harbert, 3818-56
- Jennifer Scoggins, 4256-56
- Thomasine Johnson, 5527-56
- Paul Yehl, 5741-56
- Sammye Crawford, 5741-56
- Barbara Candley, 6659-56
- Nicolas R. Waldteufel, 3200-61
- Lorna Fazldeen, 2647-70
- David Hart, 2893-70
- Marie Patterson, 3034-70

Anniversaries

60 years

- Frank E. Balmer, 95-9
- Noventa, 90-33

55 years

- Gavellers, 238-9

50 years

- Chamber, 540-2
- Philadelphia's First, 541-38
- Franklin, 524-40
- Megacity, 553-40

45 years

- Forest City, 1185-10
- Carlsbad, 1182-23
- Racine, 481-35
- Valley Forge, 1128-38
- Pierre, 1195-41
- Tamaraw, 1164-75

40 years

- Superphonics, 2598-7
- West Side, 2606-10
- New Castles First, 2292-13
- Tazewell, 2702-54

35 years

- Keira, 3558-70

30 years

- Front Street, 3743-5
- SSA, 2884-18
- CPA, 631-55

25 years

- Highnooners, 3171-20
- Woodbridge, 983-30
- Puget Snd Naval Shpyrd, 1174-32
- Huntington Centennial, 2869-40
- Transamerica, 46-52
- Anderson, 1946-58
- Belleville, 1617-60

20 years

- Municipal, 801-3
- Airport Area, 2275-14
- Speakeasy II, 3557-26
- First Nevadans, 3799-39
- Toastmasters At OSU, 1769-40
- Oakland City Center, 1250-57
- Early Bird, 3719-62
- Flin Flon, 2065-64
- Mackay, 3283-69

Ralph C. Smedley Memorial Fund

Contributor

- Past District 3 Governor Alan P. Scherer, DTM, in memory of Dr. Vaughn R. Stewart
- Sam S. Alfano, in memory of Leigh Dean Whitney
- Susan L. Daugherty
- Arnold Howell

Linda H. Benoun

- Past District 2 Governor Jack D. Howard, DTM, in memory of John F. Howard, DTM, International Director 1995-1997
- Past International Director Ned E. Wallace Jr., DTM, and Dr. Ann F. Wallace, ATM, in memory of John F. Howard, DTM, International Director 1995-1997
- Emma Lois Smith, in memory of John F. Howard, DTM, International Director 1995-1997
- Virginia Beach Toastmasters Club No. 3267-66, on behalf of Linwood Cherry
- Virginia Beach Toastmasters Club No. 3267-66, on behalf of Monroe Farmer
- Past District 18 Governor Richard I. Kolchin, DTM, and Beatrice S. Kolchin, DTM, in memory of Richard Pyra, ATM, District 18 Governor 1980-81

Contributing Club

- Kirkland Toastmasters Club No. 4468-61
- Pop-U Toastmasters Club No. 3165-44
- Truckee Meadows Toastmasters Club No. 178-39, in memory of John F. Howard, DTM, International Director 1995-1997

Associate

- Dacia Nickerson, ATM, in memory of Stacia Libutti
- Diablo Champagne Toastmasters Club No. 4027-57, in memory of John F. Howard, DTM, International Director 1995-1997
- David Alan Berkowitz, ATM-B, in memory of Art Hays, DTM, District 51 Governor 1969-70
- District 15, in memory of John F. Howard, DTM, International Director 1995-1997
- The Hemingway Foundation, in memory of John F. Howard, DTM, International Director 1995-1997
- Past International Director Ron L. Harger, DTM, and Lois Harger, in memory of John F. Howard, DTM, International Director 1995-1997
- District 57 Toastmasters, in memory of John F. Howard, DTM, International Director 1995-1997
- Senior Vice President Terry R. Daily, DTM, and Judy Daily, DTM, in memory of John F. Howard, DTM, International Director 1995-1997
- District 64, in memory of Allan Shaw, DTM, District 64 Governor 1980-81
- District 2, in memory of Jack Allen James A. Brewer, DTM, District 43 Governor 1961-63

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