

# THE TOASTMASTER

JANUARY 1992

THE COURAGE TO COMPETE

OSTRICH THINKING:  
Are positive thinkers just burying  
their heads in the sand?

THE WINNING EDGE

IT'S WORTH THE RISK



Dream

UNLEASH YOUR POTENTIAL

CHANGE YOUR ATTITUDE, CHANGE YOUR LIFE

Go for it!



## VIEWPOINT

## VERN NELSON'S GUEST

*"It is not a matter of increasing the size of Toastmasters as an organization, but rather of making our training available to a greater number of people. To add five more members to your Club should not be difficult, if your Club is doing the kind of work in training members for communication which it should be doing. The enlistment of these recruits can mean much to the world in which we live."*

*Dr. Ralph Smedley  
October 1962*

You bring some friends to a club meeting. They like what they see and hear. They participate. Then they sign the Form 400 application for membership.

What are you doing for those friends? You are helping them Unleash Their Potential.

Allow me to tell you a story about Vern Nelson and his guest.

In 1962, Vern was on the Executive Committee of Centennial Toastmasters Club 313-64 in Winnipeg, Manitoba, Canada. He describes himself as a "very avid promoter of our club and of Toastmasters."

Vern was a senior official with Manitoba Hydro. One of the workers in his depart-

ment was a tall young man from Germany, holding a drafting position. He didn't speak much English, but Vern felt Toastmasters training would benefit him and that he would make a good Toastmaster.

He brought his co-worker as a guest to the next club meeting. When the young man asked to join, Vern says "There was a great deal of discussion as to whether or not the club could help him because of his limited knowledge of English. There was even discussion as to whether he would be an asset to the club."

However, Vern's guest did join the club, and with the help and coaching of the members, he became a good speaker. Charlie Addison, another Centennial Club member at the time, recalls: "We had group coaching and many informal conversations with the young man about the speed and pace of his speech, as well as his sentence structure. We became aware that, in a way, his unique sentence structure added to the charm of his speeches, so we encouraged him to have confidence and just be himself."

Vern's guest moved into leadership positions in his club, area and district. In 1972-73, as District Governor, this now dynamic leader led his district to President's Distinguished District status. He became an International Director and Executive Officer, and at the 1979 International Convention in Minneapolis, Vern Nelson's guest, Eric Stuhlmüller, was installed as the President of Toastmasters International.

I asked Vern, "Why did you ask Eric to visit your club?" He replied: "I could see in him a great amount of undeveloped talent. His speaking ability was unrecognized at the time."

What about you? Have you seen anyone with undeveloped talent lately? Have you invited that person to be a club guest? What about that new member you are coaching? Have you conveyed to her your opinion of her possibilities? Are you helping her become all that she can be?

As Dr. Smedley said, "The enlistment of these recruits can mean much to the world in which we live."

JACK GILLESPIE, DTM  
International President

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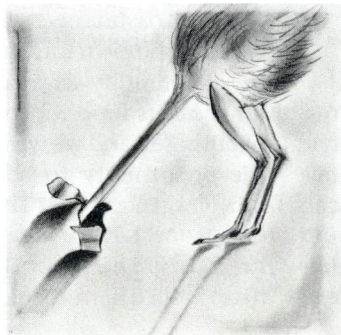
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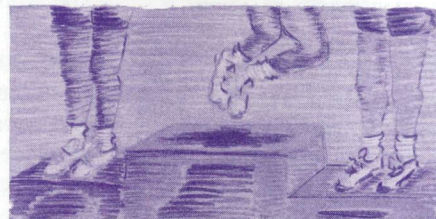
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# LETTERS

## KUDOS TO AUTHOR

Frederick Gilbert earns the Navy's traditional praise for a "job well done" for his excellent article "The Schwarzkopf Style" (November). I had many of the same thoughts after hearing the general speak in Dallas in September 1991. Gilbert very clearly summarized the general's style, content and character.

JOANNE CASTELLI  
FORMER NAVY NURSE  
WHITEROCK CLUB 1495-25  
DALLAS, TEXAS

## A QUEST FOR QUALITY

I was pleased to see the topic of "Toastmasters and Quality" addressed in the July issue. This huge movement of organizational quality awareness championed by the likes of Deming, Crosby and Juran is amazing, awesome and needed.

Still, as Golden Gavel recipient Tom Peters has written, "We've all talked about good quality. Good quality is a stupid idea. The only thing that counts is your quality getting better at a more rapid rate than [that of] principal competitors."

This remark reminds me that Toastmasters has always emphasized quality *and* improvement. The pursuit of excellence has always been the Toastmasters motto. Those who charge on with the *most* encompassing quality with regard to gusto and scope rise to the greatest heights. Quality is built in – we all give all for the betterment of all.

I notice that Philip Crosby, one of the top gurus in the quality movement, writes on page 128 in his book *Quality is Free*: "Toastmasters International...offers by far the best method of learning how to be

acceptable to an audience of real people." And "Toastmasters is best for building confidence and fellowship." Amen.

Toastmasters is a part of quality, and quality improvement is a part of Toastmasters. We are in and part of the quality movement.

P.S. I love *The Toastmaster*. All quality.

JOHN V. SLYKER, DTM  
INTERNATIONAL DIRECTOR 1980-82  
MIDLAND, TEXAS

## BAN TOASTMASTER JARGON

The word "educational" as a noun is Toastmaster-jargon that, although an ugly solecism, seems to become more and more deeply rooted in our speech. "Educational" is an adjective, and I feel my skin crawling each time I hear "We're going to have an educational next week," or "I went to a really good educational last month."

Granted, language is a living thing, subject to change. However, as Toastmasters, I believe that we have a responsibility to maintain elevated standards of English usage, to pass on such standards to the next generation, and to guard against linguistic corruption. Else, what will happen to the rich, flexible, beautiful language we inherited? The first sign of the Roman Empire's internal dissolution, according to a distinguished historian, was when Latin became sloppy.

JOHN E. KENTON, ATM  
SANTA MARIA TOASTMASTERS, 89-33  
SANTA MARIA, CALIFORNIA

## REFRESHING MAGAZINE

Congratulations on your magazine's refreshing style and lively and informative topics. At last, readers can enjoy more graphics and color, as well as more informative subjects that come in

handy as reference material.

When reading the New Clubs section in Hall of Fame, I enjoy a few moments of laughter and amazement at the creative names of some clubs (Speak till Noon, Moneytalks, etc.) Could you publish a listing of funny club names? I'd also like to see a regularly occurring section of jokes and maybe an entire issue devoted to comedy.

Congratulations to the publishing staff!

LAURETO S. KONG, CTM  
TOASTMASTERS OF DAVAO CLUB 3854-75  
DAVAO CITY, PHILIPPINES

## IN DEFENSE OF NON-MANUAL SPEECHES

Once again, I see the concept of giving "non-manual" speeches at Toastmasters meetings being downgraded – this time by new International President Jack Gillespie ("Meet Jack Gillespie," September, 1991). He implies that unless the speech is described in a manual, it has no purpose. If that's the case, why does our organization exist? To have meetings once a week and listen to one another?

Many members in my club are called upon to make speeches on the job and want to practice their presentations at the club. We usually follow such presentations with a "Round Robin" type of evaluation. If a speech can be made to fit a manual assignment, we use it as such.

Our Toastmasters club is becoming known throughout the community as a source for speakers for a wide range of purposes, and we welcome the opportunity to address other organizations. The input from fellow members helps us do a better job. I definitely think non-manual

speeches neither "weaken the fabric of our club," as Gillespie puts it, nor do they lower our standards.

JOE A. COFFIN, ATM  
WARNER MOUNTAIN CLUB 5273-39  
ALTURAS, CALIF.

## MISSING THE MARK


I read with great interest the interview with 1991-92 President Jack Gillespie, but I feel that he missed the mark when referring to non-manual speeches.

I think that non-manual speeches can be a most effective tool in keeping new members comfortable with a club, as well as confident that skills learned in Toastmasters will enhance their professional speaking abilities.

While I consider the manual a valuable learning tool, it is not the reason I joined the club. As a real estate professional, I make presentations daily to both receptive and non-receptive parties. Granted, the manual assignments help me acquire new skills, but I value our club most for its evaluation of my performance of *any* speech.

If someone is running for political office, speaking on an unfamiliar topic, or unsure of her speaking style for an office presentation, there is no better forum for advice and constructive criticism than a Toastmasters club. While it is true that any club giving mostly non-manual speeches is not progressing toward the goals that Toastmasters strives to achieve, an occasional non-manual speech may give new Toastmasters confidence to use their newly acquired skills "in the field."

CHRISTINE A. POTTER  
BAY AREA CLUB 4578-28  
PORT CLINTON, OHIO



# MY TURN

---

*"Good judgment comes from experience.  
And where does experience come from?  
Experience comes from bad judgment."*

---

— MARK TWAIN

■ Remember those times when the light switched on in your brain and you suddenly thought "That's it!?" You were excited, motivated, inspired – and so self-confident that nobody

So how many *are* interested in my speeches, books and tapes? Through 20 years of record keeping I've discovered that, on the average, three to five percent of meeting planners are interested in me as a speaker, and three to five percent of my audience is interested in my product. Does that mean that I am a failure 95 to 97 percent of the time? Yes, that's exactly what it means.

But that doesn't bother me because I know

# CONSIDER THE "IT" FACTOR

By Doc Blakely, Ph.D.

could sway you from your chosen path. This is the secret to wealth, perhaps health, fame, accomplishment, winning a speech contest – any form of success can be actualized by "it."

Andrew Carnegie developed the formula. He shared it with Henry Ford, Thomas Edison and a host of other internationally renowned people. Reduced to "its" essence the formula is: YOU LEARN MORE FROM YOUR FAILURES THAN YOU DO FROM YOUR SUCCESSES.

Life is a game of statistics. A good golfer knows that if she consistently hits a slice instead of a straight ball, then she must practice at the driving range and fail over and over again until success is achieved and the simple correction is added to the swing. Once the golfer has learned that correction – and successfully applied it for the first time – she says, "That's it!"

Now, if you've ever played golf you know that you will probably not hit the ball in the "sweet spot" every time – even if you have discovered a better game plan. But statistically your chances are better, and the slow but continued progress keeps you coming back.

The same philosophy applies to Toastmasters. Give enough speeches, try out enough material, and you are going to hit the "sweet spot" more often than those who infrequently give a speech and never visit a Toastmasters club.

Permit me a personal example. I have learned that not everybody in the world is interested in my services as a professional speaker. Not everyone is interested in my books and tapes. This seems like a very narrow-minded attitude to me, but it's nevertheless one that I've had to accept.

that, statistically, all I have to do to increase my income, fill my calendar and sell my product is to fail more often and work harder. I especially need to connect with those few people who not only want, but desperately need what I have to offer. Within that three to five percent, however, I can honestly say that my approval rate approaches 100 percent. As the colorful baseball player "Dizzy" Dean was fond of saying, "It ain't braggin' if you done it, and I done it."

Henry Ford's motto was: "If you believe you can, or believe you can't, you are probably right." H.L. Hunt, at one time the richest man in the world, adapted the formula embraced by Carnegie, Ford, Edison and most other successful people, and reduced it down to three simple sentences, which he engraved on a plaque kept on top of his desk. They were:

1. Decide what you want.
2. Decide what you are willing to give up to get it.
3. Get about your business.

That's it? Yes, that's "it." If you don't think that works, here's one more example: Conrad Hilton. He decided what he wanted. He gave up everything on numerous occasions. He was married nine times. **T**

---

**Doc Blakely, Ph.D.**, a professional speaker and seminar leader, was the keynote speaker at Toastmasters' 1989 International Convention. His three books on humor and his tape cassette album can all be ordered from World Headquarters.

**"All I have to do to increase my income, fill my calendar and sell my product is to fail more often and work harder."**

**R**IGHT BEFORE JOHN GLENN'S FIRST space launch, a reporter asked him what would happen if the re-entry rockets didn't work. "You know," Glenn replied, "It's going to ruin my whole day."

Glenn was willing to face enormous risks to reach his goals. By doing so, he was exercising his freedom to be all that he aspired to be. It was this ability to meet a challenge head on that elevated him to a level of greatness and made him an authentic space-age hero.

It is unlikely that many of us will face similar death-defying challenges or become as renowned as John Glenn. Each of us, however, is gifted with some unique talent or ability. Like Glenn, we can rise to our own

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## DARE TO BE VULNERABLE

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# I T'S WORTH THE RISK

level of greatness, but only if we discover those qualities and then *use* them. This requires a courage to take risks.

Every Toastmasters club consists of people with unique and varied talents. Some members are recognized for their expertise in specific communication skills. Others are applauded for their efforts in mastering new skills or for their innovative participation in meetings. Whatever our personal talents, we often find ourselves admiring

the courage of someone who overcomes unusual odds to accomplish what many others may find relatively easy. But one thing is certain: In order to grow, we must dare to be vulnerable and venture beyond our "comfort zone."

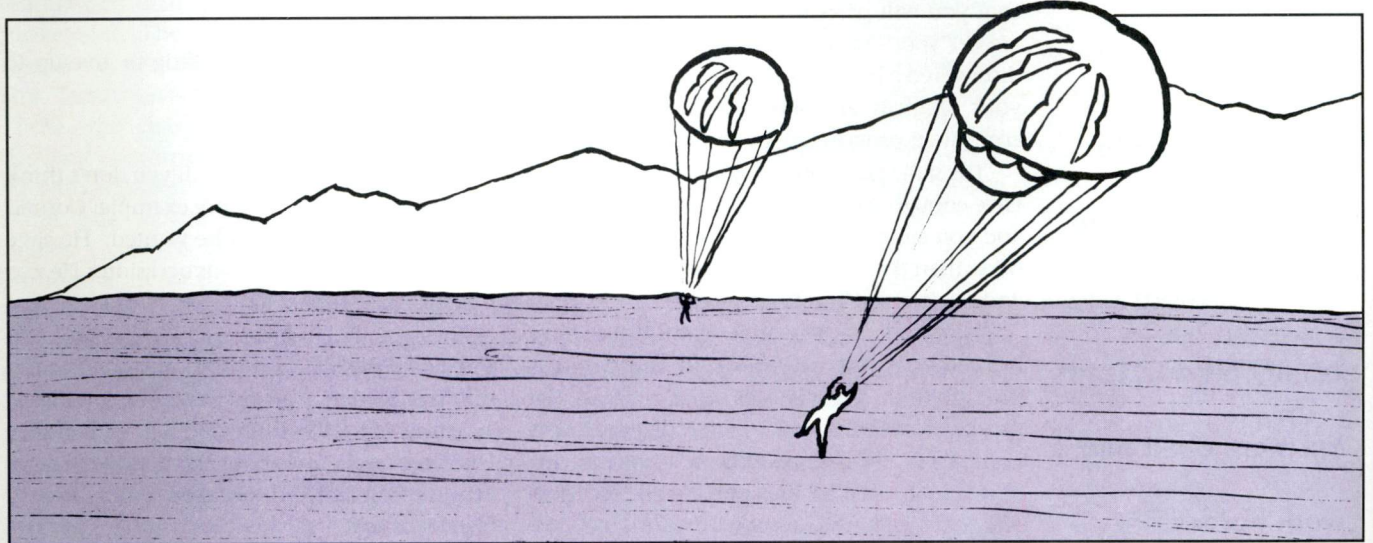
In his book, *The Courage to Create*, Rollo May says that if you don't express your own ideas, you will most certainly betray yourself. This happened to me as early as the eighth grade. I had been asked to create a piece of art for display at the city hall in honor of our city's centennial celebrations, but I refused because I didn't believe in my own capabilities. This was not the case with several of my classmates; they accepted the challenge and ended up being personally congratulated by the governor general of Canada. To this day, I regret my decision.

Then, not too long ago, I faced a similar situation. Two of my friends urged me to ac-

*By Sandra Musclow, CTM*

cept a challenge for which I felt unqualified. This time, however, I reacted differently. When the decisive moment arrived, I stood up at my Toastmasters meeting and said, "Madam Chairman, I wish to run for Vice President Education." This time, I was willing to take the risk. I still may later regret my decision, but at least I won't have betrayed my potential.

While talent is innate, creativity is seen by Rollo May as the struggle between what people



***“The greatest hazard in life is to risk nothing. Those who avoid risk may avoid suffering and sorrow, but they cannot learn, feel, change, grow, love and live!”***

– BOB SHRIER

consciously think versus a perspective struggling to be born. The battle is within one's self, and often old thoughts will need to be sacrificed for new insights. Picasso must have recognized this when he said, “Every act of creation is first of all an act of destruction.”

The ability to achieve, then, is connected with a willingness to not only confront the new and unfamiliar, but also discard the old and comfortable that nonetheless impede success.

A scientist, for example, faces the realization that his new data may destroy a hypothesis he and his colleagues have relied upon. Similarly, we may need to make noticeable changes in our lifestyles or in the way we think, so that we might accommodate the inner struggle to develop.

I spend many hours listening to beautiful classical

music that would not exist had it not been for the inner struggles of developing artists. In 1677, for example, a budding genius was kept out of school by his well-meaning father, lest he learn the notes of the musical scale and become a lowly musician. But a friend smuggled a clavichord into the attic, where the seven-year-old boy practiced undetected until he had taught himself to play. This boy eventually enjoyed one of the most brilliant careers in musical history. His name? George Frederick Handel.

I am not proposing that we all are candidates for comparable greatness. But we all would do well to at least consider the possibilities we create for ourselves through our willingness to take risks.

When each of us walked into our first Toastmasters meeting we did it in response to some sort of quest for self-development. I joined because I wanted to become a proficient public speaker. At first, however, I felt overwhelmed by the many challenging tasks I would be expected to perform during the meetings. My decision to join resulted not in gradual, low-risk improvement, as I had anticipated, but in continuous challenges and risk-taking. Consequently, my greatest growth has not been in delivering prepared speeches, as I had expected, but in projecting my communication skills and presenting myself confidently in all areas of my life.

Risk-taking inevitably causes stress. Even if you fail to take the risk when the opportunity or inspiration arises, you will still feel stress, since your inner struggle is likely to continue. If you *do* decide to take the risk, an adrenaline-charged stress will accompany your effort to become

comfortable with the decision, and to adjust to the changes that are required of you. The only logical option, then, is the choice to grow. There is no point in trading aspiration for the futile attempt of a so-called stress-free life; life can easily be wasted in the stress of regret.

So, by definition, Toastmasters are risk-takers. But you may want to examine how many risks you actually do take at your Toastmasters meetings. Are you willing to request a position on the agenda that terrifies you? Have you considered repeating an assignment simply because you need to practice the skills involved? It isn't unusual for people to remain in their comfort zones even in vibrant, talent-filled clubs. The choice is yours. Remember: nothing ventured, nothing gained. Risk-takers do themselves the greatest service.

According to Rollo May, the breakthrough of new insights is accompanied by an increased vividness and intensity of experience. This has certainly been my reward for daring to risk the use of my talents. In his essay “Let's Think for a Minute: Risk,”

Bob Shrier writes, “The greatest hazard in life is to risk nothing. Those who avoid risk may avoid suffering and sorrow, but they cannot learn, feel, change, grow, love and live!”

For those who once opted for life's middle ground, entry into the realm of challenge, like John Glenn's reentry into the earth's atmosphere, is not without its dangers. Yes, daily risks do exist. But so do triumphs of a lifetime! **T**

**Sandra Musclow, CTM**, is an elementary school teacher and a member of Forest City Club 2729-60 in London, Ontario, Canada.

#### **ON RISK:**

**“When [Charles] Lindbergh was going to fly from New York to Paris, he had to decide what to take with him. There were a lot of demands. They fell into two categories – things that would make his journey safer or more comfortable, and things that would increase his chances of making it to Paris. Weight was a real problem. He could take more gas, which would increase his safety, or he could take a compass, which would increase his chances of getting to Paris. Every time he came down on the side increasing his chances of getting to Paris at the sacrifice of safety or comfort. That's why he made it.”**

– Steven Jobs, as quoted in *Fortune* magazine, August 26, 1991

# THE COURAGE TO COMPETE

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A speech contestant ponders the meaning of winning and losing.

by Judith E. Pearson, Ph.D., DTM

**S**uccess is not measured by what a man accomplishes, but by the opposition he has overcome and the courage with which he maintained the struggle against overwhelming odds. Not the distance we have run, but the obstacles we have overcome; the disadvantages under which we have made the race will decide the prizes.”

Orison Swett Marsden

IT WAS A DIFFICULT MOMENT FOR ME. I WAS ABOUT TO enter a division contest with a speech I'd been preparing for months and rehearsing for weeks. At the last minute the chief judge disqualified me on a minor technicality – a point of disagreement among district officials.

I was shocked and bitterly disappointed. I wanted to run away and cry. For months I had looked forward to this competition, preparing diligently for the opportunity to win a trophy. Fortunately, I ended up handling the incident well, and felt better after receiving apologies from contest officials and consolations from fellow Toastmasters. However, later

that night, alone with my thoughts, I pondered the meaning of competition, of winning and losing, and asked myself what all of this meant to me.

To begin with, I revel in competitive speaking and always look forward to fall and spring contests. In fact, I've won a number of contests at club, area and division levels. The high point of my cumulative Toastmasters experiences was winning the District 27 International Speech Contest in 1990. Yet, the very act of winning at any level always propelled me into tougher competition with more highly skilled competitors and larger audiences, and at some point, I eventually took “place or show” to another speaker.

When displaying my talents for the evaluation of my peers, I willingly risk defeat for the opportunity to test my abilities. This is the challenge and risk faced by every competitor in every contest. So I asked myself, knowing that I face the overwhelming odds of not winning, how do I find the courage to compete?

Upon reviewing my competitive experiences, I've concluded that the disappointments have been just as instructive as have those glorious moments when I've held the winner's trophy in my hands, surrounded by the ardent applause of fellow Toastmasters. While winning validates my





speaking skills, learning to cope with the disappointment of not winning challenges me to find inner strength and self-esteem. In this article, I want to share what I've learned about not winning, so that other Toastmasters may discover their own courage to compete.

### **WE GLORIFY WINNERS**

Our competitive culture glorifies winners. We all like to think that our favorite team is number one. Everyone loves a winner and everyone loves to win. Sometimes I think we place greater value on winning than on the training, discipline and preparation most competitors bring to the competition. In reality, there are more non-winners than winners. After all, in every competition only one team or individual walks away with the grand prize. Yet, as a society, we have no clear-cut strategies to ease the sting of defeat.

We rarely communicate to one another that we are all worthwhile individuals, whether we win or not. Some people avoid non-winners altogether, or offer empty words of consolation like: "Cheer up! There's always next year." In an effort to help non-winners feel better, we sometimes point out the winner's flaws or question the skills of the judges.

One difficulty we have in coping with defeat is that the words we use to define non-winners have negative connotations. We speak of "the agony of defeat." Words and phrases like "second place," "also-ran," and "loser" all evoke images of incompetence and inadequacy. Such negative words can wreak havoc with our equanimity and self-esteem.

In preparing this article, I searched the dictionary and thesaurus to find a positive word describing non-winners. I chose "honorary." As an adjective, honorary means deserving of recognition, without highest honors or obligations. The noun refers to the recipient of such recognition. I suggest that we use this term to refer to contestants who put forth the time and effort to bring their best skills into the arena of competition, yet who are not official winners.

We may also consider rethinking the meaning of competition itself. Let's remember that the ultimate purpose of competition is not to rank competitors or determine who is "best," but to encourage each contestant to put forth his or her *personal* best and give the audience examples of courageous people striving for excellence. Therefore, we can honor all competitors, regardless of where they finish.

Let's also remember to separate individuals from their performance. We are all unique, valuable individuals – a

point on which no true comparisons exist. What we compare and judge in speech contests is not individual worth, but merely performance. Even then we admit that no matter how ardent our quest for fairness, our methods of comparison are subjective and imperfect.

### LET'S SUPPORT HONORARIES

We can support and encourage honoraries in many ways. When the contest is over, be sure to speak to them and shake their hands. If a particular honorary was your favorite speaker, say so! Elaborate on positive aspects of the speech and performance. If the honorary wants to talk for a moment about his or her feelings, listen empathetically. If appropriate, remind them that their speech might have additional value as a training seminar, keynote address, after-dinner speech, or even a magazine article or news editorial. To some of us, our competitive speeches are our "children" that we've conceived and nurtured; we simply can't bear the thought of putting them away in a filing cabinet and forgetting about them!

Contest officials ought to conduct their business with a spirit of teamwork, mutual learning and sportsmanship. Every speaker should be offered maximum opportunity to excel. Contest dates need to be well-publicized so that speakers have sufficient time to prepare and audiences will be of adequate size. Every contest requires extensive planning, with great attention to detail, so that events run predictably and smoothly.

Moreover, contestants should be briefed on the rules well in advance of the actual competition, and all officials must fully understand their responsibilities. Contest officials can select trained, experienced judges and make certain every contest includes "outside" judges to ensure fairness. Officials

**"While winning validates my  
speaking skills, learning to cope  
with the disappointment of not  
winning challenges me to find  
inner strength and self-esteem."**

can remind their audiences that, in a sense, every speaker is a winner, because he or she displays the courage to compete.

### SUGGESTIONS TO HONORARIES

When we as competitors finish in honorary positions, we ought to accommodate these circumstances graciously and maintain positive feelings about ourselves. To begin, we can approach competition in a spirit of fun. While preparing to do our best and nurturing the positive expectation of winning, we can also maintain the perspective that competitive speaking is not a life-and-death issue. Let's enjoy the excitement of the challenge!

**U**nderstand that defeat – however minor – is an experience of loss; the loss of the positive expectation or hope of winning. When we admit our feelings of loss and allow ourselves to feel disappointed, we can then move on, renewed in spirit. It's permissible to feel momentary sadness or disappointment. After the competition, spend some time alone with an understanding friend who can listen, non-judgmentally, to any feelings you may have about the outcome of the competition.

Remember that the decision of the judges is subjective, and in no way reflects on you as a person. Be a friend to yourself. Don't resort to self-reprimands, negative thoughts or a sour grapes attitude. Congratulate yourself on the good parts of your performance. Congratulate the winner, too! Honorary positions give us opportunities to demonstrate sportsmanship, grace and dignity.

Review your speech and look for ways to improve your next performance. There is always room for improvement in delivery, topic selection or organization of content. Remind yourself of your strengths. I have a place in my mind where I store memories of personal excellence – a collage of beautiful mental images of situations in which I've experienced love, achievement, recognition and acceptance. These memories sustain me in times of difficulty. I dwell on them rather than on experiences of loss or disappointment.

When I joined Toastmasters in 1985, I was seeking self-confidence. Toastmasters gave me so much more. I discovered how to communicate ideas, lead others, and listen more effectively. Little did I know, back then, that I could be a winner, no matter what – and not because I occasionally carry home a trophy, but because I like myself well enough to triumph over disappointment. In short, I found the courage to compete. **11**

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*Dr. Judith E. Pearson, DTM*, is a consultant and professional psychotherapist in private practice. She's a member of Berhcerc Club 1630- 27 in Fort Belvoir, Virginia.

# ENLARGE YOUR COMFORT ZONE

By **Connie Mauldin,  
ATM**

■ Many Toastmasters shy away from speech contests because they fear failure. They are convinced that speakers from other clubs will have skills that are vastly superior to their own.

Dr. Ralph Smedley, founder of Toastmasters, often said, "Do the thing you fear, and the death of that fear is certain." The desire to overcome fear of public speaking is probably what prompts most members to join Toastmasters. So why shy away from one of the best learning experiences Toastmasters has to offer? Each time that you participate in a contest you learn a little more about public speaking and – most importantly – about yourself. Your "comfort zone" is enlarged, because each time you compete the challenge becomes just a little less intimidating.

Imagine that your hands and feet are bound together. You may stay that way if you choose, but I can't imagine anyone wanting to remain tied up for very long. Chances are that you will struggle against those bonds, pushing and pulling on them as much as possible, until you feel pain. Then you may momentarily give up the struggle, returning to where it's more comfortable – your "comfort zone." Nevertheless, once you are ready to give it another try, you'll find that the bonds have stretched; not much, perhaps, but they *have* stretched, and this will allow you to push yourself even further the next time.

What you have done is enlarge your comfort zone. And that is exactly what you do each time you compete.

Remember when you gave your Ice-breaker... and thought you would die before you finished it? But you *did* get through it,

and the second speech became just a bit easier. And when you first spoke to a group that was larger than your Toastmasters club, do you remember how panicky you were? Even more importantly, do you recall how much easier it was to afterward return to a smaller group and speak? You had enlarged your comfort zone!

Arthur C. Clarke said it this way: "The only way of discovering the limits of the possible is to venture a little way past them into the impossible."

**"Dr. Ralph Smedley said 'Do the thing you fear, and the death of that fear is certain.'"**

Consider a speech contest a voyage of self-discovery. Keep

these words of Harry Emerson Fosdick in mind: "Have the daring to accept yourself as a bundle of possibilities." That's not to say that you are limitless, but do you know what your limits are? Far too many of us set our limits way below what we are actually capable of achieving.

Don't let the fear of losing ever hold you back. It isn't important whether you win or lose. Judge your success, instead, not by where you are, but by how far you've come. Winning is a continual process of improvement, and each competition is going to find you more knowledgeable, more aware, and more confident of what you can deliver. **T**

**Connie Mauldin, ATM**, is a member of Hinooner Club 3191-26 in Golden, Colorado.

"The ability to communicate is everything" – *Lee Iacocca, CEO, Chrysler Corp.*

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# HOW TO

■ Fail to plan, plan to fail? A recent survey of 1100 executives reveals that 80 percent of the respondents are dissatisfied with their career progress and level of effectiveness. The reason: they lack the planning skills to aim for and achieve attainable, reasonable goals.

4. Break down the plan into daily action steps.

A similar way to transform your personal goals into workable plans is with a "planning inventory." First, list five major goals you'd like to achieve in your lifetime. Select the one goal you'd like to achieve first. Next, identify

# TURNING ANNUAL GOALS INTO DAILY TASKS

By Lauren R. Januz  
and Kim M. Magon

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## HAVE YOU TAKEN A PLANNING INVENTORY LATELY?

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Many executives avoid serious career planning because they think it will take too much time. Often, they're the same movers and shakers who helped create five-year plans to illustrate company objectives. Yet they haven't made the connection that long-term personal goals can also be broken down into monthly, weekly and daily plans.

While a certain amount of crises and unexpected assignments is unavoidable, planning what you can pay off by creating direction, excitement and motivation. Good planning also increases your ability to manage and relate to those around you.

Perhaps misconceptions of what a plan is and what it does have made you shy away from creating your own plans. Planning is *not* deciding each step and detail in advance and then blindly following through on them. It's also not a loosely conceived and leisurely mental stroll along the path. It's somewhere in between – a means, rather than an end.

The purchasing manager of a furniture factory uses a simple four-step method for converting distant goals into action steps. "This method helps me make my goals concrete, and has made a tremendous difference in achieving them," he says. Here is his simple four-step method:

1. Pinpoint intermediate markers to hit;
2. Decide on tangible measures to identify when each marker has been reached;
3. Create a plan to reach those tangible measures;

steps you can take toward reaching this goal, listing them in chronological order. Finally, break down the first step into tasks you can accomplish in one day. These are the bases for your daily plans. What you can attain is a matter of your own judgment. But you can make it easier on yourself by using the planning inventory to reduce your overall goals to a series of interim targets.

The more often you plan, the better and more comprehensive those plans will become. Your planning efforts should integrate short, medium and long-term goals. The following process, which details planning at all levels, can help bring all those goals together.

### THE PLANNING PROCESS

**Step One: Yearly Planning.** The best way to find time for important but easy-to-delay tasks is to include them in an annual time budget. Start making a yearly plan that includes the long-range projects you'd like to finish. Be realistic, and give each project enough time to allow for steady progress toward completing it. Then, assign specific dates so you know when to work on the project, what you will accomplish each time, and how much time you'll need. Mark those dates in your calendar – and don't break them! Keep the plan handy so you can check your progress.

**Step Two: Monthly Planning.** At the end of the month, take an hour to review your progress and decide what you want to accomplish during the next month. Decide on plans for reaching those goals on a week-to-week basis. Include items from your long-range and professional goals.

**Step Three: Weekly Planning.** Once a week (Friday is best), select the goals to achieve the following week and work up a plan for reaching

**“The five or ten minutes spent creating a ‘to-do’ list will help reap enormous time and productivity benefits.”**

those goals. Break them down into daily sub-goals, and insert these into a daily “to do” list.

**Step Four: Daily Planning.** Use the same procedure to plan out the day. Then start in on the highest priority task, continuing until you have finished or can’t go any further. Next, move on to the next highest priority. Leave 25 to 50 percent of your day unscheduled, to allow for unexpected important tasks or emergencies.

#### **PLANNING AIDS**

Several aids are available to help track plans and other information. These include pocket planning books, electronic planners, computer programs, simple “to do” lists and wall charts. Don’t go overboard and buy the whole nine yards – carefully examine each option and choose the one best suited to your work and lifestyle.

If a simple pocket diary didn’t work last year, try a different method. For example, if you spend most of your waking hours in the office, consider computerized time management programs. The absolute best, in our opinion, is “Ontime,” which can record appointments and projects to handle today, this week, this month or next year. Ontime is available in both personal and network versions.

Whatever method you choose to log assignments, there are several ways to make it even more effective. First, make sure the list is maintained. It’s easy to go gung-ho, buy a fancy notebook, write in the next month’s projects, and then forget the whole thing three weeks later. As your days and weeks progress, add or subtract items according to needs and time available.

#### **STARTING A “TO DO” LIST**

A “to do” list, whether in a Daytimer type book or on a computer, is the key component of any time management planning method. Get in the habit of making up a list of all the tasks you need to complete in the next week. Give the most important jobs first priority.

The five or ten minutes spent creating a list will help reap enormous time and productivity benefits. Write down calls to make, people to see, letters and reports to write, deadlines, assignments and priorities to meet. It’s important to list *all* the tasks that need to be done each day. Include the time the task is due and estimate how long it will take to complete it. Fill this out first thing in the morning, or at the end of the previ-

ous day. It’s a great stress reliever to know when everything will be done.

The list can be detailed or simple, creative or straightforward, although a certain amount of detail will help avoid confusion later. If a list just says “make follow-up call,” the person who wrote it may wonder hours later who they were supposed to call. Some prefer to write the phone number next to the name of the person they’re calling, to save time in looking it up later.

Periodically, consult your master list of things to do, and adjust it to accommodate new assignments. Evaluate whether these new tasks help you achieve your long-term goals. Are you spinning your wheels just “putting out fires” or doing paper work? Watch out so you don’t get caught in an activity trap, doing maintenance tasks just to keep busy. Schedule in time for some of the creative and intangible tasks that are hard to define: improving your work, planning for the long term, developing creative ideas.

#### **ORGANIZING PRIORITIES**

The key to managing time is setting, starting and then finishing priority tasks. Rank with an “A” tasks of high value, meaning they must be completed right away or by day’s end. “B” tasks are of medium value – they should be done some time, but not right away. Low value “C” tasks are jobs that would be nice to finish, but not necessary. They can often be skipped or delegated.

When setting priorities, determine which activities have the greatest effect on success and long-term goals and place them first. Focus on results, not activities. Don’t become so involved in busy work that you lose sight of the real priority – completing tasks with the highest payoff.

One of the benefits of keeping this type of list is the satisfaction of crossing off each item. Remember, a simple check mark or line drawn through each item is better than marking it into oblivion. If necessary, you want to be able to read what you’ve done at a later date. This will help you improve your ability to estimate time for future projects. Ending the day with a crossed off list offers quite a spiritual lift of accomplishment! **T**

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**Lauren R. Januz** is a management consultant and **Kim M. Magon** is a freelance writer. They are authors of the book, *Using Time Management to Get More Done*.

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## TRY THIS SIMPLE SELF IMPROVEMENT PLAN FOR YOUR CLUB.

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# THE

by Nancy Jackson,  
Ph.D., CTM

# 1%

# SOLUTION

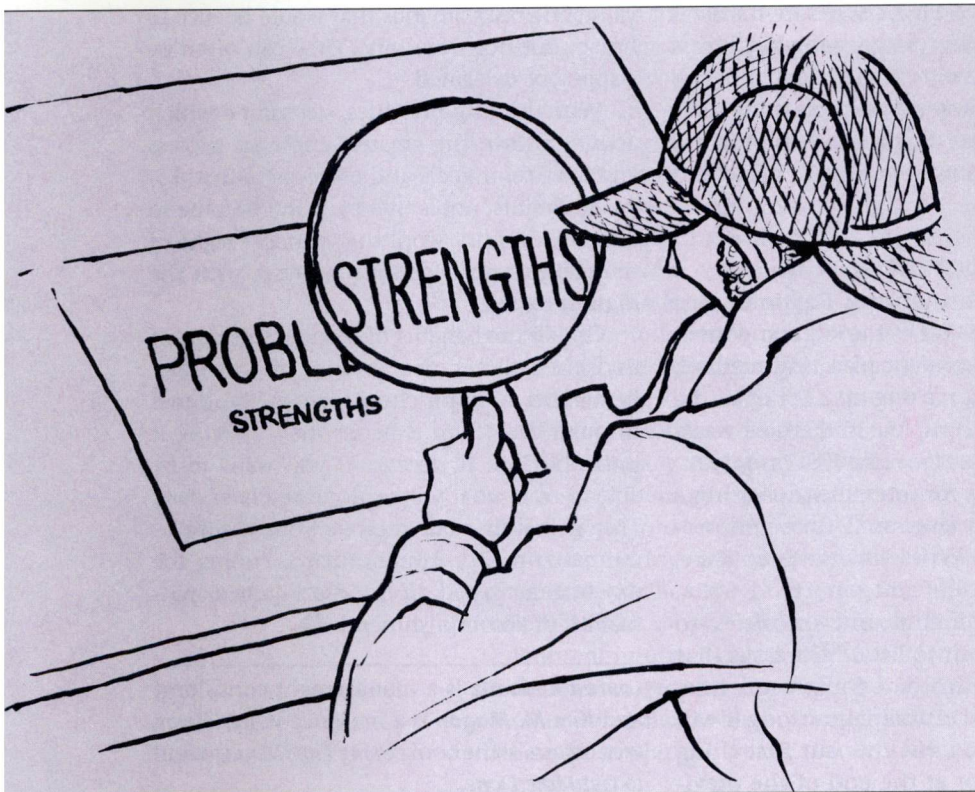
**T**OASTMASTERS OFTEN TAKE THE process of running their club for granted. As a result, decisions are frequently left to the club officers. So how to make more participative decisions, improve the club, and give stimulating manual speeches?

The phrase, "If it isn't growing, it's dying" can be applied to Toastmaster clubs that rest on their laurels. Every Toastmasters club has challenges to overcome, such as recruitment and retention of members, unprepared speeches, lateness and absence of members. As the waves of Excellence and Quality infuse our society's organizations and businesses, so too should Toastmasters look at improving their clubs.

I'd like to suggest a problem solving approach that our members used to clarify and set priorities for improving an already fine club. The One Percent Solution challenges each person to make a small commitment to improvement. Does it make a difference? Well, if everyone contributes just one percent more, the cumulative effect can be remarkable. The Japanese have a word for it - "kaizen" - which refers to continuous, small improvement. Similarly, many of us have heard the phrase, "Every day, in every way, I get better and better." So if each Toastmaster commits to making small, specific improvements each week, a good club can soon turn into a superb club.

The process is simple. The first step is to define areas for improvement. Using the Round Robin assignment from "The Discussion Leader" advanced manual, the facilitator asks club members to suggest areas that need improvement. These ideas are then written on a flip chart or board, clearly visible to all members. Encourage as many ideas as possible. As with all brainstorming sessions, no comments, evaluations or judgments on the merit of the ideas are allowed.

The second phase allows for discussion and prioritizing. Select five problem areas and discuss them. Take another vote to narrow down the five problems to the single largest concern most vital to the group. This is the problem area that the group will concentrate on for the rest of the session.



**“The ‘pocket speech’  
solution turned out  
to be a success,  
fulfilling several  
needs of our club.”**

Next, brainstorm solutions. Vote to arrive at a single solution. Then ask each member to commit to a solution that she or he will implement. The implementation of a single, simple solution is important. Problem solving without action is empty rhetoric.

In our club, the absence of speakers was selected as the most pressing problem. Perhaps this problem was chosen because three speakers had failed to show up that day. At any rate, after discussing various penalties and threats, the club solved the problem by deciding that each member prepare a “pocket speech,” ready to be delivered at the first vacant slot on the speaking agenda.

The “pocket speech” solution turned out to be a success, fulfilling several needs of our club. First, it solves the problem of what to do when scheduled speakers don’t show up. Second, it remedies the need, stated by a member, to take more risks with our speeches. Third, it meets the Toastmasters objective of being ready to speak at a moment’s notice. Best of all, no one is punished, and everyone benefits!

The entire problem-solving process took 30 minutes, leaving ample time for follow-up speeches, panel discussions, and a whole variety of further discussions. Most gratifying, however, was the increased audience interaction, demonstrating that club improvement is a topic of concern to every member.

The One Percent Solution is an excellent tool for you to use in your club. It accomplishes several things at once: team building, goal setting, problem solving and manual speeches. Elementary? Yes, but effective! ①

*Nancy Jackson, Ph.D., CTM*, is a member of Vanguard Club 2226-26 in Aurora, Colorado.

## STEPS TO ARRIVE AT THE 1% SOLUTION

1. Brainstorm problems or obstacles.
2. Prioritize items using relevant criteria (i.e., time needed to implement, most irritating, least expensive, etc.).
3. Identify issues of top priority.
4. Brainstorm solutions.
5. Base solutions on criteria of what you can do today.
6. Commit to implementing #5.
7. Implement #5
8. Next day, check on implementation. If there are problems, check commitment and realistic assessment of #5.

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# Ostrich

By Bennett Sawey, Ph.D.

■ Almost everybody today has heard of the benefits of positive thinking. Everybody understands that to be positive is something good and to be negative is something bad.

There was a time when I would have been very puzzled by the use of these terms; I thought “positive” and “negative” referred to the poles of a battery. Until age 30 I hadn’t met anybody who applied these terms to people. I had heard of Norman Vincent Peale’s famous book, *The Power of Positive Thinking*, but if I thought about the subject at all, I assumed that positive thinking had something to do with being assertive.

The first time I remember encountering the term “negative” as applied to people was after a debate with a friend at church. I’ve always viewed discussion as a good way to spark interest and clarify issues; nonetheless, the person disagreeing with me later apologized for being “negative.”

Negative? I scratched my head. Finally it came to me that my friend viewed any kind of critical expression as impolite. According to his philosophy, it also was considered negative to mention possible failures or disadvantages connected with any action or event. I was left with the feeling that positive thinkers were less than intelligent. This impression was reinforced when I met people who actually believed that obstacles would disappear if you didn’t think about them, and that all negative experiences are self-induced.

I now know enough about the subject to understand that not all positive thinkers believe this way, and that I have been practicing positive thinking all along without knowing

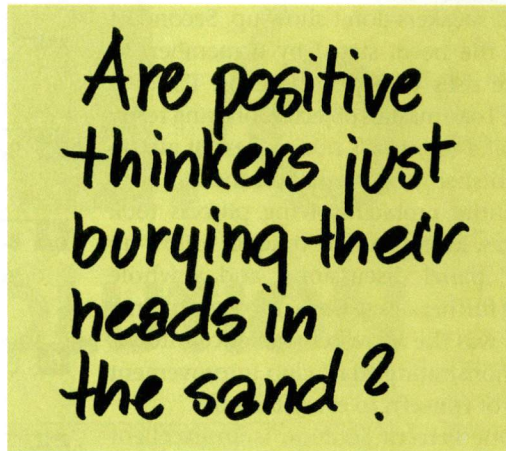
it. I now realize that the kind of people I just described really aren’t positive thinkers, but what I call “ostrich thinkers.”

## DON’T IGNORE PROBLEMS

Legend has it that ostriches bury their heads in the sand when they see danger and stay that way until the danger is gone. Similarly, children under age two tend to believe that if they can’t see you, then you can’t see them; meaning, of course, that the child can’t win a game of hide and seek unless the adult feigns bewilderment. This same attitude, so amusing in children, loses its charm when adults choose to believe that danger won’t exist if they ignore it or pretend not to see it. Even the ostrich knows better; this huge bird doesn’t really bury its head and ignore danger—if it did it would be extinct by now.

However, there was a time when I was guilty of practicing “ostrich thinking” myself. I knew that my father’s family had a history of heart disease and that my father had undergone coronary bypass surgery. I knew that I was overweight and that my genes made me a prime candidate for heart disease. Yet I didn’t take steps to minimize the risk. On the contrary, I refused to think about a potential negative in my life. Naturally, the danger didn’t disappear because I ignored it. I paid with two massive heart attacks and a bypass surgery, all within three weeks.

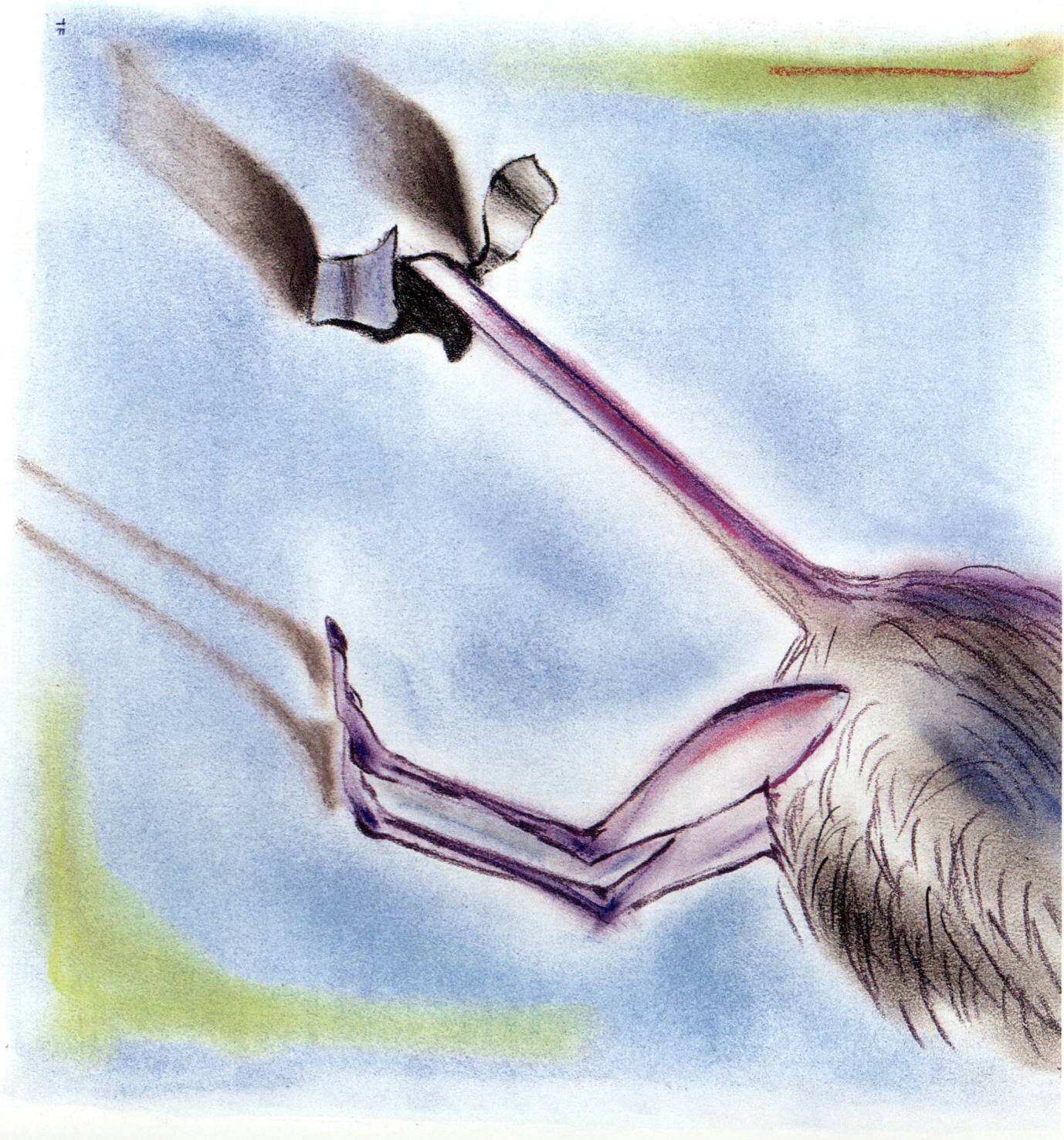
Yet there are times when contemplating potential negative events isn’t constructive. You don’t learn to ride a bicycle by constantly thinking about how you may fall. People frequently get sick simply by believing they are sick



Are positive thinkers just burying their heads in the sand?

# Thinking





TF

and, conversely, make themselves well by believing they'll get better. The placebo effect is well documented by physicians. Evidently, some things *can* happen by sheer will power — but not all things, always.

A person who squarely faces the inevitable ups and downs of life isn't being negative. There's a sharp difference between *being* negative and *facing* the negative.

The fact is that no matter how bad something looks, it usually has a good side. For example, any traumatic experience, such as losing your job, can make you stronger. (Although you may want to clobber the 300th consoling person who tells you so.)

#### LOOK FOR POSITIVE ASPECTS

Many European and Japanese factories were destroyed by bombs in World War II, leaving American factories in good shape with no effective competition. But because Japanese and European factories had to be completely rebuilt, they took advantage of the opportunity to modernize — something most American companies hesitated to do. Forty years ago, how many people would have thought that

Germany and Japan would have an advantage over the United States because their factories were bombed to rubble?

This is only one example of how a negative event turned positive; literature on positive thinking is full of similar examples. But while inspiring examples and role models have their place, a pep rally isn't a blueprint. I wouldn't recommend fighting World War III so that we could modernize all our factories!

It's fine to say, "If you've got a lemon, make lemonade" — but where is the recipe? Squeezing that lemon and sweetening the juice isn't always as easy as it seems. Instead of just mouthing phrases, let's see how some clichés and inspirational platitudes can be translated into something practical.

#### POSITIVE PLATITUDES

*Every cloud has a silver lining.* This is a kissing cousin to the lemons/lemonade platitude. Cliché or not, almost everything *does* have a good side to it, so practice looking for it.

Simply make a list of the worst catastrophes that could possibly happen to you, and then look for any positive aspects. This is a great way of building confidence and reducing worry. For instance, suppose you lose your job. Chances are you can still survive. Maybe you needed a

chance to stop and take a closer look at your life. Maybe you were putting off starting your own business. You're suddenly free to do a lot of things you couldn't do before.

On the other hand, suppose your family is afflicted by a catastrophic illness. Could you survive? If you don't see how, then do yourself a favor by thinking about it now, before you're forced to face it unprepared.

What I describe is different from worrying. The point is to reduce worry by being emotionally prepared for events you fear. And if you start to worry about things that didn't bother you before, it may be a sign that you have good

reason to worry. Worry, like fear, isn't necessarily a negative emotion. You can use it to move yourself into action.

#### RESPECT FEAR

*We have nothing to fear but fear itself.* Some people say fear is a negative emotion. Nonsense! Fear is what keeps us from doing something stupid, such as absent-mindedly throwing burning matches into a waste paper basket. Nothing is wrong with fear — unless you allow it to engulf your life. In

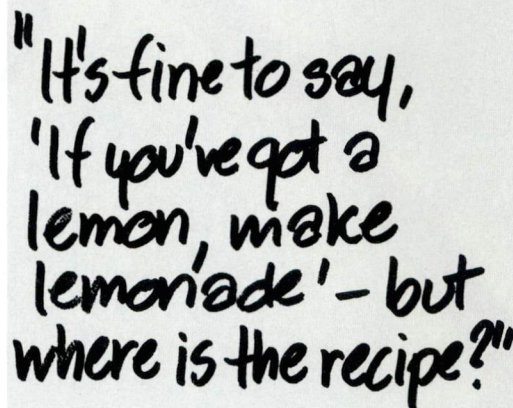
moderate doses, it's just another word for *respect*. If we have the right amount of fear around a fire, we treat it with caution but don't hide or develop an ulcer.

Fear is an early warning system. You have little reason to fear electricity if you keep yourself sufficiently insulated while handling a live wire and take elementary precautions. You have good reason to fear if you don't.

Fear isn't a negative emotion if it moves you to be careful. It becomes negative only if you are afraid to come anywhere near a copper wire. Listen too much to fear and you will become a coward. However, if you don't listen at all, you'll become foolhardy. Strike just the right balance, and fear becomes your trusted adviser and voice of caution.

#### IDENTIFY YOUR FEARS

One way of keeping fear from grabbing the driver's seat is to imagine the worst possible scenario and plan what to do if it happens. One reason ghosts are scary (if you believe in them) is that they are invisible. Mysterious noises in the night are scary for the same reason. Terrorists and officials of repressive governments know that the most effective threat is an unspoken one; the



"It's fine to say, 'If you've got a lemon, make lemonade' - but where is the recipe?"

frightened victim can always imagine something far worse than any explicit threat. The magicians of old, who believed that to know an object's secret name was to have power over it, probably possessed more truth than they realized.

Ask yourself whether the situation you fear actually has happened or may happen. Most of our fears never materialize. Consider ways to prevent your fears from becoming reality and remind yourself that reality never is as bad as the fear of the unknown.

### THE ANSWER TO IMPOSSIBLE

*Everything is possible. Or, The word "can't" doesn't belong in your vocabulary.* These sayings sound great. In the literature of positive thinking, such platitudes frequently are followed by one or more inspirational stories of people who did something everybody said was impossible. The Wright brothers are often mentioned, as are various scientists and engineers. It isn't hard to find examples of deeds previously considered impossible. But how do you go about accomplishing this yourself?

One key is to remember that "impossible" implies a hindrance. When we say something is impossible, we almost always are blocked by thoughts that make it impossible.

For example, take the story about the guy who bet his friends that he could stand an egg upright on its small end. He proceeded to hard-boil the egg and crack it on the small end, before standing it just as promised. He'd never said he would do it with a raw egg or without cracking the shell. His friends just *assumed* that this was what he meant. People who do the impossible are those who figure out how to circumvent the rules. They simply break established thought patterns.

A man once wrote a treatise mathematically proving that bumblebees can't fly. Nothing was wrong with the mathematics per se, but the thesis was misleading. What he actually proved was that a rigid body the size and shape of a bumblebee can't fly; a real bumblebee flexes its body as it flaps its wings. Certain problems really are unsolvable only because the rules themselves are part of the problem.

### CREATING NEW RULES

Any true impossibility is a logical word game. Certain things are impossible *only* if you obey the rules. When

mathematicians say that you can't divide numbers by zero, they mean that you can't do it without contradicting established mathematical rules. When physicists say that nothing can accelerate to the speed of light, they mean that it can't be done if the universe obeys the laws that physicists believe it obeys. In other words, current theories would have to be overthrown for it to happen.

But impossibilities are seldom that cut and dried in everyday life. We frequently tie ourselves in knots with self-imposed rules. How about the rule that you aren't good-looking unless you have an absolutely perfect physique?

Or that you're a lousy speaker unless you get a belly-laugh on every joke and a standing ovation every other sentence? Why not be less than perfect? Who is going to disqualify you if you move the finish line?

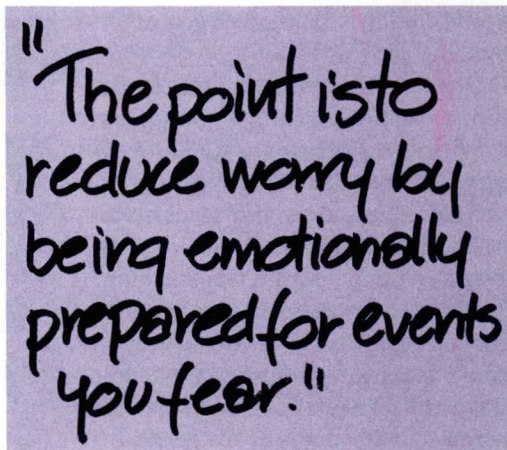
So, paradoxically, the way to accomplish the impossible is to "cheat": to build a flying machine with wings that don't move; to do what Alexander the Great did when he faced a knot nobody could untie: cut it in two. Or follow the example of the salesman who

invented the installment plan when he found that most people didn't have the cash to buy his product. In short, find a creative way to sidestep the difficulties. You can't do this by trying to pretend they aren't there.

### THE EXCEPTION

But there's an exception to this rule. After you've taken the precautions to prevent negative events, it's sometimes a good idea to ignore them. Walking down well-lit streets isn't a guarantee against mugging. Strong locks don't necessarily prevent burglaries. Lots of preparation isn't sure-fire insurance against a speech being a flop.

Life doesn't come with a warranty. But once you have faced reality, anticipated problems and then tried to circumvent them, you needn't worry about intangible negative events. Constructively proceed with your life. You may find it surprisingly easy; time isn't wasted if what you've prepared against doesn't happen. **T**



"The point is to reduce worry by being emotionally prepared for events you fear."

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**Bennett Sawey, Ph.D.**, a freelance writer from South Boston, Virginia, is a former college math professor.

A PLANNED CTM  
IS MORE FUN  
THAN A  
HAPHAZARDLY  
ACHIEVED ONE.

“Once that hard-  
earned CTM  
Certificate decorates  
your wall, the  
satisfaction at  
having conquered  
a challenge will  
make your efforts  
worthwhile.”

By J. Richard Reed, CTM

# PLANNING YOUR

**W**hen you join Toastmasters, the route to becoming a Competent Toastmaster seems long and torturous. But a plan for achieving your CTM can smooth this labor into an itinerary of pleasing experiences. While the ten required speeches may loom as distant plateaus, you'll find that each speech gets easier as you go along.

The Competent Toastmaster award is the first level of recognition in the Toastmasters program. When you become a CTM, your fellow club members acknowledge your development in communication and leadership. The entire Toastmasters organization records you as an achiever and your friends and family view you in a new light. Even your employer and colleagues perceive you as someone prepared for greater responsibility. But best of all, you increase your self-confidence.

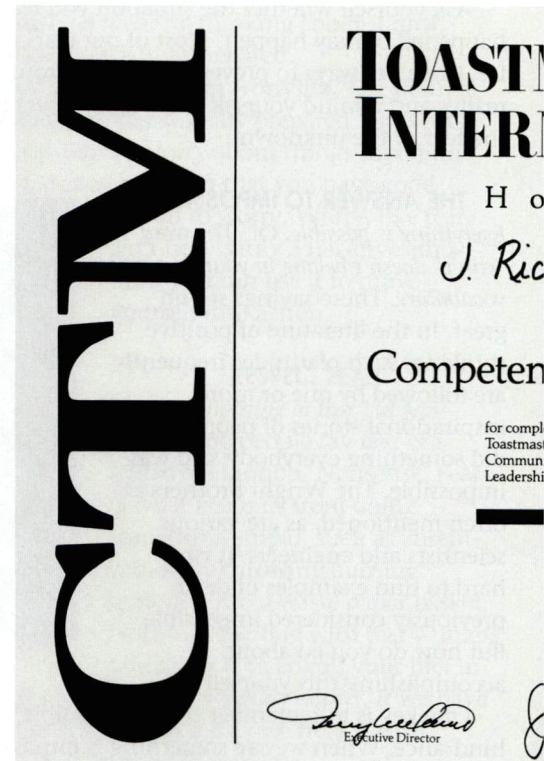
Here's how to enjoy not only the results of the CTM, but the process of getting there:

## STUDY THE MANUALS

First of all, make sure to thoroughly read your Communication and Leadership Program manual, as well as the other manuals and information included in your New Member Kit. Acquaint yourself with the requirements for each of the speeches. The three manuals on evaluation, vocal variety and gestures will teach you key aspects of the Communication and Leadership speech assignments. It's also a good idea to save articles from *The Toastmaster* or other sources about ideas or speech topics relating to any of the speech projects and then file them under the appropriate speech assignment in your manual.

## CREATE A SCHEDULE

How often should you give a speech? The schedule will, of course, vary from person to person and club to club. If you can develop, rehearse and fine-tune each speech in the time it takes your club to have four meetings, you



can complete your CTM by your fortieth club meeting, which for most clubs amounts to approximately a year.

Work with your Vice President Education to develop a suitable speaking schedule. Once you have your plan completed, stick with it. Staying with your plan is vital to getting the most out of the process.

## PICK A TOPIC THAT INTERESTS YOU

New Toastmasters often worry about finding a speech topic. They want to dazzle their audience with fascinating ideas, and they fret over the prospect of boring anyone. Actually, your choice of topic is less important than how you treat it. If you are enthusiastic about a topic, and if your interest is genuine and your delivery engaging, the audience will be impressed – provided you are well prepared

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master

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**"Your choice of topic is less important than how you treat it."**

and your material is organized. So, to feel more comfortable when preparing your first few speeches, select a topic of personal expertise or interest and you will attract and maintain your listeners' attention.

Moreover, enthusiasm is an excellent remedy for stage fright. You'll lose the pre-speech jitters, because you're involved in the content and presentation and unencumbered by the worries that inevitably invade an uninspired mind.

You might get speech ideas any time, anywhere: while eating in a restaurant, watching a movie, driving your car or reading the newspaper. Write them down – they are sure to involve topics you feel strongly about. With your natural interest in the subject, you'll find yourself looking forward to preparing and delivering the speeches.

**PREPARE!**

Once you have selected a topic for your next speech, begin preparing it early. This will give you time to create, practice and revise. Pay special attention to organization. Rather than attempting to become a master orator overnight, organize and rehearse your first speeches at a comfortable pace. Gradually, the preparation process will become second nature.

Feel free to inject personal opinions and experiences. Your familiarity with the subject will help you be more creative when planning your speech. The audience loves creative speeches, and you will find the CTM process becoming less of a chore and increasingly more enjoyable. Each speech will be better than the last.

Why not consider entering a speech contest? Aim to bring each speech to contest quality, and commit to participate in the next contest. We all have to envision a goal before we can tackle it.

**USE EVALUATIONS**

Our club encourages all members to write brief evaluations of every speech. These notes complement the "official" evaluation by the assigned evaluator and give the speaker additional feedback. Constructive evaluations are an invaluable learning tool in Toastmasters.

An evaluation helps two people: the speaker and the evaluator. The speaker is given helpful information on how to improve; the evaluator, in turn, can apply this same information to his or her own speeches. Suppose, for example, that you observe a speaker gesturing awkwardly. By pointing this out to the speaker, you're simultaneously reminding yourself not to make the same mistakes.

Much has already been written about the importance of evaluations. One benefit seldom mentioned is that effective evaluations help you anticipate potential potholes in your next speech. For example, say that evaluations of your previous speeches have pointed out your lack of eye contact with the audience. Now you know to especially practice eye contact when preparing for the next speech. True, consultation with your coach/mentor is helpful, and the manuals continue to be your authority. But most importantly, you need to study previous evaluations and pay special attention to problem areas.

Think also about other speeches that have impressed you. How did that speaker two months ago gain audience rapport and seem so at ease during her "Make it Persuasive" speech? Remember some of the techniques she used; pausing for effect, maintaining eye contact, gesturing to emphasize key points. It was an effective speech. Modify those techniques to fit your own presentation.

**STICK WITH THE PLAN**

Transforming the attainment of your CTM from a long-term goal into a daily routine can be a balancing act, especially when trying to do so within a tight timetable. But if you stay with your personal plan, you'll find your self-confidence increasing and your speaking skills progressing.

A plan not only helps you get organized, it provides incentives to creativity, self-improvement and personal growth. Once that hard-earned CTM certificate decorates your wall, the satisfaction at having conquered a challenge will make the effort worthwhile. **T**

**J. Richard Reed, CTM**, is a member of TM of Manchester Club 4227-45. He lives in Derry, New Hampshire.

## Change in ATM Requirements

At its August meeting, the Toastmasters International Board of Directors approved changes to the requirements for the Able Toastmaster (ATM) award. Effective January 1, 1992, to be eligible for the ATM award, an applicant must:

- Have completed the basic Communication and Leadership Program manual and received the CTM award;
- Have completed three Advanced Communication and Leadership Program manuals;
- Have served a complete term as an elected club officer (President, Vice President Education, Vice President Membership, Vice President Public Relations, Secretary, Treasurer, Sergeant at Arms);
- Have given three speeches before non-Toastmasters groups;
- Have coordinated and conducted one Success/Leadership Program within two years to date of application.

However, members may apply for the ATM award under the current requirements through December 31, 1992. Under the current requirements, a member must have two years continuous membership to date of application and must have fulfilled the first four requirements listed above.

A change also was made to one of the requirements for the ATM Bronze award. The Success/Leadership module conducted for the ATM award may not be used to fulfill the Success/Leadership requirement for the ATM Bronze award.

If you have questions, contact the Education Department at World Headquarters.

## WANT TO CHARTER A CLUB?

Did you know that you can organize a new Toastmasters club? Anyone can, but few know how to do so effectively.

For answers to anything you'd like to know about club building, order *How to Build a Toastmasters Club, A Step by*

*Step Guide* (#121); \$2 available from World Headquarters.

This new guide was developed with the assistance of recognized club builders from several Districts. It takes you step by step through the complete club organization process.

**NOTE:** Check the Supply Catalog for complete product descriptions, prices, and postage and handling charges, or call WHQ (714) 858-8255.

## Meeting tips

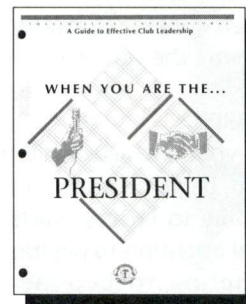
### EVERYONE'S A CRITIC

Is your club suffering from the programming blues? Do something new: conduct a "Critic's Choice" program in which members act as movie reviewers.

Each member reviews a newly released movie. The "critic" briefly summarizes the plot, critiques the actors and offers an opinion on whether others should see the film. For variety, television programs and books can be reviewed, too.

## NEW PRODUCTS

### New Handbooks for Club Officers



To better serve clubs and members, Toastmasters International now has a separate handbook specifically designed for each club officer.

Each handbook is packed with information that can enable the club officer to more easily fulfill responsibilities, meet member needs and create a healthy club. These handbooks are for the club President (#1310-A), Vice

President Education (#1310-B), Vice President Membership (#1310-C), Vice President Public Relations (#1310-D), Secretary (#1310-E), Treasurer (#1310-F) and Sergeant at Arms (#1310-G). They are also available in a set (1310-H).

All officers should have their own manual.

### Perfect Gift

Do you want to reward members in your club but don't know what to give them?

Toastmasters Gift Certificates are perfect for recognizing members or to give as awards or tokens of appreciation. Certificates are available through the Supply Catalog in the following denominations: \$5 (#6630); \$10 (#6632); and \$25 (#6634).

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Redeemable for merchandise from the Toastmasters International Supply Catalog. To redeem, mail this certificate to Toastmasters International World Headquarters along with your order for materials and check or credit card information. If certificate does not cover entire order.

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### FOR BEST RESULTS:

- Have tapes and tape players where you perform routine activities: in the car, kitchen, on the exercise bike, etc.
- Listen to or watch each program more than once.
- Listen in a relaxed, receptive mood.
- When an important idea strikes you, switch off the tape player and write it down.

### ASK YOURSELF:

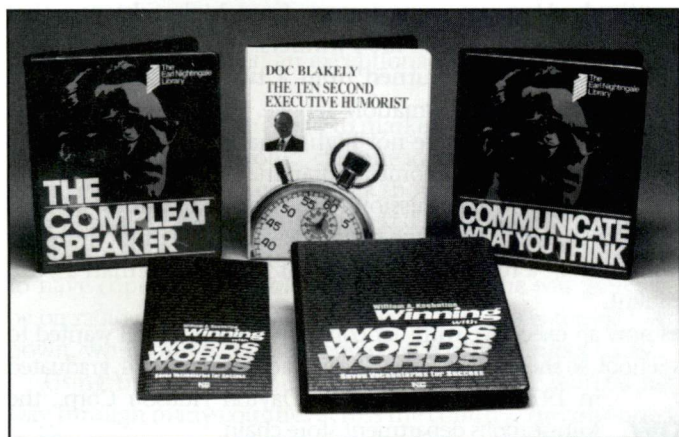
- What does this idea mean to me?
- How can I use it to become a better speaker or leader?
- How will I use it? How soon?
- Can I practice and demonstrate what I've learned right now?

### LATER ASK YOURSELF:

- How and why did it work for me?

*Watch what happens to you as an effective speaker and leader in and beyond Toastmasters.*

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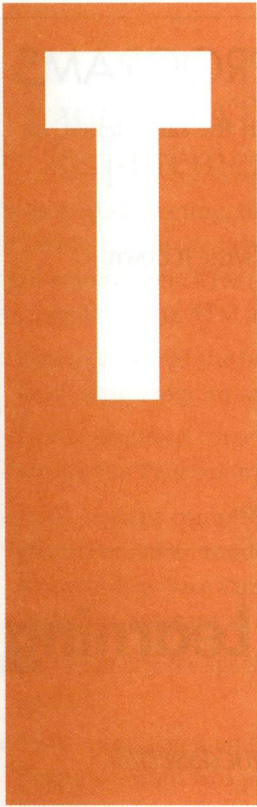
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# he Winning Edge

## ▶ HOW TO GAIN IT AND MAINTAIN IT.

**By Victor Parachin**

People who accomplish incredible achievements and become great successes do so mainly because of the way they view their lives and the world around them.

They know that outlook determines outcome.

While ability and skill may play a minor role, the decisive factor for personal and professional success is attitude. Here are some lessons from high achievers that anyone can apply in order to emerge as one of life's winners:

In the late 1960s, Marjory Williams returned from a two-year stint in India teaching English on behalf of the U.S. Information Service. She arrived in Boston without a job and learned that her skills were not highly marketable in a tight job market. A career counselor advised her to become a librarian.

Instead, Williams decided to apply for admission to the Harvard Business School. Her application was promptly rejected. Although discouraged, she went job hunting and finally landed a position with a real estate investment firm. In less than a year, she was made vice-president.

Even though she was now an executive with her company, Williams still wanted to attend Harvard Business School, so she applied again. She was accepted in 1974, graduated in 1976 and was hired by Dayton Hudson Corp., the Minneapolis department store chain.

**"People who accomplish great things know that outlook determines outcome."**

While there she saw a need for boutiques that would cater specifically to working women. Williams approached senior executives at Dayton Hudson to sell them on her idea. The executives turned her down. Refusing to let the idea die, she hunted for financing and secured a \$90,000 loan from the Small Business Administration. In 1979 she quit her job and opened a boutique.

Today, her risk has paid off. The company, Laura Caspari/SHE, has grown to 17 stores, 140 employees and nearly \$5 million in sales. Interviewed recently, Williams connects her success to her attitude. She says: "If I didn't have confidence in myself, no one else would."

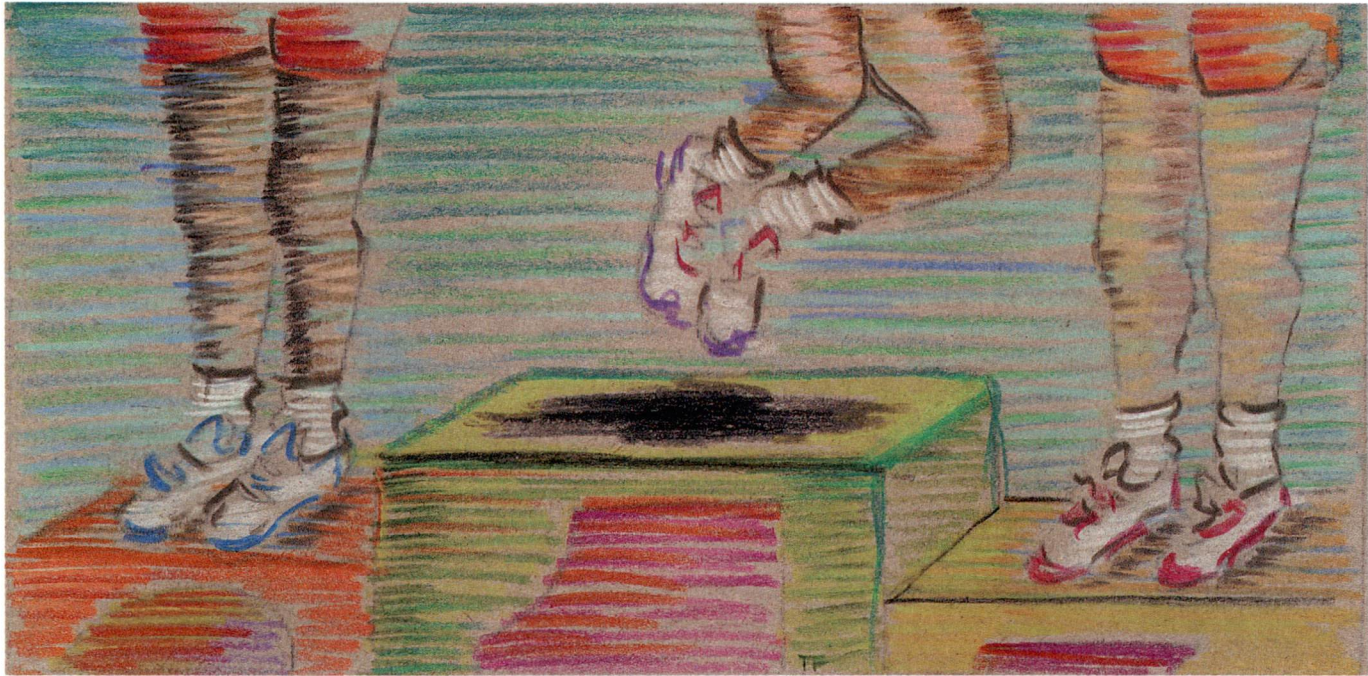
**1.**

### **BELIEVE IN YOURSELF**

Highly successful people have vast amounts of self-confidence. They are not paralyzed or plagued by an array self-doubts. Despite the odds, they continue to move forward and upward. A legendary example is best-selling author Wayne Dyer.

When he wrote his first book, *Your Erroneous Zones*, he had trouble finding a publisher. When someone finally agreed to print his book, the sales were sluggish.





Although there was practically no demand for his book, Dyer believed he had written an exceptional book that could help many people.

As a result, he hit the road to market his own book using a simple formula: He would call ahead to a town and try to arrange an appearance on any talk show originating from that community. With his car trunk packed with copies of his book, Dyer approached the various bookstores in town urging them to have copies of his book available because he was going to be on radio or television. Some bookstore managers turned him down, while others took his books on a consignment basis.

Using the same formula day after day, Dyer worked his way through many counties across the country. He continued that pattern for nearly two years. His break came one night while he was in San Francisco appearing on a program airing at three o'clock in the morning. While few people watched the show at that time, Johnny Carson did. He liked Dyer's approach and his book. Dyer was invited to appear on the Tonight Show, and soon afterward his book became a best-seller.

## 2.

### DREAM LARGE DREAMS

High achievers are ordinary people with extraordinary dreams. Eleanor Roosevelt once wrote: "The future belongs to those who believe in the beauty of their dreams."

Consider comedian Jay Leno. Long before he became famous, Leno says he always imagined himself doing comedy and enjoying luxury cars. His interest in imported expensive vehicles dates back to his teen years when he worked in a Rolls-Royce shop doing oil changes and picking up parts.

Leno recalls this difference between his attitude and that of other workers in the shop: "All the guys I used to work with would say, 'Gee, wouldn't it be great if you could be the personal mechanic to some guy who had a collection of these cars?' And I just thought, 'Wouldn't it be neat to be the guy?'"

Today, with a collection of 22 motorcycles and a dozen high-priced antique and luxury cars, Leno is "that guy." People who become successful are always able to escalate their expectations.

## 3.

### DEFUSE DEFEAT

All the talent in the world cannot replace the power of determination. People who triumph in life refuse to be defeated; they are exceptionally persistent. In the 1940s a woman named Cora T. Walker wanted to become a lawyer. At that time women were not readily admitted into law schools.

Even Walker's mother tried to discourage her with comments like, "You're going to be another poor, hungry Negro lawyer." Nevertheless, Cora Walker applied for admission and was accepted at St. John's University Law School. On the first day of class, the dean declared that the five women in the law school were there only to find husbands and that he would do his best to give their seats back to male students. Cora Walker refused to be defeated. Nonetheless, after she graduated in 1947, no one would hire her. The only job offers she received were for positions as legal secretary. Undaunted, she opened her own law office in Harlem. Slowly and methodically, she built a practice.

Today, 45 years later, she is a millionaire. Her clients include some of the country's largest corporations, such as Ford Motor

Company and Texas Instruments. She owes much of her success to her ability to defuse defeat and keep moving toward a goal.

**4.**

**CENSOR THE NEGATIVES**

There is tremendous power in a positive attitude. Optimistic thinking results in enthusiastic actions. People at the top are incurable optimists. They know how to censor the negatives.

One illustration is that of Beverly Sills, the world famous opera singer. The publisher of her autobiography sent Sills on a promotional book tour across the country. After a long day of talk shows, newspaper interviews and bookstore appearances, one fan told Sills how he sympathized with her for "having to go to dozens of cities and meet all these different people."

Sills's response is memorable: "No, I don't *have* to go. I *get* to go. And I don't *have* to meet them. I *get* to meet them." This positive, upbeat attitude had always endeared her to audiences, and it transformed her autobiography into a best seller.

**5.**

**RESPOND TO OPPORTUNITY**

The proverb, "Opportunity only knocks once," is simply not true. Life is filled with unlimited opportunities. The difference between those who rise to the top and those who don't is often that the successful recognize, and don't fail to respond to, open doors.

An example of this is the famous actor, Sean Connery. Born into poverty, Connery was forced to end his education at age 13. During the next few years he worked as a coal delivery man, a

printer's helper at the Edinburgh Evening News, and as a lifeguard. He also did a stint in the British Royal Navy.

Then, while participating in the Mr. Universe bodybuilding contest in London, Connery heard that the British production of *South Pacific* needed cast replacements. He got a minor role and met Robert Henderson, the American director of the play. Henderson opened the door to opportunity for Connery when he invited the young man to consider an acting career. Connery was intrigued but hesitant because of his limited education. Henderson made the stage extra this offer: "You've practically no education, but you have an imagination and a mind. I will give you a list of ten books that you should read." Connery agreed, only to discover the "ten" books were more like 200, including the complete works of Shakespeare, Thomas Wolfe and Oscar Wilde.

Nevertheless, Connery accepted the challenge and walked through that door of opportunity. Daily, he went into the library and read from early morning until curtain call. Reading those works completed his education, enhanced his sense of discipline, and deepened his appreciation for creative work. The rest of his career is history.

The lesson from the successful is this: As you change your thoughts, you change your world. Outlook always determines outcome! **T**

**Victor Parachin** is an ordained minister who works as a counselor and therapist in Chicago, Illinois. His articles appear regularly in several magazines and newspapers, including *The Toastmaster*.

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# Forest of the Future

By Kay Presto, CTM

DISTRICT 12'S  
INNOVATIVE  
MEMBERSHIP  
PROGRAM AIDS  
ENVIRONMENT.

■ When 1990-91 District 12 Governor Carol Averill coined "Growth: The Challenge of the '90s" as the slogan for her district, her Administrative Lt. Governor Kay Starr took the challenge. Asking herself, "How can we make our district grow?" Starr soon came up with an innovative membership program.

With her 30 years experience in managing Christmas tree farms, Starr's program naturally gravitated toward the use of trees.

In a special ceremony, three native California trees – earned by local Toastmasters for their membership-sponsoring efforts – were planted in the Nature and Science Center, a 900-acre park located in an urban area of the city of Fontana. Two California Black Walnut trees and a Coast Live Oak were planted in an area of the Center called "The Toastmaster Forest of the Future" by the three Toastmasters who won them for their

sponsorship of five new members each.

"These 'Toastmaster trees' are really important to our Nature and Science Center," said Jim Engel, the Center manager who supervised the planting. "With urban areas encroaching, the trees will help restore this natural habitat, which is populated by raccoons, foxes, golden eagles and other wildlife. Also, these trees will grow to an average of 30 feet, giving valuable shade to the people



Past Area B-1 Governor Janet Davey and 1991-92 District 12 Governor Chuck Weck plant a California Black Walnut tree in the Toastmaster-sponsored "Forest of the Future" in Fontana, California.

For each new member brought into any district club, the Toastmaster sponsoring that new member would receive a tiny cloth tree to attach to their Toastmasters badge. Once one person had sponsored five new members, he or she would receive a live tree.

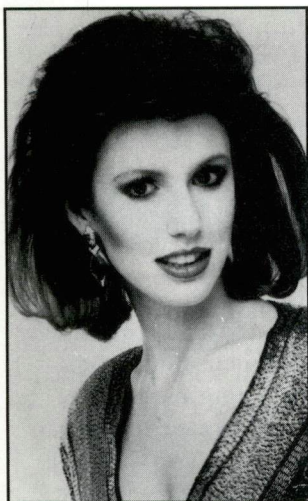
The success of this unique program was soon evident. At the District Spring Conference held last May in Victorville, California, 13 trees were awarded to 12 sponsors. These trees were soon placed in locations such as local campuses, city parks, and of course, in members' own yards.

who'll come to enjoy this Center in the future."

Five more trees were donated by members. The 18 newly planted trees are already improving the environment by their beauty; by giving off oxygen, cleansing the air of carbon dioxide; and preventing soil erosion. So District 12's tree sponsorship program has not only increased Toastmasters membership, but is improving the ecology as well. **T**

**Kay Presto, CTM**, is a member of Ontario-Upland Club 1506-12 and owner of Presto Productions, a communications firm.

# BEAUTY AND BRAINS: MISS NORTH DAKOTA, CTM



*VanNessa Straub, CTM, used her speaking skills when competing in the 1991 Miss America Pageant.*

■ While public speaking skills may advance one's progression into the limelight, it happened unusually fast for Competent Toastmaster VanNessa Straub.

A member of Cass County Club 4010-20 in West Fargo, North Dakota, Straub faced the glare of national television spotlights when she competed in the Miss America Pageant in Atlantic City on September 14, 1991.

Straub, 24, received her CTM in June, 1991, just before she entered – and won – the title of Miss North Dakota. She credits her Table Topics training to her high scores in the all-important interview portion of the judging. Three months later – after an intensive study of current events – Straub donned an evening gown in her quest for the Miss America crown and eloquently answered a question about President George Bush's domestic policy. She received top scores for her answer.

With her college degree in communication and music, and her background as a classical pianist and church liturgist, she swept the talent portion of the Pageant as well. While she didn't place in the top ten category, Straub considers the contest experience

invaluable and says she's "very pleased" with her performance.

Being Miss North Dakota keeps this talented Toastmaster busy. She's on a statewide school speaking tour addressing children and teenagers on the importance of goal-setting, drug prevention and education. "My goal is to be a role model for these kids, to prove that you can be somewhat successful without bending to peer pressure," she says. She also earns ATM credits by promoting tourism and by speaking at various civic organizations on behalf of the Diabetes Association.

Straub plans to spend some of the scholarship money received from her tenure as Miss North Dakota to further her education in music liturgy at St. John's University in Minnesota. Admitting that career opportunities for classical pianists are limited, her goal is to become a professional motivational speaker. "I like to talk to children about goal setting," she says.

With her beauty, talents and Toastmasters skills, she may be just the role model young people will listen to. **T**

# MCCANN INDUCTED INTO SPORTS HALL OF FAME



*Toastmasters' Executive Director Terrence McCann won the Gold Medal in wrestling at the 1960 Olympic Games in Rome.*

■ In recognition of his outstanding accomplishments in the sport of wrestling, Toastmasters' Executive Director Terrence McCann was recently inducted into the Chicago Sports Hall of Fame.

A Chicago native, McCann's wrestling career spans a half century, beginning in Chicago's Board of Education playground programs. A State High School Champion from Chicago's Schurz High School, he went on to the University of Iowa, where he won two NCAA championships. From 1957 to 1960, McCann dominated his weight class in world competition, capping his career with a Gold Medal at the 1960 Rome Olympics.

He subsequently became a volunteer wrestling coach at the Mayor Daley Youth Foundation Wrestling Club in Chicago, Illinois. Under McCann's coaching, the club won 15 national championships; twelve of his team members competed on U.S. Olympic teams and six were medalists.

McCann now serves as volunteer President of the United States Wrestling Associa-

tion and is a member of the prestigious FILA, the world governing body of amateur wrestling. He also is a board member of the United States Olympic Committee.

The 27 Chicago Sports Hall of Fame inductees were carefully chosen by a 12-member board from a list of 420 candidates. Other sport luminaries sharing the spotlight with McCann at the induction ceremony included Al Lopez, famous baseball catcher and former manager of the Chicago White Sox; Dick Allen, veteran major league baseball star; Charlie Finley, former owner of the Oakland Athletics Baseball Team; Quinn Buckner, of the National Basketball Association's Boston Celtics; Rick Casares, a Chicago Bears full-back; Bill Fischer, Notre Dame All American and Chicago Cardinals tackle; and Eric Nesterenko, popular Blackhawks hockey player.

In addition to his recent induction to the Chicago Sports Hall of Fame, McCann has been admitted to both the United States Wrestling Hall of Fame and the University of Iowa Lettermen's Hall of Fame. **T**

# HALL OF FAME

## DTM

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

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Taylor A. Greene, 4723-2  
Lyn April Statten, 4368-4  
Kenny Kan, 4544-44  
Lenore K. Frost, 3820-12  
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Thomas M. Tayon, 821-26  
James Clifford Dooley, Jr., 5986-27  
Carol A. Rautenstrauch, 1540-38  
James D. Beissel, Sr., 2351-38  
Richard F. Benson 2172-43  
Duane E. Vandenberg, 7643-43  
David F. Allen, 1327-44  
Max E. Mundy, 1387-47  
John A. Curtis, 1425-47  
John H. Heldman, 1693-60  
Jean-Marie Lemire, 2273-61  
Jerry Conrad, 3009-62  
Max Fairhall, 3837-72  
William Hendrik Viljoen Erasmus, 1072-74  
Jose "Joe" Reyes Guerrero, 4749-75

## ATM Silver

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

Thomas Swailes Brachko, 2495-F  
Charles G. Kenney, 6658-F  
Ralph W. Pehrson, 41-2  
Kimberly K. Keller, 274-9  
Mark B. Saylor, 1739-9  
Richard Lewis Randolph, Jr., 7620-16  
William Weiss, 4013-23  
Bruce Gilmore, 1029-24  
Brenda Waddoups, 989-25  
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Arlene F. Younger, 2636-26  
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Sherrie Kenyon, 333-32  
Mary Well, 1735-39  
Yvonne Howell, 1802-40  
Leni Wedenig, 6372-42  
Richard F. Benson, 1589-43  
Frances C. Okeson, 3817-46  
Susan Lee Douglass, 1932-48  
Albert Thomas Fromhold, Jr., 2165-48  
James P. Delaney, 2805-49  
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Donn L. Black, 1250-57  
Joseph E. Camp, 6270-58  
Mary Bjork Shelton, 686-66  
May Mitchell, 6034-70  
Aida "Baby" Guerrero, 4749-75

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Foster Mayo, 5670-15  
Norma Jeanne Bennett, 3383-16  
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Maurice H. Lamothe, 2485-25  
Patricia A. Cole, 6142-25  
Carla J. McGowen, 6294-26  
Kenneth D. Castro, 1388-33  
Kathelen R. Johnson, 4299-39  
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Leo J. Hauguel, 2126-40  
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John V. Stucko, 2836-62  
Pamela G. Goldstein, 6254-65  
Michael Bryant, 6342-68  
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Emiliana V. Bernal, 6122-75

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Gertrude E. Windsor, 114-1  
Gene Zechiel, 401-1  
Mary Terzian, 401-1  
Kenneth R. Christie, 5030-2  
Margaret R. Yutzler, 499-3

John C. Sutherland, 3850-3  
Beverly Wright, 4517-3  
Hector C. Leuterio, 65-4  
Sharada L. G. Achanta, 2736-4  
Terry A. Rodgers, 3626-4  
Elaine L. Cox, 4860-4  
James M. Dawson, 4860-4  
Esther Orlando, 5940-4  
Kathleen Kestelyn, 6608-4  
Robert Pelayo, 7242-4  
James A. de Witt, 126-5  
Robert Decker, 126-5  
Doug Thompson, 593-5  
Tony Klein, 1546-5  
Kenneth W. Davidson, 2504-5  
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Cary Morris, 503-8  
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Joseph C. Hagan, 7865-8  
Eileen M. Allen, 308-9  
Barbara J. Bennett, 1739-9  
Judi C. Haven, 295-10  
Mary K. Matson, 1155-11  
William A. Meyer, 1714-11  
Meredith Austin, 4944-11  
Terry K. Tewell, 5761-11  
Sandra R. Trepper, 6821-11  
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Sylvia M. Allred, 719-15  
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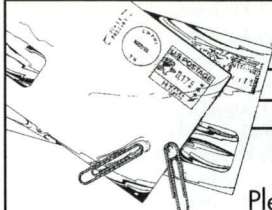
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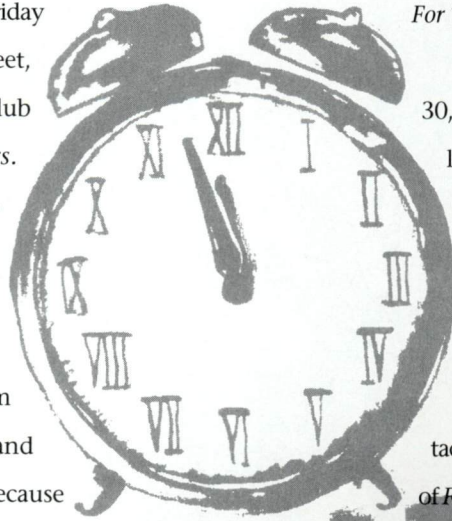
# A TIME FOR TOASTMASTERS

## Annual Membership Program

JANUARY 1, 1992 - JUNE 30, 1993

**Y**our Club may meet at 8:30 on Tuesday nights, noon on Mondays, or at 7:30 on Friday mornings. No matter when you meet, you and the other members of your club set aside *A Time For Toastmasters*.

Why do you make time for Toastmasters? For whatever reason, you feel that the time you set aside for Toastmasters is worthwhile. People throughout the world can benefit from the Toastmasters Communication and Leadership program, but they don't because they've never heard of it, or have never been asked to attend a meeting. Contact your friends, acquaintances



and associates, and encourage them to set aside *A Time For Toastmasters*.

From January 1, 1992, through June 30, 1993, Toastmasters International challenges you to bring new members into your club. This special 18-month program gives you extended time to reach your goal of sponsoring five, 10 or 15 new, dual or reinstated members.

For information on recruiting, contact World Headquarters and request a copy of *From Prospect To Guest To Member* (Catalog No. 108), an informative booklet that will take any member step by step through the recruiting process.

**W**hen you sponsor new members, you may qualify for the following awards from Toastmasters International:

Membership Building Pin for five new members; Pocket-size Evaluation Guide for 10 new members; Choice of Toastmasters Necktie, Ladies Ascot Scarf or Perpetual Wood Calendar for sponsoring 15 members.

The top 10 member sponsors will be honored at the 1993 International Convention in Toronto, Ontario, Canada.

- ▶ This membership program begins January 1, 1992, and ends June 30, 1993.
- ▶ All Toastmasters are eligible and are encouraged to participate.

- ▶ To receive credit as a sponsor, your name must appear on the Application for Toastmasters Club Membership (Form 400) along with your home club number. Please print or type information so that it is legible. No changes will be made to the applications once they are submitted to World Headquarters.
- ▶ New, dual and reinstated members count for credit. Transfer and charter members do not.
- ▶ The new member must join between January 1992, and June 1993. The application must be received at World Headquarters no later than June 30, 1993.



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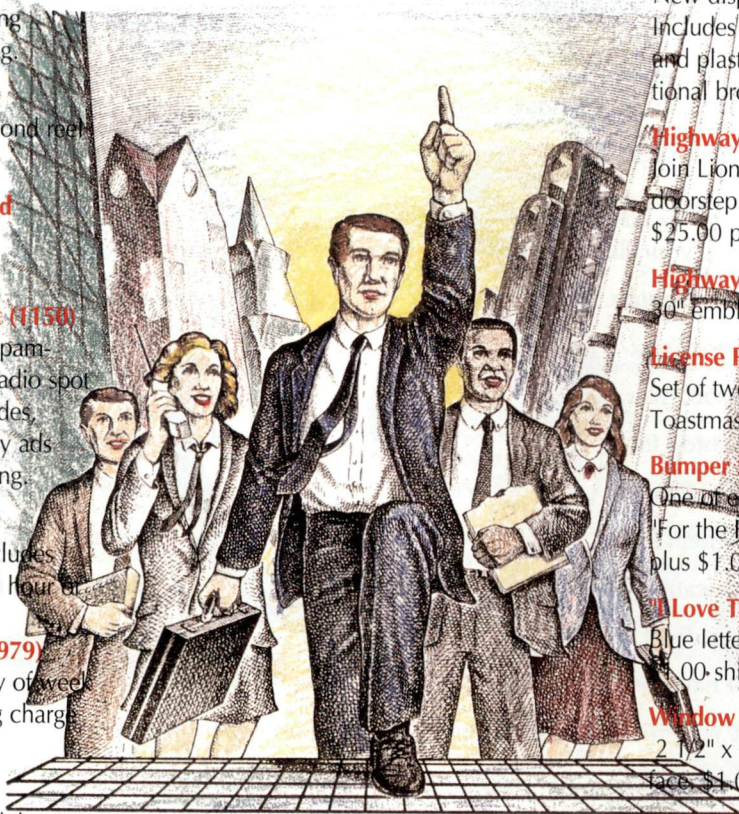
White 10" plastic square plaque. Includes pressure sensitive decals for day and hour of meeting \$5.75 plus \$2.50 shipping.

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