

THE TOASTMASTER

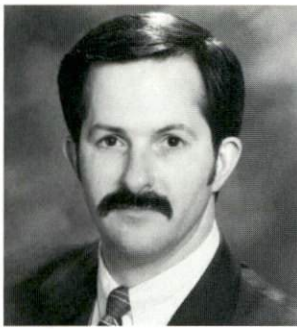
JANUARY 1997

Mastering Your Universe:

**Five Simple Steps
to Success**



**Also Inside: Unleashing Your Ultimate Power
Evaluating With All Your Intelligences**



VIEWPOINT

You Are Not Alone

On the Toastmasters' Service Chart, the member is at the top. Everything we do is focused on helping our members improve their communication and leadership skills. Our primary training method is through the club. But who helps the club in satisfying its mission of becoming a Distinguished Club? Most of our clubs have been assigned to one of 73 districts, which exist to support the club.

Of our \$18 semiannual dues, \$4.50 goes to the district. Last year, more than \$1.4 million was entrusted to the districts for the purpose of helping each club fulfill its responsibility to each member. With this money, volunteer district leaders are responsible for providing several key benefits to the clubs. For example, districts are responsible for providing club officer training. Unless club officers know exactly what is required to create a supportive and positive learning environment, a club cannot offer its members a total return on their investment of time and money. Although all club officers receive handbooks outlining their duties, additional training is necessary before the club's leaders can build a quality club. Also, each club is entitled to area governor visits at least twice yearly. During these visits, the area governor gives a written evaluation of the club to the club President. This evaluation helps the area governor and club focus on strengths and weaknesses, so they can work together to better serve club members.

Because the organization operates with volunteer officers, districts are divided into areas and divisions. Each club is assigned to an area, consisting of four to seven clubs, and areas are grouped into divisions, consisting of four to seven areas. Areas and divisions ensure that every club has access to a high degree of personal service without overburdening the volunteer district leaders. Area and division governors work toward goals in the Distinguished Area or Division programs. In working toward these goals, districts help each club provide the highest degree of service to its members. Again, everything these volunteer officers do, whether at the club or district level, is guided by their goal of offering you, the member, the greatest amount of personal growth possible.

Toastmasters International succeeds when its club members improve their communication and leadership skills. This requires a quality club environment. If your club's quality is not what it should be, help is available. Call your district officers. Ask them to meet with your club so that together you can examine what needs to be done to better meet your members' needs. You, the member, are on top, but you are not alone.

Robert E. Barnhill DTM
Robert E. Barnhill, DTM
International President

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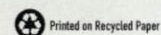
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The Toastmasters Vision:

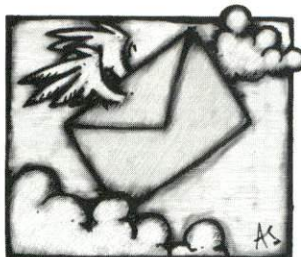
Toastmasters International empowers people to achieve their full potential and realize their dreams. Through our member clubs, people throughout the world can improve their communication and leadership skills, giving them the courage to change.

The Toastmasters Mission:

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

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

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



LETTERS

TIME FOR ADVANCED TM TRACK

Kudos for coming up with the new Advanced TM Track Bronze, Silver and finally – in keeping with the Olympic spirit – Gold awards. I think it is a great idea.

I also like the Leadership Track. This program makes sense. I love it. It's about time.

Virginius "Jinks" Dabney
Dixie Tub-Thumpers 2290-15
St. George, Utah

CALL FOR VOLUNTEERS

I just received the November magazine. I couldn't be happier! I applaud you for the two articles on persons with disabilities. As a volunteer for the Rocky Mountain Disability and Business Technical Assistance Center (RMDB-TAC), it's my job to dispense educational material about The Americans with Disabilities Act of 1990. The two articles in *The Toastmaster* are some of the best I've seen. Any DBTAC would be happy to have a Toastmaster volunteer to work with them. DBTAC's can be contacted in your area by calling 1-800-949-4232. Just let them know what area you are calling from and you'll be connected.

Keep up the good work!

Newton E. Sharp, ATM
Platte Valley Club 7952-26
Brighton, Colorado

TAKING THE "DIS" OUT OF DISABILITY

I have been an active speaker and practicing patent lawyer since 1956, and I've been active in Toastmasters International in spite of the fact that I am a wheelchair user.

In all the clubs I have been a member, I have found friendly help and assistance when needed and also good fellowship and lasting friendships. The only problems I have encountered were architectural barriers such as steps, stairs and inaccessible bathrooms.

My membership in Toastmasters has tremendously enriched my life and given me much joy and pleasure. Last but not least, it has substantially contributed to my successful professional career.

Rolf-Helmut Ehrmann, CTM
Polyglots Club 5892-30
Des Plaines, Illinois

FAB ISSUE, FABRICATED PHOTO

Regarding the photo accompanying the article "10 Myths About People with Disabilities" (November): I would bet a lot of money that the person sitting in the wheelchair is not disabled. The chair is so poorly fitted that the man would have orthopedic problems if he used it regularly. (His knees are practically even with his chest!) It's a shame to have two good articles on disability issues published along with a photo that looks so fabricated. There is also the issue of people "posing" as disabled, when there are plenty of disabled people around to provide the real thing. I enjoy *The Toastmaster* immensely; I use it often and want to point out that this particular photo is not up to your usual standards!

Dot Nary
Southern Division Adv. Club 9520-65
Vestal, New York

INMATES HELP EACH OTHER

I am a member of the Blue Eagles' Gavel Club, affiliated with the Carson Valley Toastmasters club in Carson City, Nevada. We are a group of incarcerated men dedicated to improving ourselves. At the beginning we just listened to speakers from Carson Valley tell us what they thought of some issues or what we could do to prevent a return trip to prison. They have kept us on the right track. With their help we believe we can accomplish anything set before us.

We are aware, as incarcerated men, that no matter what we do, we will be under scrutiny for the rest of our lives. We have taken this as a challenge to help those who can't help themselves. We've seen new inmates come in not knowing how to read or write. So after reading the Communication and Leadership Manual along with the Success /Leadership Series, we decided to start some programs on our own. We developed a project designed to help young inmates regain their self-esteem. After eight weeks of this training, they join the Toastmasters Youth Leadership Program.

We've also started the Blue Eagles Literacy Program, which encourages young men to learn, and demonstrates that someone does care what happens to them.

I want to thank Pete Bowie, Evelyn Barraza and the rest of the Carson Valley Toastmasters for showing us the way, and for helping us give something back.

Jon Murphy
Blue Eagles Gavel Club 96
Carson City, Nevada

BOTH STYLE AND SUBSTANCE

I just finished reading the November 1996 *Toastmaster* and noted a distinct improvement both in the type of articles and your use of graphic illustrators. The risk an established publication faces is to become stodgy and uneventful. The other risk is that a publication will try to jazz itself up to the point that it resembles MTV.

I believe you have found the middle ground by upgrading *The Toastmaster* both in content and appearance.

Vince Phillips, ATM
Effective Communicator Club 9129-38
Camp Hill, Pennsylvania



By Ellen Levine Bremen, ATM

Breaking Up Is Hard To Do

I WAS JILTED. AFTER FOUR YEARS OF FAITHFUL MEMBERSHIP, THREE terms of service on the club board and the achievement of my CTM and ATM, Bachelor and Bachelorettes (B & B) Toastmasters Club didn't want me anymore.

Okay, so I broke the main bylaw: I got married. And though my fellow members celebrated my wedding day, there was no remorse during my traditional "kick-out" roast. Sure, I had a new husband, but what was I going to do with the newly-empty Wednesday nights? I felt so abandoned.

"Hey, just join another club," my Toastmaster buddies suggested. Well, little did I know this would be easier said than done. Reluctantly, I visited a Tuesday night club — a club that would happily accept my post-nuptial state. But I was skeptical. Long before my marital vows, I had vowed to be faithful to B & B. I had never, ever strayed to another group.

I wasn't surprised that the new club format was much like that of my former club. The same fun Table Topics (minus the B & B's signature "risqué" material), the same impressive speeches, the same constructively crafted evaluations. But the pats on my back while striding to the lectern were gone. And where was the extra-loud, encouraging applause? Gone. But most of all, gone were the people I'd grown to love. I left the new club determined to beg my way back to the place where everybody knew my name.

"Let me 'wean' myself slowly," I pleaded. "Just another six months." But as I already knew, the club couldn't let me back in. We were — in every sense of the word — divorced.

For the next five weeks, my mind toyed with the idea of chucking Toastmasters altogether. I figured I'd loved and lost, and I didn't think I could love again.

Then one Wednesday night I decided to log on to Toastmasters on America Online. My former Wednesday night meetings prevented me from visiting the weekly "Toastmasters Online" session I'd heard about. About 10 Toastmasters from various parts of the country were bantering, joking and discussing upcoming contests and conferences. Still feeling vulnerable, I related my plight. To my surprise, in true "Johnny-on-the-spot" Toastmaster-style,

these people embraced me with suggestions and motivation.

"Visit a few clubs and see which one you like," a Florida Toastmaster suggested. "You're an experienced Toastmaster... run for a position on a club's executive board," said one from Arkansas.

But the most touching advice came from Indiana. It was simply: "Whatever you do, go back... Don't drop out."

These faceless Toastmasters reminded me of something I had forgotten: I was part of a bigger picture. I wasn't just a former member of B & B, but a member of Toastmasters International. And the reason I joined Toastmasters International was to become a top-notch communicator and achieve greater self-confidence. But there I was denying myself of new people, fresh opportunities and invigorating challenges — the exact things I loved about Toastmasters.

I had to decipher the true reason I didn't want to join another club. Was I afraid of "different" competition? Was I resistant to unfamiliar criticisms? And the hardest, most pointed question of all: Had I become so comfortable in my old club that I no longer was growing as a Toastmaster? The sobering answer made me swallow hard... and march right back to that Tuesday night club.

Nine months after I joined Toast of the Sierra, I represented the club at the Area Evaluation Contest in the same area as my former club, B & B Toastmasters. I wondered if seeing my old cronies would feel like running into an old boyfriend. Would I look longingly upon their faces in sad reminiscence? Or would I celebrate the memories... and move on?

The answer came that night when my name was called as runner-up. I stood on the stage, for a moment longer than necessary, and gazed on the sea of faces in the audience. On one side, I could see the familiar, warm, congratulatory smiles from my old friends. But on the other side, there were my new buddies jumping up and cheering my accomplishment. As I held that plaque up high, I realized that it's possible to love more than once in a lifetime. **T**

Ellen Levine Bremen, ATM, is a member of Toast of Sierra Club 9817-33 in Las Vegas, Nevada.



Well-communicated feedback can be a powerful tool.

Our club was doing great. The Toastmasters goal of providing a supportive environment was fully actualized. Our weekly program nurtured everyone and speaking skills mushroomed. It was all so perfect. Until He joined. Have you ever had a member who, frankly, you wished would join another club?

Coping With a Disliked Member

Our club includes a cornucopia of people, creating diverse and enlightening listening and learning experiences. Guests are always cherished, and treated accordingly, resulting in a continuous flow of new members. While I adored some members more than others, in three years as a Toastmaster, I'd never encountered anyone quite like Him. As a result of this one member's offensive behavior, my once enjoyable meetings became only tolerable.

I didn't want to leave my "family" of Toastmasters, but neither did I want to chew the insides of my

cheeks raw every time he spoke. Thus, I was forced to problem solve. But I did not have the good sense to begin with such a tactic. During and between meetings, I split my energy between blaming, berating and bemoaning my fellow Toastmaster.

Fortunately, I discovered that such a situation can be resolved without losing one's sanity or the joy and growth that Toastmasters offers. Here's how:

■ **Identify specific behaviors that trigger your own emotions.** Remember, each of us responds to

the world uniquely. Every time we react to another person strongly – positively or negatively – it says as much about us as it does about the person. Accept responsibility for your feelings and thoughts. What drives you to distraction may actually be enjoyed by another member.

■ **Talk privately to the individual.** Use the "sandwich technique." Rather than venting to other Toastmasters and risk splitting the club's affections, possibly causing more conflict, consider the situation as yet another Toastmasters learning experience. Once you have identified specific behaviors that you find

annoying, share them as you would a helpful evaluation, sandwiched between positives. Everyone has at least some positive attributes! Use assertive rather than passive, passive-aggressive or aggressive communication, using a lot of "I statements" as opposed to "You statements." For example, say "I felt uncomfortable when you told that off color joke" rather than "You were so obnoxious."

■ **Timing is critical... even when there aren't lights to guide you!** Choose a time when you are not upset and stick to the issue; the



issue being your responses to specific behaviors. Plan to meet for coffee, away from the club, in a relaxed setting. Give yourselves enough time to talk and be prepared not only to express yourself directly and kindly, but also be ready to listen.

■ **Remember the Toastmaster mission statement.** We gave an oath when we joined this extraordinary organization to provide a “mutually supportive” environment for our fellow members. There aren’t any exceptions or addendums stipulating that we only need to support those we like. It’s a huge challenge to make the Toastmasters Mission Statement come alive, when faced with a member who presents obtuse evaluations that seem to strip the recipients of any confidence, or a member who chronically uses the club as a platform for political or religious reform, or a member who never shows up when scheduled as

a functionary. Well-communicated feedback can be a powerful tool. Use that tool for your and your club’s sake and even for the possible benefit of the member you’re reacting to with alarm, irritation or anger.

■ **Don’t quit Toastmasters!** A brief “time out” may be helpful, however, to gain perspective. This isn’t always necessary, of course. There are times when we are too close to a situation, thus blurring our vision. Stand back, take a deep breath, refocus and return.

■ **If the above approach doesn’t work, find a mediator.** It’s important that the mediator be objective. This person might be the club President or someone outside the club. An area or division governor can be extremely valuable in sticky, uncomfortable situations. It stretches his or her communication skills, too! If the issue is violating Toastmasters ethics or threatening club morale, an objective mediator

is especially important. If you are considering leaving, perhaps there are others who feel the same way.

In our club’s situation, a mediator was found and the problem was resolved. In the process, I discovered that my nemesis was, in fact, my teacher. He taught me a lot, indirectly and experientially, about myself and communication. In an effort to change him, I changed myself. I grew out of the struggle. Did I do it all graciously, ideally and with a perfect outcome? Only about as well as I did my Ice Breaker and with about as much comfort. Sometimes our personal and communication growth in Toastmasters occur even when we are far removed from the lectern. Serendipity happens through other members who touch our lives and teach us what we most need to know. **1**

.....
Luann Lee Brown, ATM, is a member of Gilbert Club 499-3 in Chandler, Arizona.

Mastering Your Universe -

Five Simple Steps for Success

BY VICTOR M. PARACHIN ■ PHOTOGRAPHY BY DAVID LANGLEY

The young man's dream was to become a published author. In order to make that happen he took a "bread and butter" job during the day, that of a presser in an industrial laundry, while writing at night.

Because he earned only \$60 a week, he and his wife lived in a small trailer. Even with his wife working, they were barely able to stay financially solvent. When their infant developed an ear infection, the couple had to give up their telephone to pay for medical care and antibiotics.

In spite of financial hardships, the laundry worker spent evenings and weekends at his typewriter working on books. Every spare dollar was spent mailing manuscripts to publishers and agents. One by one, they all rejected his work with standard form letters. Although discouraged, the young man continued to write and submit.

Finally, one publisher decided to take a chance on the young writer and agreed to publish a small manuscript. With the acceptance came an advance for \$2,500, a huge amount of money for a struggling writer with a wife and child. The result was Stephen King's book, *Carrie*, which has since become a horror classic. It sold five million copies and was made into one of the top-grossing films of 1976.

Some people mistakenly believe that those who are wildly successful just happen to be lucky. Others erroneously assume that high achievers happened to be in the right place at the right time. The truth is that all successful people get that way by following basic guidelines. Here are five steps, common to successful people, which anyone can use:

1 Take advantage of adversity. Highly successful people have their share of failure and frustration. However, they know how to take advantage of adversity.





What might be an obstacle for another person is a glorious opportunity for the high achiever. Consider fountain pen manufacturer Lewis E. Waterman, who began his career as an insurance agent.

On one occasion he had worked with a client for several weeks before the client finally decided to take out a large policy. Waterman called on him with the contract ready to be signed. Placing it on the man's desk, Waterman took a fountain pen out of his pocket and opened it. As he did, the pen began to leak and ink ran all over the contract.

Waterman rushed back to his office for another policy form and a new pen. By the time he returned, however, the man had changed his mind. The loss of a sale over a faulty fountain pen frustrated Waterman. He wondered how many other sales were lost for the same reason. That incident inspired Waterman to give up working in the insurance business so that he could devote his time to the development of a reliable fountain pen.

2 Live by The Persistence Principle. Simply stated, the persistence principle says, "It's too soon to quit." Highly successful people pursue their goals relentlessly. They know that perseverance is a key ingredient for success. William Penn observed: "Patience and diligence, like faith, can remove mountains." Successful people overcome mountains of rejection, dismissal and repudiation by operating on the persistence principle.

A good example of someone living by the persistence principle is Hollywood megastar Arnold Schwarzenegger. Born in Graz, Austria, amidst the rubble of the Third Reich's defeat, Schwarzenegger lived in a house that had no toilet or refrigerator until he was 14 years old.

He sought to escape childhood poverty through weightlifting, eventually winning the Mr. Universe title four times. With that achievement in hand, Schwarzenegger decided to break into acting. "I went to look for an agent and it was almost impossible," says Schwarzenegger. "I remember a man telling me, 'Listen, stay with bodybuilding. You have an accent, a body that's too overdeveloped for films, and a strange name that nobody can pronounce.'"

While that kind of rejection would discourage others, Schwarzenegger simply reminded himself how he had persisted in the past: "I met the same resistance in bodybuilding, where everyone said, 'Why do you want to do that? It's an American sport. A little Austrian farm boy and you think you're going to win the American Mr. Universe title? Forget it.'"

Determined to make his dream of becoming an actor a reality, Schwarzenegger moved forward. "I pursued acting. I knew it could happen if I worked on my talent and my accent. I thought eventually some people would learn to spell my name and even pronounce it. And, I told myself, if they do they'll never forget it, because it's hard to forget once you learn a hard name." It is not an

exaggeration to say that Arnold Schwarzenegger's great success is due largely to his persistence.

3 Learn from your mistakes. "Flops are a part of life's menu," said the late actress Rosalind Russell. Everyone makes mistakes. Rather than berating themselves, high achievers learn from their mistakes. By doing that, an error becomes the raw material out of which future successes are forged. Walter Wriston, former chairman of Citicorp, says: "Failure is not a crime. Failure to learn from failure is."

Learning from mistakes is a technique used by Jim Burke, chairman of the Johnson and Johnson Corporation. When he first became head of the new products division at his company, he was responsible for developing a children's chest rub. Because the product failed in the market and cost his company hundreds of thousands of dollars, Burke expected he would be fired.

However, when he was called in by the chairman of the board, he received this surprising reception: "Are you the one who just cost us all that money?" asked Robert Wood Johnson. "Well, I just want to congratulate you. If you are making mistakes, that means you're taking risks, and we won't grow unless you take risks." Burke never forgot that memorable lesson. Years later, when he became chairman of Johnson and Johnson, he reminded other junior executives about the importance of learning from mistakes.

4 Filter out negative thoughts. This technique is so important that it is used by just about every successful person. Helen Keller, who became blind and deaf shortly after birth, often advised people: "Keep your face to the sunshine and you cannot see the shadow." Similarly, former U.S. President Dwight Eisenhower was fond of saying "No pessimist ever won a battle."

In order to become a best-selling author, psychiatrist David D. Burns learned to apply this technique. Dr. Burns tells of being blocked by negative thoughts while writing *The Feeling Good Handbook*. Finding a publisher for his self-help book on depression was a difficult task. Finally, one expressed an interest and suggested Burns' book could become a best-seller. Dr. Burns says he returned to his typewriter eager to do a re-write, "but for some reason I was discouraged. For 10 days I sat at my desk unable to come up with one good new sentence. I couldn't figure out what was bothering me."

Finally, he reached for a sheet of paper and wrote down his negative thoughts: "This book has to be a best-seller. But I'm a psychiatrist, not an author, and I don't know how to write a best-seller." By writing out

his fear Dr. Burns began to filter out the negative thoughts that were holding him back.

"The moment I got the thought on paper, I felt a flood of relief," he says. "I realized it wasn't my job to write a best-seller. I could, however, write a helpful book if I wrote it in the same personal style that I used with my patients. How well the book sold was the publisher's responsibility. Once I changed my negative thoughts, energy returned, and over the next several months I revised *Feeling Good* with great enthusiasm."

5 See and seize opportunity. Business consultant and author Dennis Waitley observes: "Opportunity rarely looks like an opportunity. Often opportunity arrives incognito, disguised as misfortune, defeat and rejection." People who impact society and achieve great accomplishments are those who not only recognize an opportunity, but they seize the moment.

An illustration is that of Lena Himmel. As a 16 year-old orphan she was brought from Lithuania to New York at the turn of the century by relatives who wanted her to marry their son. The marriage never materialized and Himmel became a seamstress. She married David Bryant, a

Brooklyn jeweler. Two years later he died, leaving her a young widow with a baby son.

To survive, Lena Himmel pawned the only item of value she owned, a pair of diamond earrings given as a gift of love by her husband. She used the money as a down payment on a sewing machine. By 1904 she was prosperous enough to open a store on Fifth Avenue where she made quality lingerie for the retail and wholesale trade.

At that time, women were modest about being pregnant. One day, a young customer who had just learned she was pregnant asked Himmel to make her three dresses, all exactly the same but consecutively larger in size. Himmel was horrified at such waste and suggested: "I'll make you a dress with an elasticized waistband that will grow with you."

By seeing and seizing an opportunity, America's first maternity dress was made and Lena Himmel Bryant formed Lane Bryant, a national chain of stores specializing in large-size women's clothing.

Finally, it doesn't matter if you are at the entry level or the executive level, if you are an employer or an employee. By following these steps, you will have the key to open the door to ever increasing success. **1**

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Victor M. Parachin is a writer living in Claremont, California.

"Failure is not a crime. Failure to learn from failure is."

— WALTER WRISTON

Working Miracles in People's Lives

■ The word "inspiration" has the same root as the word "respiration." Both words mean to breathe, to give life and spirit to something. Inspiration, however, also includes the concept of causing something to move.

A couch potato, for example, might be content to sit glued to the television, comfortably respiring and chomping potato chips. Inspiration, however, is the only thing that will move that couch potato off the couch and into a fitness center.

Each one of us initially was inspired to join Toastmasters because we shared a common problem: We had some trouble with public speaking. However, once we attained "non-troubled" speaker status, we were inspired to stay with Toastmasters – this time for a variety of reasons. Perhaps it was because we wanted to become more dynamic speakers. Others stay to be more persuasive or more entertaining.

Certainly, the Toastmasters program and speech manuals provide the foundation for our success. But what inspired us and what continues to work the miracle in our lives is... us. Each of us can work miracles in the lives of our fellow Toastmasters. Here are three ways:

1 By regularly attending club meetings. Not sporadically, not when the mood moves us and, certainly, not when there's nothing better to do on meeting days. No, it's regular attendance that works the miracle. Without regular attendance, there's no audience and there's no forum in

which to experience the full potential of the Toastmasters program.

2 By willingly accepting club responsibility. Serving as a club officer; or as Toastmaster, Topics Master, Timekeeper and Vote Counter is essential to successful club operation. However, willingly accepting the role of Evaluator is paramount. Without evaluators there's no constructive criticism to tell us what we're doing right and what needs improvement.

3 By our constantly nurturing and supporting each other. This includes reaching out to help those who are following in our footsteps, just as those ahead of us have extended helping hands to assist us. Without such nurture and support, it is much more difficult to stay the course and allow the miracle to take place.

At your next club meeting, I urge you to take a moment to shake at least one club member's hand and say, "Thanks for being here for me." You might follow this up by saying, "And you can count on me to always be here for you." Because you, too, are a miracle worker. And the rest of us are grateful to you for your regular attendance, your willingness to accept club responsibility, and for your constant nurture and support. **T**

David L. Coles, CTM, is a member of Talk of the Town Club 4969-56 in Houston, Texas.

By David L. Coles, CTM



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By applying the concepts of leadership, vision and optimism, you can lead your fellow Toastmasters to greater heights.

by David H. Willis, CTM

Serving as Club President—

Is It Trying or Gratification?

Serving as your Toastmasters club President can be a daunting task: more demanding than the most difficult Table Topic; more challenging than the most elaborate speech; more delicate than evaluating a fellow member's Ice Breaker. Or it can be a chance to shine, to use all the skills you have gained to lead your club to greater heights.

What, you may ask, defines the difference between these two extremes? How can you make your presidency easier? The answer to both questions is leadership.

Two of the most prevalent concepts in business books today are 1) the need for increased leadership (vs. management) and 2) the need for leaders to obtain and convey the vision required to take their companies to the next level. The same principles apply to you as the President of your club.



MANAGEMENT VS. LEADERSHIP

The balance between the time you spend managing your club and the time you spend leading it is as critical as the difference between the two functions. To properly balance the two, you must first understand their differences. Management is defined as "controlling and directing the affairs of an institution or organization." Leadership is defined as

tying?

"guiding in direction." Management involves giving orders, surveillance and, in general, more direct activity on the part of the manager.

Leading involves pointing the way, establishing destinations and letting the doers do their work without interference. Managers are often dreaded. Leaders are usually respected. You deserve to be respected.

As President, there are obviously a certain amount of tangible duties you must fulfill, such as opening and conducting the business portion of each meeting. However, the vast majority of club functions are assigned to various vice presidents, secretaries, treasurers and sergeants at arms. Each has been elected by the club, based on his or her capabilities, and has agreed to serve his or her assigned post. From you they will require a bit of management, some instructing, some order giving and some follow-up, but most of your energy should be devoted to leading them.

Remember, leadership is like handling the rudder on a sailboat –

it's actually an easy job. Let the club officers do their jobs; you just have to steer lightly. As the term begins, provide all officers with the Toastmasters manual detailing their duties, but do not tell them what to do. If they have a better way to do something, let them try it. If it works, congratulate them publicly. If it fails, support them in their next attempt. Ask frequently if you can assist, but do not do their jobs for them. As the club officers succeed, stroke their egos and build them up even further. If they fail, acknowledge it, preferably one on one, and move on.

Your club's Executive Board also should establish specific goals for each officer position, such as the Vice President Membership signing up five new members during the quarter, or the Vice President Education having an educational program every other month. Let the officers know in advance of the first monthly Board meeting that you will be soliciting these goals for their office. Let them have ownership in the goal, but obtain the entire Board's support and buy-in. Once the goals for each position are stated and adopted, lead each officer toward their respective goal.

PROVIDE A VISION

Possibly the most important act you can perform as club President is to provide a vision for your club. Where is it headed? What does it want to be when it grows up? Do you want to add 10 new members? Attain Distinguished Club status? Without definition, your club will most probably plod on as it has for months and years. But by providing a detailed destination, achievable within your term in office, you get the entire club headed in the same direction. Officers know the end goal and can adjust their duties accordingly.

Vision statements are most useful if crafted by the club officers

and stated in concise terms. A single sentence or a few bulleted items work well. There is no need for long, drawn out statements or arguments about semantics. Just make sure the gist of the vision is shared by the club's leaders and then communicated to the other members.

As President, your primary duty is to lead the club toward that vision. Your support of the vision can be demonstrated by initially checking the congruence of individual officers' goals with the vision and then periodically reviewing the progress on each. Also make sure to communicate the club's progress to the entire club, giving positive reinforcement where due.

BE OPTIMISTIC

The final clue to making your tenure as President successful is that of optimism. The entire concept of Toastmasters – improving oneself – is a very optimistic idea, but it is often easier to see the pessimistic side of things. When a speaker cancels, when only a handful of members show up for a meeting, or when entire meetings get canceled, it is easy to dwell on the negative.

As President, you need to look for the silver lining in every cloud. See and communicate the positive aspect of these situations. "One speaker canceled, but we had two great speeches!" "Didn't the eight of us have a great meeting?" "We're postponing the next meeting so the one after will be even better."

Serving as President will instill a tremendous respect for the good leaders you already know. And by applying the concepts of leadership, vision and optimism, you can lead your fellow Toastmasters to even greater heights. **T**

David H. Willis, CTM, is a member of Street Talkers 9190-37 in Charlotte, North Carolina.



The Top 10 Things I Learned While Serving as Club President

Last September our club was at a critical juncture. We were without a president, membership hovered at nine (on a good day!) and meeting attendance was embarrassingly low. It was obvious that without some leadership, the club was headed for certain death. Under great duress and with the support of the few members we had, I agreed to serve as

President for the remainder of the term. My priorities focused on increasing membership and getting people to attend meetings. Today, we have close to 20 members and meeting attendance is great. As I reflect on my term as club President, I realize that I learned many things I had not anticipated. I hope my Top 10 list will assist you in your leadership journey.

10 I learned that I really wasn't the club President, but rather captain of the football team, head cheerleader and water girl. The Toastmasters leadership manual states that the president is "responsible for general supervision

and operation of the club." As captain of the football team, I tried to keep things organized and serve by example. No matter how discouraging a game might be, the head cheerleader always seems energetic and enthusiastic. This is the image I conveyed by leading the applause at a meeting or when offering encouragement and support. As a water girl, I tried to be available when members and visitors needed nutrients in the form of information or feedback.

9 I learned to invite challenge into my Toastmasters life, even when it involved a task I really didn't want to do. Do you know anyone who enjoys filling in

as Toastmaster at the last minute? I sure don't! But I learned that filling in is not only a vigorous test of my abilities, but a good occasion to serve as a role model. Besides, accepting a meeting role at the last minute is an opportunity to demonstrate skills I've learned in Toastmasters.

8 I learned that I really like my club and look forward to spending an hour with my fellow members each week. After the feeling of "having to" serve as President wore off, I enjoyed the challenge of leading, and I valued the opportunity to make a positive difference. Each of our members is unique and brings a special quality to our group. I believe awareness of our differences and commonalities helps make us a stronger club.

7 I learned that everyone (even me!) likes positive reinforcement. One of our members recently gave a presentation at a district meeting. After her rehearsal, I offered some insight and then attended her



district debut where she aced her presentation. She told me that my support gave her confidence to do a good job. I also recognized her achievement and presented her with a Nutrageous candy bar. Positive reinforcement one-on-one is great, but it means even more in front of the club.

6 I learned that I enjoy receiving phone calls from new members asking my advice about their Ice Breaker – I just don't like them at 10 p.m. the night before their scheduled speech! I was pleased when members asked for assistance and felt honored when they asked me. Panicked calls the night before the meeting were not what I would consider fun.

5 I learned that members like variety and change, even if it's potluck and games. As our club meets during lunch, social time is somewhat limited. We occasionally have special meetings, and the favorite (so far!) seems to be the one

we spent socializing. An added Toastmasters benefit is that socializing provides an ideal opportunity to practice Table Topics informally.

4 I learned there are more important things than following Toastmasters rules to a "T." It was immediately apparent that my club has special needs not addressed during officer training or in Toastmasters manuals. For example, several of our members have a 15-20 minute walk from their offices just to get to our meeting room by noon. Start-

ing on time is great but is not a huge priority for us – we're just glad members are able to come! Furthermore, we occasionally allow non-manual speeches. Our members appreciate the opportunity to rehearse a presentation they will give to another audience, maybe to the Board of Directors or to a 200-employee training session.

3 I learned the importance of attending area, division and district events. It gives my club exposure as well as provides us with fresh ideas from others. Our knowledge of the Toastmasters organization would be somewhat limited if we never attended anything outside of our club meetings. I found myself looking forward to receiving mail from the district and World Headquarters. I liked being part of the bigger picture and being able to share it with others.

2 I learned you catch more bees with honey than you do with vinegar. (Translation: Visitors are more likely to join a positive club than a negative club.) Even when meeting attendance was low, happy members – though few in number – went a long way to promoting a healthy environment. Wouldn't you like to be part of a group of happy, positive people?

1 I learned that even though I'm glad my term is over, I'd do it again in a heartbeat! **T**

Lori Spangler, ATM-B, is a member of U of M Club 4911-6 in Minneapolis, Minnesota.

When You Are The President

Can my club raise funds to pay for new supplies?

When should we hold elections for new officers?

What is a proxy?

■ Club presidents often deal with these questions and others as soon as they assume office. Sometimes the immediate past president knows the answers, but occasionally more information is needed. Toastmasters International has a handbook that answers these questions and others. "When You Are The... President" (Catalog No. 1310-A), available from World Headquarters, contains all the information Presidents need to lead their clubs. Call or write World Headquarters to order your copy.

Evaluate With All

Whether you speak or listen, your success depends on understanding and recognizing these factors.

When evaluating a speech I have learned to use all of my intelligences. These intelligences, as outlined in Howard Gardner's book *Frames of Mind* (1983), include: linguistic, musical, logical-mathematical, spatial, and bodily-kinesthetic. Being aware of these intelligences has enhanced my ability as an evaluator and helped me to win the District 45 Evaluator contest in 1993. An outline and demonstrations on how I would use these intelligences is as follows:



Your Intelligences

BEGIN WITH LINGUISTICS

Webster's Collegiate Dictionary defines linguistics as the study of human speech, including units, nature, structure and modification. Put another way, linguistics is the study of how people use words and form them into sentences. Linguistics is how we make meaning with our speech.

Linguistic intelligence is the most commonly evaluated portion of Toastmasters speeches. And I usually refer to the linguistics of the speech in my evaluation. Did the speech make sense? Did the language flow properly? Did I understand the message of the speaker? Many of these questions are already in the written evaluation section, which I always use as a basis for the total evaluation. The answers to these questions tell me how well the speaker uses language to convey the message. If the speaker cannot convey the message, the speech is wasted, since the purpose of linguistics is to make meaning.

The use of linguistics includes one of the most frequently overlooked portions of the Toastmasters program: the word of the day. The Grammarian's job is to help us constantly improve our language and continually expand our vocabulary. It also is the job of the Grammarian to expose us to new words or different

meanings of commonly used words, or to reinforce the proper meaning of a word. When was the last time you used a word that the Grammarian gave? Do you try to incorporate the word into your speech?

Using the word of the day in your speech is a good way to show the evaluator that your presentation is not a memorized outpouring of material, but a living speech that can be adapted to the audience. It further demonstrates your appreciation of the language, of the linguistics of the speech. Linguistic intelligence in speaking is illustrated by the speaker's ability to use language to convey the emotion, thought, humor or attitude.

MUSICAL SETS THE TONE

Linguistics may be the most frequently evaluated portion of the speech, but it is the musical aspect that gives a speech a sense of drama, humor or whatever emotion the speaker wants the audience to feel.

All speeches are musical to some degree. Speakers can add wonderful elements such as timing, inflection, vocal variety and pauses in their speech. Does the speaker build his speech to a dramatic or humorous point, giving point and counterpoint to his material with vocal inflec-

BY ROBERT GODDARD, ATM ■ ILLUSTRATION BY ANTHONY STROM



tion? I look for the speech to flow easily, in form, content and delivery, from the speaker to the listener.

Employing orchestration in a speech allows Toastmasters to use their musical intelligence. Think of how some of your favorite music would suffer if it had no pauses or if all of the notes were played with the same emphasis or the same duration. Would Beethoven's Fifth Symphony have impact without the pauses? Obviously not. You can build this same sense of drama into your speeches by using sounds and silences.

The best speeches are always musical. The 1995 World Champion of Public Speaking, Mark Brown, even incorporated a portion of a song in his speech, thereby adding a more dramatic effect.

Toastmasters International's Communication and Leadership manual warns against becoming non-musical in speeches. Sing-song delivery is a case of point. When the speaker becomes caught up in repeating this musical pattern, the pattern detracts from the speech. The speech becomes monotonous and boring. And music should be anything but boring.

Employing musical language and delivery can evoke strong emotions in an audience. By creating a tone that resonates your mood and message, your audience will respond in kind!

LOOK FOR LOGICAL-MATHEMATICAL

As a speaker, logical-mathematical intelligence means your speech has a beginning, a body and an end. These are the basics of speechcrafting and speechwriting. Do you have an ability to take a topic and tell the audience what the topic is, tell about the topic, then tell the audience what you told them? Does your speech flow logically and reasonably throughout? Do you build arguments in support of your thesis, and do you present material that can be followed? As an evaluator, I must recognize a logical progression in the speech.

Logical-mathematical intelligence also is used in determining who the audience is, what message they will hear, and what message they are ready to hear. Great speakers adapt their message to their audience so that the message can be heard. One audience may be able to comprehend the logic of the speaker, another may not. This fault of non-comprehension lies not with the audience, but with the speaker. Each speaker must research his or her audience and construct a speech that the particular audience will be able to follow. It is the speaker's

responsibility to create a response from the audience, not the audience's responsibility to respond to the speaker. As an evaluator I look to see if the logic of the speech fits the audience.

A speaker certainly cannot persuade, inform or entertain without the use of logic, but what of mathematics?

Mathematics is frequently used in speeches. For example: How do you use the number three in your speeches? It is a number that people easily remember, allowing speakers to link their thoughts in threes. For example, there are three parts of a speech: an opening, body and close.

Then consider that speakers frequently open their remarks this way: Madam Toastmaster, Fellow Toastmasters, Guests. You then tell them what you're going to tell them, tell them – and tell them what you told them. Speakers also number their

points: point one, two, etc. And when speakers build a persuasive argument, these arguments are commonly based on some equation. The audience is then given all of the parts of the equation – except for one – and asked to solve that missing part!

LEAVE ROOM FOR THE SPATIAL

How does the speaker use space and time in their speech? First, consider physical space. Does the speaker stand in one spot only, restricting herself to a very narrow, confining area? Or does the speaker step away from the lectern and move about the podium?

When a speaker does this, she expands the listener's universe. The speaker takes control of the space in the hall and manipulates that space to her advantage. When a speaker uses space in this manner it adds depth and substance to a speech.

Time is the other dimension of space. Does the speaker respect me and the time I am giving to listen and evaluate speech? If the speaker uses time well, I am not aware of time. If the speaker does not use time well, I am painfully aware of it; I am uncomfortable and I fidget.

As an evaluator I also pay attention to how well a speaker uses time and space. Does the speaker use his spatial intelligence to meet the goals and objectives of his speech? Does the speaker comfortably bring me along on his journey? I try to address these points in my evaluation.

BEWARE THE BODILY-KINESTHETIC

Posture and gestures are the language of the bodily-kinesthetic intelligence – the message a speaker sends

“Think of how some of your favorite music would suffer if all of the notes were played with the same emphasis. Would Beethoven's Fifth Symphony have impact without the pauses?”

with his body. But is this message consistent with the message the voice is sending?

Gestures are the language of the body. Speakers demonstrate their intelligence and fluency with this language by using gestures. The comfort with which speakers use their bodies to send a message supporting their words can add or detract from a speech.

I recently gave an evaluation in which I applauded the speaker for having well-practiced, natural gestures. This may appear to be an oxymoron, but gestures must be practiced to flow naturally and to appear as a natural extension of the speech.

Practice and rehearse your body language so that the two messages, voice and body, are congruent. The gestures should add to the speech, emphasizing key points and supporting the oral message.

Another aspect of bodily-kinesthetic intelligence is the overall impression the speaker imparts. Does the speaker appear relaxed and in charge? Is the dress appropriate for the occasion?

BLEND AND MIX

Integration is the final aspect of evaluation. How well does the speaker incorporate and integrate all of the intelligences? Does the speaker present and create a whole picture, or are there aspects of the picture that still need refining and reworking to become a whole?

Most works of art can be improved upon. But to become works of art, they must speak to all of our intelligences. And to be masterpieces, they must fully integrate these intelligences.

The integration of all of the intelligences is what separates the good speech from the great speech. It is this holistic view of speechmaking – addressing the linguistic, musical, mathematical, spatial and bodily-kinesthetic intelligences – that I strive for in my speeches, and look for in the speeches I evaluate. **T**

"It is the speaker's responsibility to create a response from the audience, not the audience's responsibility to respond to the speaker."

Robert Goddard, ATM, is a member of Exeter Speak-Ups Club 8700-45 in Exeter, New Hampshire.

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by Jean Marsh, CTM

Specific encouragements
prevent discouragements.

Keep Your Eyes & Ears Open and Your Pen Ready

I f I could guarantee that you could improve your speaking skills by changing one behavior during Toastmasters meetings, would you be willing to try?

My suggestion is this: take the little four-by-one-inch piece of paper provided at the Toastmasters meeting and write an evaluation on every scheduled speaker you hear. The job of a Toastmaster is to keep your eyes and ears open and your pen ready!

"Aw, c'mon," you may say, "I already do that... well, at least when I can think of something to say." I suggest writing an evaluation every time and in a particular way. Now, why should we do this? After all, every speaker has his or her own "official evaluator," right?

YOUR VIEWPOINT IS UNIQUE.

Each person's comments are important. Why? Professional survey-takers know that feedback on questionnaires reveals more about the evaluator than the person being evaluated. At our club's recent evaluation contest, I was astonished to hear three evaluators giving different – and sometimes conflicting – feedback to the speaker! This illustrates the fact that people react very differently to the same speech. And since a Toastmasters meeting can be a microcosm of the audience "out there," we need feedback from every person. Once we have that feedback,

we will have a better idea of how we affect a total audience when we give an outside speech.

1 Encourage the Speaker. "Well," you might say, "I don't always know what to comment on. Because frankly, my feelings get a little hurt when someone points out a shortcoming, so I really don't like to point out somebody else's." Perhaps you identify with the Yugoslav proverb, "Speak the truth, but leave immediately after."

I'd like to suggest a particular format for your comments that will

be instructive and kind all at once. For these suggestions I draw from the field of learning theory. First, learning occurs best in the absence of anxiety. So our first task is to encourage the speaker: to find something the speaker did well.

2 Be Specific. Learning theory also states that improvements happen quickly when we can distinguish specific behaviors that are successful. Pointing at specific behaviors also adds credibility to our comments. Did you ever get feedback such as, "Great speech!" and wonder if the person was just trying to make you feel good?

Let me give an example of how naming a specific behavior works. Several weeks ago I gave a speech at Toastmasters. That day I happened to wear a plaid grey wool jacket. I had taken the jacket off and put it back on before my speech because

en Ready!

it was cold in the room. After the speech, my evaluator called for comments from the audience. One of our members rose and congratulated me on wearing a jacket, which, she said, gave me a lot of credibility as a speaker! You can bet I never will appear again without a jacket when I am scheduled to speak.

By the way, that audience member used a technique described in the book, *The One-Minute Teacher*, by Spencer Johnson and Constance Johnson, called "catching someone doing something right." This is a

way of praising a specific, effective behavior, whether or not it was intentional!

One way to find the specific behaviors to mention in your comments is to ask yourself these questions: What one thing works best in this speech? What one thing distracts the most?

3 Suggest an Improvement. The last step is to name a specific behavior that might be improved. This is the hard part. Won't we discourage the person? Won't we deflate his balloon?

There are several ways to kindly suggest improvement. One technique is to ask a question, such as: "Would it work better to use notes less?" Or precede your comment with, "You might try..." Another way to soften the blow is turning your comment into a positive. One of the Toastmasters in our club is artful at this, as evidenced by her recent comment: "Jean, you have a beautiful smile. I'd like to see you use it more when you're speaking!" Lastly, naming something specific depersonalizes or neutralizes the criticism. Saying, "If you rely less on your notes, you will seem more

sincere," is more helpful than "I feel you could be more sincere."

FORMULA FOR SUCCESS.

Fellow Toastmasters, picture this: The day has arrived for that big convention speech to members of your professional association. And you are ready, because you have a speech that has been perfected after receiving hundreds of comments focusing on specific behaviors. So you step up to the lectern, confident that your speech will achieve its goal. And it does, because once your speech is over, you leave the lectern to hearty applause.

By giving evaluations to all scheduled speakers we offer the gift of valuable feedback to our fellow Toastmasters while enhancing our own learning. Comments should always include a word of encouragement for a positive, specific behavior and a suggestion for improvement. Remember, the duty of a Toastmaster is to keep your eyes and ears open and your pen ready! **1**

.....
Jean Marsh, CTM. is a member of Wilmington Club 3603-37 in Wilmington, North Carolina.

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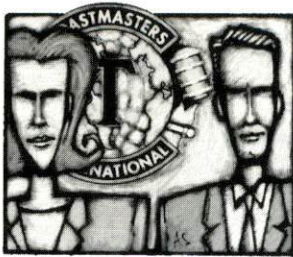
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Recently, your Toastmasters club received copies of the newly revised new member application. The form is now two-sided and contains two very important items: A Toastmaster's Promise and an indemnification and release statement.

International. Responding to these legal actions is raising the cost of operations paid for by members' dues. In some cases, the complaints are frivolous but still costly to resolve. In other cases, the complaints are genuine and may involve a club or district officer who has engaged in harassment or some other form of unethical or inappropriate conduct. In those situations,

Promises Made, Promis

New membership applications feature Toastmaster's Promise and legal protection.

As the new applications start to circulate, your club's new members may ask why they have to sign the form, agreeing to the terms of the Promise and the Statement. Here's some information that will help you explain:

A TOASTMASTER'S PROMISE

A Toastmaster's Promise not only appears on the membership application, but also in Club Officer Handbooks and on the reverse side of membership cards (available through the Supply Catalog).

Being a Toastmaster means more than simply making a commitment to self-development. Everyone who joins a Toastmasters club is making a commitment to the club, to its members, and to the organization as a whole.

When members share in the club's responsibilities, everyone benefits. As new members join,

they will now know from the start, not only what they can expect from the club, but also what the club expects from them.

THE INDEMNIFICATION AND RELEASE STATEMENT

To be effective, Toastmasters clubs must maintain a supportive and positive environment in which all members can meet their educational goals and objectives.

Unfortunately, a social environment sometimes can become increasingly uncivil. Toastmasters International, like many other voluntary, private nonprofit organizations, has been subjected to a marked increase in complaints, threats of legal action, and actual litigation in recent years – within the United States and outside as well.

These legal actions have been targeted at clubs, club officers, district officers and Toastmasters

the organization is not responsible for those officers' personal conduct, yet it may cost both time and money to dismiss the organization from the lawsuit or claim. That money would be better spent updating and creating educational materials from which all members can benefit.

To protect the best interests of Toastmasters International, the clubs and the vast majority of members who are not creating these legal problems, the organization's Board of Directors decided in February 1996, on advice of legal counsel, to authorize use of an indemnification and release statement on the New Member Application (Form 400). In addition, top District and International officers also are asked to sign a similar release.

Here is a line-by-line explanation of the statement:

Kept!

■ "Consistent with my desire to take personal responsibility as a member of a Toastmasters club, I agree to abide by the principles contained in 'A Toastmaster's Promise' and the governing documents and policies of Toastmasters International and my club." – This simply alerts the member that the Promise, governing documents and policies do apply to each member,


and each member is responsible for his or her personal conduct.

■ "I will refrain from any form of discrimination, harassment, derogatory, illegal or unethical conduct." – These forms of inappropriate conduct have been a growing source of complaints, and the Board felt it was necessary to specifically warn members that such conduct will not be tolerated. Organizational policies appearing in the President's Manual and other materials prohibit such activities. Those policies also require that it be known to all members that such activities will not be tolerated and that violation could result in termination of membership and/or good standing from the organization.

■ "I agree to defend, indemnify and hold harmless Toastmasters International, its clubs, governing bodies and representatives

from any liability, cost or expense arising out of my actions, omissions to act or other intentional or negligent conduct on my part." – This sentence applies to situations where someone sues the organization, a club or its representatives based on the improper conduct of an individual member or officer. In this situation, the organization demonstrates to a court or other authority that the person was acting in his or her personal capacity, not on behalf of the organization. In such a circumstance, the organization should be able to recover those costs from the individual whose intentional or negligent conduct caused the problem. In this sentence, the word "defend" simply means that the responsible member must reimburse the organization for the cost of legally defending itself. Again, this only applies to *intentional or negligent conduct*.

■ "Understanding that Toastmasters programs are conducted by volunteers who cannot be effectively screened or supervised by Toastmasters International or its clubs, I release and discharge Toastmasters International, its clubs, governing bodies and representatives from any liability for the intentional or negligent acts or omissions of any member or officer of my club or other clubs, or any officer of Toastmasters International." – This sentence protects the organization, a club and its representatives from suit in



TOASTMASTERS INTERNATIONAL
Application For Membership in a Toastmasters Club

Please print as shown in the example.

District: Club Number: Month/year joined: /

Club name: _____ City: _____

Membership type: New Reinstated Dual Transfer from Club Number _____ District Number _____

LAST NAME: FIRST NAME: MIDDLE:

APARTMENT, SUITE, OR FLOOR NUMBER:

STREET ADDRESS:

CITY: STATE/PROVINCE: ZIP/POSTAL CODE:

MALE FEMALE

New Member Sponsor: The person who recruited and/or encouraged the member to join.

LAST NAME: FIRST NAME: MIDDLE:

Sponsor's Home Club Number: Sponsor's District Number: To ensure proper credit the sponsor's full first and last name and home club number must appear.

New Member Kit preference for new members only:
 English French Spanish Japanese Chinese Cassette tape (visually impaired only)

1) NEW MEMBER FEE: U.S. \$16.00 \$ _____
Paid only by new members. Covers costs of the New Member Kit and processing.

2) Membership Dues (all members):
Pro-rated at \$3 per month. Month chosen must match "month/year joined" listed above.

October	or	April	U.S. \$18.00	\$ _____	3) Total of 1, 1a, and 2	\$ _____
November	or	May	15.00	_____	<small>Check or money order in US funds drawn on a US bank must be included. Line 3 is the amount payable to Toastmasters International.</small>	
December	or	June	12.00	_____		
January	or	July	9.00	_____		
February	or	August	6.00	_____		
March	or	September	3.00	_____		

Note: Your Club may also charge dues to meet club expenses. See other side for details.

By my signature below, I agree to the terms of A Toastmaster's Promise, and the Indemnification and Release stated on the reverse side of this application.

Signed: _____

By my signature below, I certify that this individual has joined the Toastmasters Club identified above. As a Club, we will ensure that this member receives proper orientation and mentoring.

Signed: _____

PLEASE READ AND COMPLETE THE OTHER SIDE

The newly revised membership application features a Toastmaster's Promise and an indemnification and release statement.

a situation where a volunteer member or officer, *acting outside the scope of his or her authority*, causes harm to another member. In an employment case, some courts in the United States have recognized a claim for "negligent hiring" or "negligent supervision," where the organization should have done a better job of screening or controlling the activities of employees. This statement wants to make clear that in a volunteer organization like Toastmasters, with literally thousands of new officers coming and going at the District and club levels every year, it is simply impossible to screen or supervise all members. The injured member can still sue and recover against the responsible individual, but not against the organization if the organization did no wrong.

Most clubs have a supply of membership applications on hand. World Headquarters will accept all new member applications, whether they are the new form or not. But clubs are encouraged to start using the new form immediately. **T**

Unleash



Finding Your Ultimate POWER

BY KEN VEGOTSKY, CTM ■ ILLUSTRATION BY FRED SHERMAN

*"The journey of a thousand miles
begins with the first step.*

— CONFUCIUS

Discovering your reason for being, your purpose in this existence, gives you control over your life. It is a dynamic, ongoing process that keeps evolving as you grow. It also can be your longest journey.

My journey began in earnest on August 2, 1982, after a parasailing accident. Nearly dying has a way of bringing you back to life. That accident prompted an earnest search for my mission in life — my purpose for being.

The key to this search is to find the right path to travel and stay true to it. In many cases it is a long and winding path, filled with many trials, tribulations and successes. Toastmasters offers a shortcut to this path. In fact, if you use its programs to the maximum, you can unleash your ultimate power.

The goal of Toastmasters' founder, Dr. Ralph Smedley, was to help others improve their lives. Realizing that effective communication is critical to success, Smedley chose the advancement of public speaking as a way to help others find their purpose for being. In founding Toastmasters International, he created an organization that assists the individual in mastering his or her own destiny.

Do you remember the first speech you ever gave at your Toastmasters club, the Ice Breaker? It took courage to take that critical first step. But once you had done so, you were on your way toward minimizing your efforts and maximizing your returns through Toastmasters training.

STEPS TOWARD A STATEMENT

My own mission statement evolved as a way of dealing with the chronic pain that resulted from the 1982 parasailing accident. I began by asking myself, "What is my purpose for being?" Slowly my mission started to dawn on me, until finally I had developed it into the following statement: "I promise each and every day to share the miracles I have found in this greatest of gifts called life — not by changing the world, but by fine-tuning it for my

children and for all children." This mission is now part of my spiritual existence.

To develop my mission statement, I wrote down thoughts such as "Life is a celebration," then I reviewed them, looking for a common thread. And guess what? I discovered that the best way to change the world was to change myself. By deliberately causing inner growth by questioning my purpose for living, my words and actions began to reinforce my life.

Here are some exercises to help you create your personal mission statement:

1 Summarize your life up to the present by writing your own obituary. Then imagine reading it in tomorrow's newspaper. Would you like to improve on what you are reading?

This exercise may seem rather macabre, so let me share with you the story of another person for whom it worked quite well. His name was Alfred Nobel.

Although another Nobel brother had died, the newspapers accidentally printed Alfred's death notice in their obituary section, remembering him chiefly as the inventor of dynamite.

But Alfred did not want to be remembered solely for the creation of something that had contributed so much death and mayhem to the world. So he set out to create a mission statement that would allow him to be remembered as someone who had added to people's lives. After writing down his thoughts and sharing ideas with friends, he discovered a new focus for his life.

Today the Nobel name is associated throughout the world with those who contribute to humanity through literature, science and the promotion of peace. One hundred years after his death, Alfred Nobel is remembered every year during the awarding of the Nobel Prizes as a man who promoted achievement rather than destruction.

2 As a variation on the first exercise, imagine yourself lying in a coffin. Look up and see those who know you. As objectively as possible, listen for their words and thoughts — the report card of your existence. As you listen to your life's report card, ask yourself these questions:

**What's your mission
in life, your
purpose for being?**

Am I happy with what I am hearing? Did I become a better person in their eyes? Did I make the world a better place to live? Did I go far enough along the path toward fulfilling my mission statement?

Many of us have done things we recognize as errors and choose not to repeat. It can be that way for you, too.

3 Talking to yourself is healthy – when you speak in affirmations! Repeat the following sayings to yourself throughout the day – they will help you focus on your mission statement:

- “I have a purpose and mission in life.”
- “I am the master of my destiny, and my mission is my guide.”
- And here’s one for you to fill in: “My mission in life is to...”

GOALS MAKE YOUR MISSION A REALITY

As you develop your mission statement, use your goals to expand and reinforce it. For some people, a goal might be to attain wealth; for others it is to have a close-knit family or to develop themselves intellectually or spiritually. Objectives that are life-affirming to you and those around you will reinforce your purpose and help you focus on your mission statement.

Your goals are the stepping stones in making your mission statement a reality. As you achieve your goals, they give your life conscious choices and the joy of knowing you are headed in the direction you have chosen.

After my accident I was in chronic pain and began using food as a replacement for the pleasure physical activity had once given me. But by the time I had put on 90 additional pounds, I realized that one of my goals would have to be the acceptance of pain. Once I understood this, I began working on other aspects of my lifestyle. For example, I started to learn about nutrition, exercise and my mental abilities. I began to make small changes in each of these areas, and gradually an awareness of my mind-body-soul connection developed, allowing me to uncover my purpose for being. The key was to use my goals – some stretching over many years – to help my mission statement evolve.

LESSONS LEARNED FROM MY CHILDREN

My son, Alan, loves people. Since he was a toddler, he has been determined to make new friends at every opportunity. One day I was walking behind him as he rode his bicycle. We came to an intersection. He said, “Daddy, I know all the kids who live in that direction, so let’s go the other way and make some new friends.” We did and sure enough, he made new friends. At the age of five, he had already started to define his own goals.

Then there’s my daughter, Stephanie, who was labeled as learning-disabled at an early age. One day her teacher met with my wife and me to discuss various areas needing improvement in our daughter’s education. Her classmates, for example, all could count to 100, but Stephanie either could not or would not.

We devised a plan. Stephanie was getting an allowance each week and obviously would appreciate a larger one. An arrangement was made whereby she could increase her allowance up to the point that she could count.

Each Friday Stephanie sat with her mother and started counting before getting her allowance. Very little additional help was given, except practice on counting the numbers beyond the point where she got stuck. At the beginning, her allowance was 50 cents. But by the end of seven Fridays, her allowance had to be capped at \$2.00! Now she considers herself a mathematician as well as many other things.

A MISSION STATEMENT AND “BITE-SIZED” GOALS

Here’s a goal-setting exercise: Take a specific dream or wish you have that is positive. Make a picture in your mind of a specific outcome that motivates you. Make it bite-sized – that is, make it attainable and realistic.

Then track your progress as you head toward your goal. You’ll be surprised how quickly you will get there. More importantly, you’ll discover how your goals reinforce your mission statement.

Beginning with my mission statement and the reinforcement of goals set out by the Toastmasters Communication and Leadership manual, I earned my CTM, served as Area Governor and wrote my first book – in just one year! My club speeches, in fact, were my means for testing the ideas that showed up in my book.

Toastmasters turned out to be a great testing ground for my newfound insights into life. Slowly and patiently I spent the year achieving my individual speech goals and cultivating my mission statement. Finally, in the summer of 1994, I used the speeches from my first year in Toastmasters to write *The Ultimate Power: How to Unlock Your Mind-Body-Soul Potential*. Much of the book, in fact, is based on my Ice Breaker speech, relating lessons from my near-death experience back in 1982.

Toastmasters helped me to discover my reason for being and to use goals to reinforce it. So take advantage of all the opportunities your Toastmasters club has to offer, and don’t forget to share your club with others. It will help you unleash your Ultimate Power! **T**

Ken Vegotsky, CTM, is a member of New Horizons Club 312-60 in Toronto, Ontario Canada. He’s a professional speaker and author of *The Ultimate Power: How to Unlock Your Mind-Body-Soul Potential*.



TI Honors Dedicated Employee

Connie Kull Serves 30+ Years

■ She loved winning first place in her high school's annual speech contest. Still, Connie Espinosa had no idea that the business of public speaking would play such an important part in her life.

Then, soon after graduating from business school, Connie interviewed at Toastmasters International's Home Office on 8th street in Santa Ana, California. She was hired on the spot.

The next day Connie met her fellow Home Office employees – all eight of them – and their supervisor, Toastmasters Founder Dr. Ralph Smedley. She still speaks reverentially about Dr. Smedley, remembering him as “a kind and friendly man who always was open for changes.”

Her first job was coordinator of new clubs. The years went by, and Connie Kull – formerly Espinosa – took time off to raise three children: Kathleen, Susan and David. In 1966, however, she was back to stay, this time in the Membership Records Department making address changes on stencils – real “horse and buggy days,” according to Connie, since the stencils that once inked her hands blue have long since been replaced by computers.

Now, 30 years later, Connie works in the Marketing Department as Senior Order Clerk. One of her most important tasks is to purchase materials not produced in-house. And many Toastmasters who call World Headquarters will recognize Connie's voice since she – along with two other clerks – handles all Supply Catalog orders.

“It's been a great journey for me. And it hasn't ended yet. I hope my son David will continue it,” Connie says.

All three of Connie's children have worked part-time at World Headquarters, and David now carries on the family tradition in his job as full-time Conference Coordinator. His admiration for his mother and Toastmas-

ters International is apparent: “She instilled in me the value of doing something worthwhile, meaningful and productive.” For her part, Connie says, “I am really grateful that the organization has helped my family so much. We have been given such a great opportunity here.”

The secret to Connie's popularity with Toastmasters, vendors and her now more than 50 coworkers lies in her helpful, upbeat attitude. “It doesn't hurt in the least for

me, in my corner over there, to go just a little beyond what you're required to do,” she says. Thirty-plus years at World Headquarters have given Connie the unique opportunity to watch Toastmasters International grow into the world's preeminent public speaking organization. And throughout it all, the company's position of “members first” has remained the same. “I think that's why I'm so fond of the place, because everybody's so super nice,” she says.

Reminiscing about all the changes she has seen, she remembers Executive Director Terry McCann's first speech to the employees 21 years ago: “He said what he was going to do with Toastmasters – bring in more educational programs, increase membership and give members the best possible

service – and I just sat there thinking, ‘Yeah, right!’ But it came to be because he's a man of action. He was determined to change Toastmasters for the better.”

Connie's creative side comes out in her leisure time. “I would rather garden than do anything else. And I love to watercolor. Flowers, that's my passion.”

What about the future of her workplace? Does she have any suggestions for improvement? “Toastmasters is an organization that constantly researches better ways to meet member needs. No, they are doing just fine without any suggestions I may have!”



Senior Order Clerk Connie Kull and Executive Director Terrence McCann



MEMBERSHIP BUILDING

By Shirley McPherson, ATM-B

Speechcraft to Revitalize

THE TOASTMASTERS INTERNATIONAL SPEECHCRAFT PROGRAM IS A great tool to recruit new members or to start a new club. But let me suggest to you that Speechcraft can be a shot in the arm for your club members, even if your club has been around for years. My experience with three clubs in three

different "life stages" convinces me that all Toastmasters clubs need to "put on" an in-club Speechcraft periodically.

What is Speechcraft, you ask? Toastmasters International's Speechcraft program is an educational experience during which club members focus on developing effective public speaking techniques. It can be conducted in four, six or eight sessions. An effective in-club Speechcraft replaces the regular club meeting for the entire time period. To be successful, all club members – experienced as well as new – must commit themselves to the Speechcraft program. While everyone understands how Speechcraft can benefit new Toastmasters, the benefits to experienced Toastmasters and the club as a whole may not be as obvious.

My home club, NBD Talk of the Tower Club 8442-11, dedicated two months worth of meetings in 1995 to Speechcraft. Our club had been in existence since 1991, so we should have been a model club. But during our company's two-year merger and conversion period, we had been happy just to keep the club going. Standards had definitely fallen at our club. To reverse that trend, the club's executive committee launched the Speechcraft program. Experienced Toastmasters presented educational talks on such topics as protocol, using gestures and organizing speeches – and all of these were manual speeches! We heard from members who had not presented a prepared speech in more than a year. In addition, six new members completed Speechcraft, and one of them will soon complete her CTM. The whole experience was perceived so positively by the members that the club resolved to do a Speechcraft every year.

Last year, Indianapolis Club 385-11 celebrated its 50th anniversary as a Toastmasters club. Many of our members have been Toastmasters for more than 20 years, have

achieved DTMs, and are accomplished professionals. Seldom was a manual speech presented at a club meeting, except by the occasional new member. Standards were rigidly maintained, and the meeting format was never allowed to deviate from the model. We launched a Speechcraft in September.

To recruit new members for the Speechcraft, we promoted our club by publishing a brochure, announcing our Speechcraft class in the local community newspaper and advertising locally with posters. Preparing for and hosting the Speechcraft has reminded our long-time members of the second reason to remain in the organization – to share their skills and knowledge with newcomers. Committing ourselves to a successful Speechcraft has revitalized this group of Toastmasters.

Circle City Club 1947-11 is a community club where member participation had waned. Meeting attendance averaged four to six. Assignments were regularly given the day of the meeting, sometimes at the beginning of the meeting itself. Club leaders recognized something had to be done or the club would die from lack of interest. Hosting a Speechcraft galvanized the officers into action. The Vice President Public Relations created a promotional pamphlet. The President called on some area businesses to recruit participants. The Vice President Education planned an eight-week Speechcraft program, forcing members to plan ahead and schedule Toastmasters just like any other business meeting. Now, well into the Speechcraft, the club has accepted six new members. More importantly, attendance at the weekly meetings has soared. This club is experiencing a rebirth through Speechcraft.

Is your club ailing? Have standards fallen? Is it hard to keep experienced Toastmasters enthused and involved? If these symptoms sound familiar, I can recommend a cure that can revitalize your ailing Club: Put on Speechcraft programs! **T**

Shirley McPherson, ATM-B, is a member of NBD Talk of the Tower Club 8442-11 and the Indianapolis Club 385-11 in McCordsville, Indiana.



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.

Robert E. Wagner, 2531-3
Tom Dennis, 7242-4
Shirley Daniel, 5252-6
Conway Stone, 5104-11
John E. Brown, 810-14
Faye Pirmay, 1411-14
Kshama A. Kakade, 8331-14
Lillian M. Johnson, 1345-18
Denise V. Fitzgerald, 2929-18
Corinne M. Stewart, 738-21
Kathleen F. Steece, 3808-22
Ronnie Mask, 3109-23
Karen P. Booker, 8913-27
Joan Weldy, 2815-29
David Corlett, 736-33
Lisa L. Zumpft, 2628-33
David J. Haberman, 7836-38
Jacob A. Nickel, 450-42
Arlene Jorgenson, 8990-42
Linda F. Doerfler, 1875-44
William Buck, 4588-45
Emmogene James, 3188-46
Julia E. Porowski, 9679-46
Laura A. Koplusky, 2900-52
Yong Elias, 7663-52
April Renee Lauper, 2386-56
Karen Ann Monsen, 4555-56
Jessie Johnson, 5811-56
Subash C. Khanijow, 5304-57
Ronald V. Barredo, 3930-63
Frank Horne, 6548-63
Marian Lamanna, 5659-65
Roy W. Saxman, Jr., 3423-66

ATM Silver

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

Jack Wood, 3921-1
Robert W. Oppler, 2211-2

Jay Fischer, 7137-2
Barbara J. Hawk, 2961-3
Patricia Krueger, 4385-3
Kenneth R. Garber, 888-5
Craig H. Koontz, 6398-5
Douglass C. Evans, 8043-5
Jerry Balisteri, 8262-5
Michael Shumacher, 3726-6
Victorin J. Ruhland, 3932-6
Nathaniel H. Randall, 51-8
Stan Cottrell, 3412-14
Theodore C. Wood, 1686-18
Cleon C. Babcock, 9704-19
Jean J. Babcock, 9704-19
Steven A. Van Dyke, 8727-20
Gerry Benner, 4071-26
Joseph P. Thompson, 5349-26
Paul Gormly, 6633-26
Christine Larson, 3925-32
Stanley A. Hammer, 7342-32
Gail S. Patterson, 6150-33
Mike Wilson, 7634-33
Albert E. Jabs, 843-37
Adrianna Lavell, 6065-39
Richard J. Schwartz, 4541-47
Ania Rust, 7570-50
Donald P. Johnson, 5665-52
Mary Ann Milam, 2702-54
Sue Dulaney, 6482-56
Norma Jeanne Bennett, 8454-56
Donald L. Giberson, 7976-60
Kai A. Sorensen, 8535-62
Betty S. Richardson, 1719-63
Gail Perry, 4574-64
Richard C. Alt, 5123-65
Helene Buckman, 880-70
Janice Attrill, 2176-72

ATM Bronze

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

Richard C. Clark, 3327-F
Charles Poirier, 6851-F
Dale W. Botts, 3921-1
Jay Fischer, 7137-2
James T. Wilrich, Jr., 1771-4
Walter F. Nelson, 4014-4
Jeffrey L. Lipscomb, 2340-5
Mike Gurda, 679-6
Krista Hellekson, 1696-6
Donna Goodman-Herron, 5480-7
Alfred Cummins, 618-9
Pamela A. Peterson, 7285-9
Michael John Bayne, 1348-12
Steven R. Posey, 4397-12
James Merrylees, 7213-12

Martin K. O'Toole, 266-14
Glenn Shiveler, 148-16
David Walatka, 1746-18
Opal L. Current, 671-19
Linda J. Terpstra, 6271-19
Randy Keehn, 894-20
Ragon D. Kinney, Sr., 4013-23
Anne M. Thompson, 2429-26
John C. Gridley, 651-27
Dara Esfandiary, 8907-27
Darlene Van Tiem, 573-28
Karen K. Fleischer, 5996-29
Roberta A. Wisnosky, 4893-33
Bill Stull, 6083-33
Kay Collis, 9847-33
Rosa Maria Oviedo Rabago, 3467-34
Jose Angel Zuazua, 7158-34
Kim Jones, 77-36
Florence G. Printis, 5309-36
G. Earl Hill, 962-37
Adrianna Lavell, 6065-39
Leon L. Brandon, Jr., 9040-39
Geoff Cooke, 7449-42
Eddie Payne, 7432-44
Anita Bentley, 6487-45
William D. Tighe, 9719-45
Frances C. Okeson, 9679-46
Terrence J. Smith, 2459-48
Harold M. Wolf, 968-49
Karl Hartront, 6577-50
Ania Rust, 7570-50
Martha Duncan-Hodge, 9019-50
Augustine Lee, 2086-51
Laura A. Koplusky, 2900-52
John D. Chauvin, 1710-53
Gwendilyn S. Sawyer, 127-54
Patricia T. Justice, 5556-56
Raymond Borrego, 7580-56
Kathy Thompson, 8524-56
Fernando Turegano, 8687-56
Victoria Swinburne-Kennelly, 5407-61
Wayne M. Berry, 3264-63
Richard L. Randolph, 3930-63
Connie L. Gilliam, 6548-63
Troy Kinsel, 6548-63
Jo-Anne McDowall, 1419-64
William H. Scott, 5659-65
Nora Nunnery Smith, 3351-66
Elizabeth Treacy, 2982-70
Dianne Vecchiet, 9627-70
Alison Leslie Palmer Turrell, 7298-71
Charles Bertram Davies, 2176-72
Patricia Anne Griffin, 2176-72

ATM

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

Betsy Chivers, 522-U
Teruo Horie, 583-U

Peter Bibb, 724-U
Howard F. Gibson, 724-U
Kazuhiro Nomura, 2244-U
Frank Thorogood, 3230-U
Frank Walsh, 3995-U
Yoshikazu Kawakami, 6995-U
Marcy Huber, 7404-U
Gil J. Gonzales, 36-F
Heather Goss, 1927-F
Eddie J. Scales, 4836-F
Richard Dean Friesen, 5270-F
Joan Virginia Allen, 5410-F
Calvin Harris, 5643-F
Harry A. Thomas, 7631-F
James K. Harris, 7631-F
Richard G. King, 9591-F
Michael Kadrmass, 212-1
Shari Kimmel, 743-1
Michelle N. Matt, 4419-1
Elise Dee Beraru, 5983-1
Oraetta R. Minor, 6264-1
Susan Dexter, 7933-1
Audrey M. Davison, 252-2
Jean Zoet, 626-2
Marlin Hendricks, 626-2
T. Dennis George, 813-2
Caron M. O'Leary, 1258-2
Paul Freeman, 4401-2
Dan Fine, 5538-2
Jay Fischer, 7137-2
Janette A. Gann, 499-3
Jay S. Alagia, 4770-3
Lauren DeVuyt, 5597-3
Kenneth J. Hansen, 5858-3
Cheryl Dumpert, 9006-3
Annette Verna, 9258-3
Jan M. Zingerman, 9258-3
Charles Kliewer, 3476-4
Gerard M. Falzon, 6645-4
James R. Taylor, 851-5
Alan Leo Szczepaniak, 888-5
Adriana A. Knoblauch, 895-5
B. David Manela, 1112-5
Mohammad Sammak, 1112-5
Robert A. Beeler, 2335-5
Robert M. Melotti, 2955-5
Darlene Boyd, 4130-5
Edson Ellsworth Campbell, 4155-5
Jordana Carroll, 4356-5
Patricia Phillips, 4356-5
Shelley Berman, 4405-5
Don Gragg, 5528-5
Gail Lynn Hubbard, 7129-5
Patricia Bleha, 7129-5
Rita A. Pauling, 134-6
Becky Gervais, 1601-6
Carren Hayek, 5582-6
Richard Lee Peterson, 6042-6
Scot D. Pritchard, 8194-6
Marilyn J. Mason, 1019-7
Kay Betton, 2978-7
George Stonecliffe, 3681-7
Jane M. Meyers, 5442-7
Michael Vossen, 6421-7
Prem Dhanesh, 7558-7

- Dan Siegel, 9025-7
David H. Jamieson, 9579-7
(Mary) Lois Brazil, 525-8
Lynn Hawk, 817-8
Mary Faith Russell, 1229-8
Charles W. Richardson, 1957-8
Lavona Virgen, 3979-8
Joyce P. Kelly, 4043-8
Ronald C. Kautzner, 4587-8
Mukunda B. Shrestha, 5196-8
Myrna J. Coleman, 9643-8
Anita Janis, 154-9
Chip Larson, 1760-9
Pat Richmond, 4968-9
John D. Kerezy, 1790-10
Ron Ambrosia, 2020-10
John R. McCarty, 3315-10
Denis John Hessoun, 9027-10
Judy Wilson, 9728-10
Connor E. Price, 42-11
Michael R. McEvers, 53-11
William R. Hibben, 666-11
Nila J. Miller, 6208-11
Paula Mae Johnson, 8898-11
Barbara Jo Wilson, 130-12
John Lundin, 929-12
Terrence J. Brown, 1041-12
Deepak S. Ubhayakar, 3810-12
Margaret T. Mendyk, 7213-12
Robert E. Humphreys, 2255-13
Glenn J. Augustine, 1779-14
Cindy D. Gilyard, 2037-14
Mary Tarin, 2195-14
Charlotte Scott, 2275-14
Eddie L. Stiles, 3027-14
Walter C. Green, III, 3592-14
Phillip V. Smith, 4465-14
Jo Albert-Hill, 4636-14
Sylvia A. Tyler, 4636-14
John Kiehlbauc, 4865-14
Claudia M. Douglas, 5051-14
Thomas W. Martin, 6056-14
Patricia R. Hennessy, 7109-14
Rick Smith, 7598-14
Steven Karl Voige, 7598-14
Carlen L. Johnson, 8180-14
Joy N. Bennett, 8352-14
Margaret Anderson, 8359-14
Gail Simmons, 8661-14
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Complete the Puzzle

You're an important piece in the puzzle that makes up your Club's membership. Toastmasters come from all walks of life, and each brings valuable contributions to your Club. Adding new members will improve your Club.

Yes, *you can* sponsor 5, 10, or 15 members! It may sound challenging, but think about how many people you know.

Start by inviting a neighbor, friend, or coworker to your next Club meeting. You enjoy the meetings – so will they! Use your credibility to come up with other ways to reach people. For instance, ask your employer to put a flier in with the paychecks next time. Start contributing to your Club's success now.

- A **Complete the Puzzle pin** is your recognition for sponsoring five new members. Your reward is the satisfaction of seeing the new members improve while the Club benefits.



- Add 10 pieces to the puzzle and receive the **Gold Star pin**.
- A **Toastmasters necktie or Ascot scarf** goes to those sponsoring 15 or more members.

Don't wait – get involved now!

From July 1, 1996 through June 30, 1997, the Complete the Puzzle membership program challenges you to bring new members into Toastmasters. When you sponsor members, you may qualify for the awards listed above. Consult your Club's copy of the *Membership Programs Flier* (Catalog No. 1620) for details about this and other membership building recognition programs. From *Prospect To Guest To Member* (Catalog No. 108) is a "how to" booklet that takes you step by step through the recruiting process. Three copies of each of these items are available to your Club free of charge from World Headquarters every six months.



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