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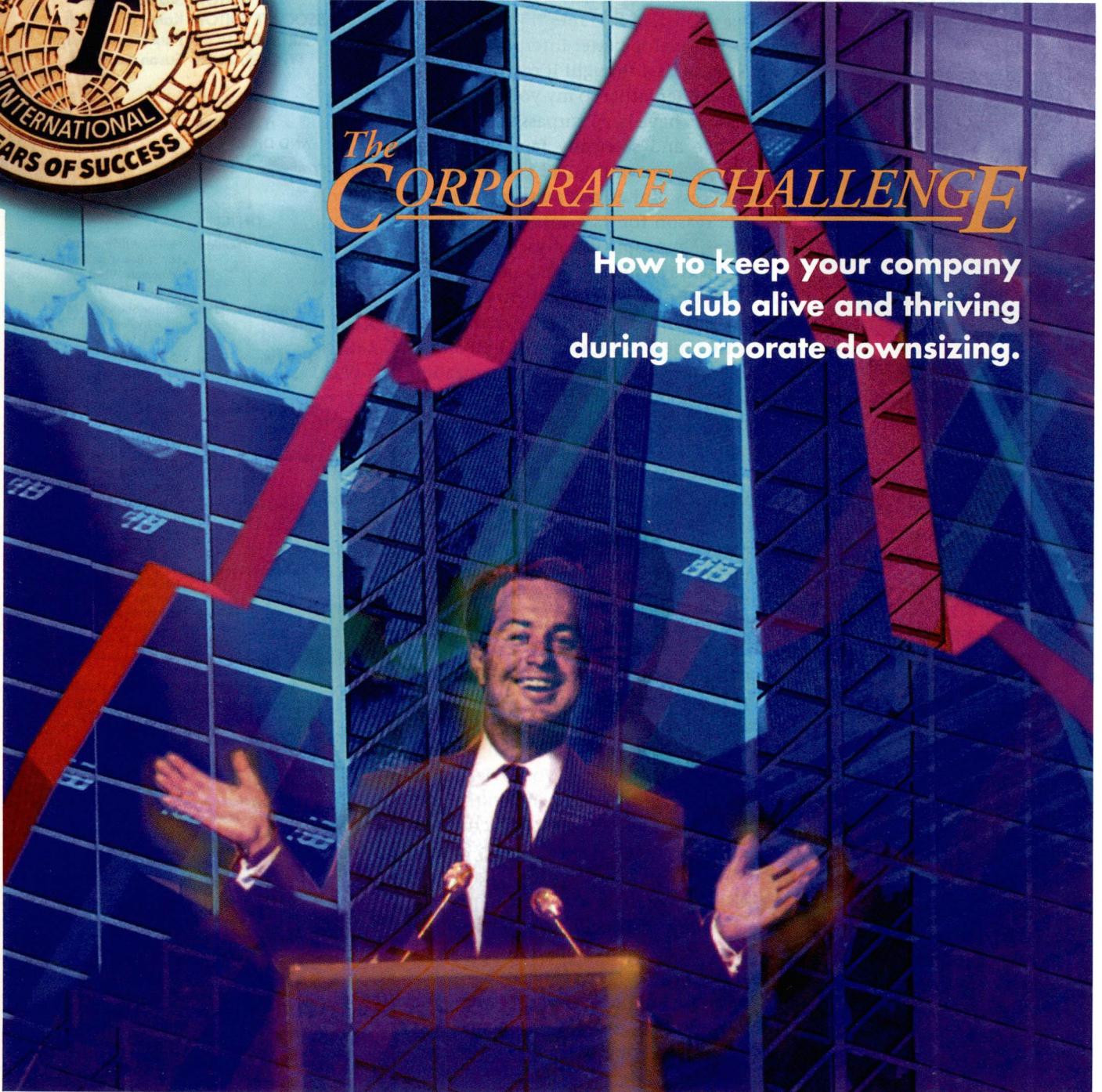
# Toastmaster

august 1994



## *The* **CORPORATE CHALLENGE**

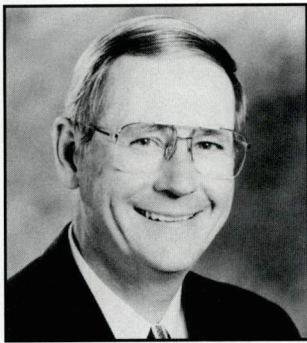
How to keep your company club alive and thriving during corporate downsizing.



**THE NO-FEAR INTERVIEW**

**EVALUATIONS: Step Into the Speaker's Shoes**

## A Year of Discovery



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As your president this past year, one of my greatest joys came from finding affirmation for some of my beliefs about this great organization.

During my 21 years as a Toastmaster, I've arrived at certain convictions about why and how our organization works. In the past 12 months, I've met thousands of Toastmasters around the world who've told me and shown me that my beliefs are, indeed, factual.

I've always believed that Toastmasters really works – that it really does change people's lives. Now I have proof that it's true!

We are building a better world, just as our founder, Dr. Ralph Smedley, said we would. In district visit after district visit, Jean and I would listen with joy and satisfaction as members ex-

pressed how surprised and grateful they are for the genuine support and help they receive. Let me share one letter with you. A member wrote and told me: "I joined Toastmasters to develop better interpersonal and leadership skills. I thought it might help me become a better father to my young son. My expectations have been surpassed. My abilities to love and serve my family and my community have multiplied. I believe the key to success of the Toastmasters organization, the reason for its greatness, lies in its ability to help people like myself."

I've always believed Toastmasters is effective because of its development of leadership potential within the organization. You've told me and shown me that it's true!

An absolute key role of our organization is helping people realize that they have the ability to lead. And when those people take leadership roles within their clubs, districts or at the international level, they prove just how capable they are.

As I've travelled the world this past year, I've met some incredibly dedicated people serving in volunteer leadership positions. Their work is what makes this organization function so well. And it functions by helping others. The members served by these leaders have told me time and time again how grateful they are for the service provided by our leaders.

Lastly, I've always believed that we have an incredible staff at our World Headquarters. You've confirmed my belief in this area as well. Keeping an organization active and relevant in so many diverse places around the world takes an exceptional group of people. We have them at our Headquarters. They are every bit as dedicated, professional and talented as our volunteers. And we all benefit from that!

Serving as your president for the past year has been a truly marvelous experience. Jean joins me in thanking you for the opportunity. Toastmasters works because of you!

Neil Wilkinson, DTM  
International President

# the Toastmaster

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## features

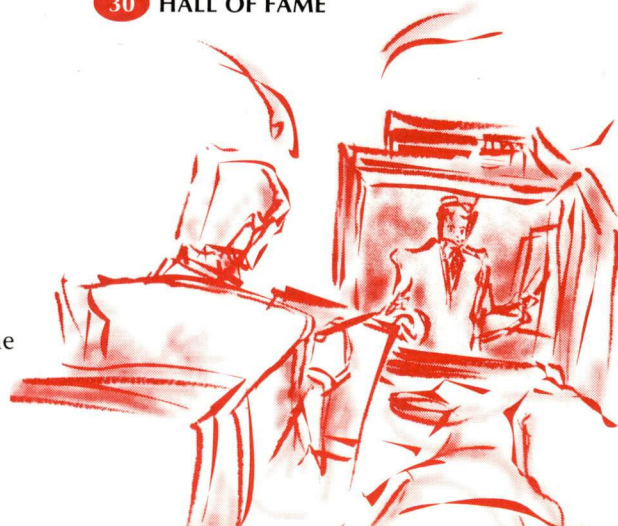
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### SEMPER FI TI

Nine months ago at my first Toastmasters International Conference, I served as the Hospitality Chairman for the District 25 Fall Conference in Dallas, Texas. This was an unusual evening since the United States Marine Corps Ball was taking place at the same time. As you know, Toastmasters like to talk, Marines like to party and we all like to have a good time. I met the Marine in charge of the Hospitality Room for the Marines that night, Gunnery Sergeant James Kevin Riekena. We were married on July 9th of this year, the day of both of our birthdays.

I encourage single Toastmasters to attend these events!

Jacqueline Wittrock, CTM  
Fon Talk Club 2737-25  
Irving, Texas

### LET'S NOT REWRITE HISTORY

I just received the June issue of your fine magazine. As always, it is informative and a delight to receive. However, one of the letters you published has upset me: Mr. Michael Clark suggests that you, in your editorial capacity, should rewrite history.

I cannot understand the attitude of Mr. Clark – and many others like him – and am sorry they cannot read articles and literature in the context of the times in which they were written. After all, it is a fact that Toastmasters was a male-only organization – and no amount of rewriting our founder's articles will change that. As a matter of fact, it might even hurt Mr. Clark's cause if all such his-

tory is rewritten – what a shame if we forgot the wrongs of our forefathers.

Perhaps it is time for the revisionists to reread Orwell's *1984*.

Bob van der Poel, ATM  
Creston Valley Club 4949-21  
Creston, British Columbia, Canada

### WORTHLESS ARTICLE

I have been a Toastmaster for three years and belong to three clubs. At one time, I thought *The Toastmaster* was an excellent compendium of useful articles. Currently, though, I feel the magazine is degenerating toward far lower material.

An example of what I feel is a worthless and misleading article is "Speech Writers of the World, Get Lost!" (May). It offers a blueprint for a totally boring speech that more resembles the policy of a corporate board room than the principles of effective speaking advocated by Toastmasters. Mr. Theibert's article insults our intelligence by classifying us into the MTV genre.

My other objection is the low-level judging of speech contests at club, district and division levels. From participating I have learned how people win:

1. By knowing two or more contest judges.
2. By avoiding esoteric, scholarly or philosophical matters.
3. By being of the same gender, race and ethnic background as the majority of the judges.
4. By appealing at most to college educated audi-

ences and judges, but not to those with advanced academic degrees.

Gary Christopher Vezzoli, CTM  
MTL Club 3504-31  
Watertown, Massachusetts

### CHURCHILL REMEMBERED

Mr. Phil Theibert is "someone up with whom we can not put." His irreverent remarks in "Speechwriters of the World, Get Lost!" (May) about Winston Churchill are offensive. Churchill was one of the modern world's finest leaders. His courageous actions and his words, eloquently expressed in both writing and speeches, remain an inspiration to people the world over.

As a speechwriter, Mr. Theibert should think twice before dispensing such irreverent advice. If not, he should follow his own advice and "get lost"!

John Askins  
Toastmasters International Club Zug 7332-U  
Zug, Switzerland

### IN FAVOR OF SELF DISCIPLINE

In contrast to the response by Mary Angelee Seitz in your Letters column (May), I found "Choose Your Feelings" by Bill Vossler (February) very positive and motivating – so much so that I copied it for several friends, who also found it helpful. Without diminishing other individual responses, I would like to emphasize the value of this article.

No one would deny the natural feelings of anger, grief and disappointment we all encounter at times. That said, how often do we allow

daily frustrations and grievances to get the best of us? How often does this become a pattern? It is easy to indulge in a bout of self pity, asking "Why me?" – but much harder to develop the self discipline to increase control over how we feel.

Many times we do choose how we feel; Bill Vossler's article highlighted this. Or, to quote a line from Frances Hodgson Burnett's children's classic, *The Secret Garden*: "Where you plant a thistle, a rose cannot grow."

Rosemary Heal, CTM  
North Sydney Achievers Club 6215-70  
North Sydney, New South Wales, Australia

### LIGHTEN UP!

I was dismayed to see Tom Ealey's comments on humor in "Let's Improve Our Speechwriting" (May). Apparently, Ealey believes that humor has no place in a successful speech.

Being a humorist myself, I know the value of humor in speeches, especially at the beginning when audiences need a chance to warm up to the speaker. If humor was eliminated in speeches, the humorous speech contest would also be gone, and Toastmasters would be deprived of a very effective way of getting the point across.

Mr. Ealey also says that most speakers have an "amateurish" approach to humor. I'd like to think that Toastmasters training and manuals such as "The Entertaining Speaker" help take care of this.

David Kendall, CTM  
Vital Words Club 2375-64  
Winnipeg, Manitoba, Canada



If all you do is give 10 speeches, all you achieve is a CTM pin. But what about your speaking skills?

by Thomas K. Jue, CTM

# Ask Not What Your Club Can Do...

■ "ASK NOT WHAT YOUR COUNTRY..."

John F. Kennedy's famous words also apply to the relationship between Toastmasters and their clubs:

**Ask not what your club can do for you, ask what you can do for your club.**

During the past several years, I have had the pleasure of watching the tremendous personal and professional growth of many dedicated members in my Toastmasters club. In contrast, those members who went through their 10 speeches for their CTM pin without contributing anything else to the club only slightly improved their speaking skills.

Why is this? Well, you can't possibly grow unless you put forth the effort to achieve. To achieve means to give unselfishly, to ask what you can do for your club. Let me offer several examples related to the work environment:

- ❖ Do you feel uncomfortable meeting executives at work?
- ❖ Do you hesitate to express your ideas during meetings?
- ❖ Do you have problems interacting with customers, vendors, fellow employees and management?

Your Toastmasters membership won't help you unless you have actively participated in club leadership positions or assumed meeting roles such as Toastmaster, Table Topics Master, Evaluator, Grammarian or

even Timer. The point is, you cannot become a well-rounded Toastmaster unless you actively participate in your club.

As a manager at my workplace for more than 20 years, I have seen employees who just clock in and put in their required eight hours. When I see these employees years later, they still hold the same job position.

On the other hand, employees who moved on to higher positions were those who gave their job duties their whole-hearted attention, who eagerly participated and learned, and who genuinely cared about their co-workers and their employer. That's the treasure of acquiring talent: You can take it with you; you become more marketable.

Our club environment is no different. Show up, put in your 10 speeches and all you

will have achieved are pleasant memories.

However, if you put forth all you've got, you will be pleasantly surprised with your level of achievement in just a few months. You will become more self-confident. You will be able to speak effectively one-on-one or with groups of people. After all, isn't that why you joined your club to begin with? **T**

*Thomas K. Jue, CTM*, is a member of Diablo Club 598-57 in Walnut Creek, California.

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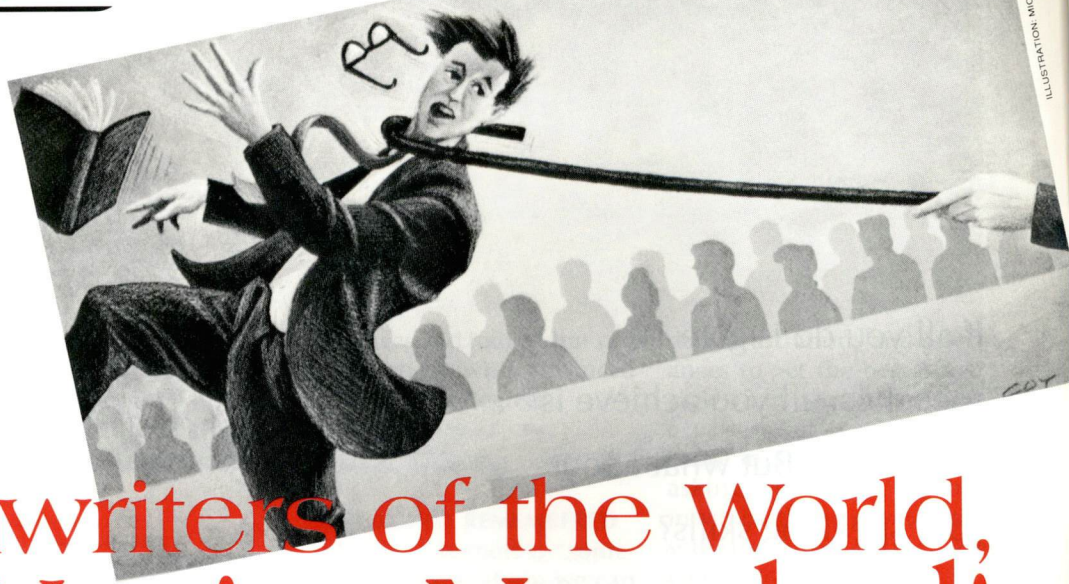
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# Speechwriters of the World, You're Needed!

This article, a reply to Phil Theibert's "Speechwriters of the World, Get Lost!" (May), is based on the author's remarks delivered in November, 1993, at the Sixth Annual Speechwriting Conference in Chicago.

■ ON AUGUST 3RD, 1993, BROWSING through *The Wall Street Journal* for my daily fix of news, comment and right-wing wisdom, I opened the op-ed page – and stopped, stunned, coffee mug perilously suspended between desk and lips. There, on the right-hand page, bottom center, was an article entitled, "Speechwriters of the World, Get Lost!" This article was subsequently reprinted in the May issue of *The Toastmaster*.

I'm a seeker of truth: as Einstein said, "I don't care so much whether I'm right; I just want to know *what* is right. And if the article had convincingly demonstrated to me that speechwriters are useless, I would have been thrown into a crisis of professional self-examination.

But such was not the case. While the article does indeed air some legitimate problems with the quality and process of speechwriting, both its analysis of the causes and the solutions it proposes are dead wrong. They simply don't jibe with my speechwriting experience, with what I know about language and rhetoric, or with the behavior of my executive clients and my speechwriting colleagues.

I agree that some speeches do suffer from insincerity and lack of focus, but the reason may well be that the speech was written by committee, and there was no professional around to pull it all together (or perhaps there was, but the committee got the last

crack at it). I also agree that some speeches – even, God forbid, some of mine – contain inappropriate or irrelevant quotes, humor and other ornamental material.

I agree that all too often, executives don't know what they want to say. And I agree that they seldom hear the truth about their speeches or their speechmaking abilities (although this problem represents a failure not of speechwriters, but of organizational culture in general).

**B**ut even given all of this, "Speechwriters of the World, Get Lost!" egregiously misrepresents the speechwriter's role and value. I vehemently reject its propositions that most executive speeches "stink" *because* executives use speechwriters and that speechwriters do not add value (but merely festoon speeches with irrelevant ornamentation).

The article advises executives to write their own speeches. In all my years in this profession, I've met only two or three who could do that. The reason typically given is that they don't have the time. This is true but irrelevant. The real obstacles are (1) an inability to decide what to say on this occasion to this audience that would properly serve the aims of speaker, audience and their organizations; and (2) an inability to develop and execute the message – even if the speaker does know what it should be.

by Alan M. Perlman, Ph.D.

**T**he problem is not a lack of intelligence; most business executives are smart as hell. But writing requires a series of complex verbal skills, one of which is the ability to integrate information at higher levels of discourse – and thus to comprehend a longer text as a whole. Most executives can write a clear sentence or paragraph. But anyone who hasn't had extensive training and practice will find it very difficult to write a speech – or to impart coherence to *any* text. And I haven't even considered all the other matters of clarity, economy, euphony and style.

When it comes to rhetoric, executives' abilities are not generative but reactive: They may not be able to *produce* what they want to say, but they sure can *recognize* it. So it's up to the speechwriter to present possibilities, either by generating ideas himself or herself or by collecting them from knowledgeable people.

The article also advises executives to "forget about eloquence." It's not entirely clear what the author means by "eloquence" here. If it refers to witty quotes and anecdotes – i.e., "ornamentation" – well, some speeches need it, but many don't.

On the other hand, if by "eloquence" the author means "19th-century eloquence," we certainly don't want that. We don't want speeches full of rhetorical acrobatics, Shakespearian quotes and classical allusions. What we do want is 20th-century (soon to be 21st-century) eloquence. In this age of sound bites and short attention spans, there's no dichotomy between eloquence, on the one hand, and brevity and simplicity on the other. Today, brevity and simplicity – coupled with effectiveness of thought and language – *are* eloquence.

**F**inally, the article wrongheadedly advances the "tell, tell, tell" structure ("tell 'em what you're going to tell 'em; tell 'em; tell 'em what you just told 'em") as the one true model, and the fund-raising speech (which concludes with "here are the facts – now act on them") as an example of the ideal of simplicity. But the dynamics among speaker, topic and audience are far more

varied and complex than these simple paradigms, and the speechwriter must find the style, tone and structure that effectively respond to the situation at hand.

We might as well say, "Barbers of the world, get lost!" After all, everybody knows how to use a pair of scissors, right? But most people don't try to cut their own hair or write their own speeches, because they lack the special expertise that distinguishes snipping from barbering – or writing from speechwriting. This expertise qualifies the speechwriter to be the organization's and the speaker's professional rhetorician. And I define "rhetoric" just as Aristotle did: "the power of determining, in a particular case, what are the available means of persuasion."

**T**hat power embraces a broad range of skills: the ability to write sentences, paragraphs and whole texts with flawlessly clear structure; to determine the appropriateness of vocabulary and idiom; to identify the proper modes of argumentation; to dis-

***"We might as well say, 'Barbers of the world, get lost!'"***

***After all, everybody knows how to use a pair of scissors, right?"***

tinguish fact from hypothesis, conjecture and fallacy; to decide which ideas are relevant to the argument to be made – and yes, to build in the appropriate ornamentation.

In addition, the speechwriter has what Hemingway called, "the most essential gift of a good writer: a built-in, shock-proof [crap]-detector." If our speakers propose to utter inanities, our role is to have the courage to point out this fact – and then step back so that they can do as they please.

We are not merely scribes or wordsmiths. We are protocol experts and communications counselors, always ready with the answers to the eternal question, "what should I say?" If we are undervalued or underutilized, it is typically because our organizations do not understand the intellectual breadth and agil-

ity that enables us to do all of this.

There's one last piece to the speechwriter's role: in its highest form, the power of the rhetorician taps into the deepest wellsprings of the human psyche and creates a speech that says what speaker and audience think or feel – but do not *know* that they think or feel it, until they hear it spoken aloud. The speech thus has the potential to articulate people's experience, to summarize their situation and give voice to their hopes. It can empower them to understand their world more clearly – and perhaps even to change it for the better.

People who can create such speeches should not

"get lost." On the contrary: since ideas – and the language that connects and expresses them – are the only way to resolve conflicts and make progress, those who would move and change the world should seek out such people, utilize them to the fullest, and reward them well. **T**

**Alan M. Perlman**, the author of two books, holds a Ph.D in linguistics. He is the director of executive communications for Kraft General Foods in Northfield, Illinois.

**"Work force adjustment." "Transitioned."  
"Personnel surplus reduction." "Selective  
separation"... Whatever the euphemism, the  
point is you have been fired. These terms**

**strike fear in the employee of the recession-  
ridden '90s and can also inflict havoc on a  
company-sponsored Toastmasters club. Anxiety  
over possible job losses will keep members**

away from meetings, reducing the effectiveness of the club and its educational programs. Keeping members motivated during a reorganization can be one of the greatest challenges a Toastmasters club will ever face, but it can also be a great opportunity to make your leadership skills shine. In order to keep the club alive, you will need to act as negotiator, cheerleader, counselor and salesperson.

In fact, the task of rebuilding a club can be compared to the challenge of starting a new club. Get as many club members involved as you can and most of all, maintain a positive outlook. Watching your friends lose their jobs is a difficult experience; but picking up the pieces afterwards is even harder. After all, I should know. I have been through six corporate reorganizations in the past eight years and served as a Toastmasters club president during two of them. Downsizing, no doubt, will create a short-term hardship for your club, but there are easy steps you can take to rebuild the club to its charter strength of 20 members or more.

Planning will be the key to your efforts. Take advantage of any lead time between the announcement of the reorganization and the date the job elimination takes place – which in my experience has been between three and four months. Your Area Governor will be your greatest resource in keeping the club operating and getting Toastmasters in other clubs to attend your meetings. They can fill meeting

responsibilities and assist you in recruiting new members. The District Governor can also ask the district to assign a club specialist to help you.

Will your employer provide career transition services? Your Toastmasters membership is an important resume booster and certainly helps when networking for a job lead. You may even discover that many of the career transition counselors are former Toastmasters and more than willing to help you. You will find that employees who had no prior interest in Toastmasters will suddenly be curious to see what the club can do for them in the face of a layoff. So be ready to answer their questions and invite them to your next meeting!

**1. Meet with company management.** Next, meet with corporate executives to secure continued support for the Toastmasters program. You will need to be persuasive to keep the club going if your company is eliminating other educational programs. Review club accomplishments and member achievements during the past year and remind them of the benefits Toastmasters membership provides to both the employees and the company.

You may want your Area Governor to attend this meeting to help in the effort. When companies become focused on cutting expenses, they sometimes lose sight of productivity gains that could be made through employee education.

If the number of employees in your company becomes so low that it is difficult to attract members from within, try getting management to agree to open up the club to members of the community. Suggest issuing a press release in the local media announcing the change. This will give

*by Arthur S. Pennington, ATM*

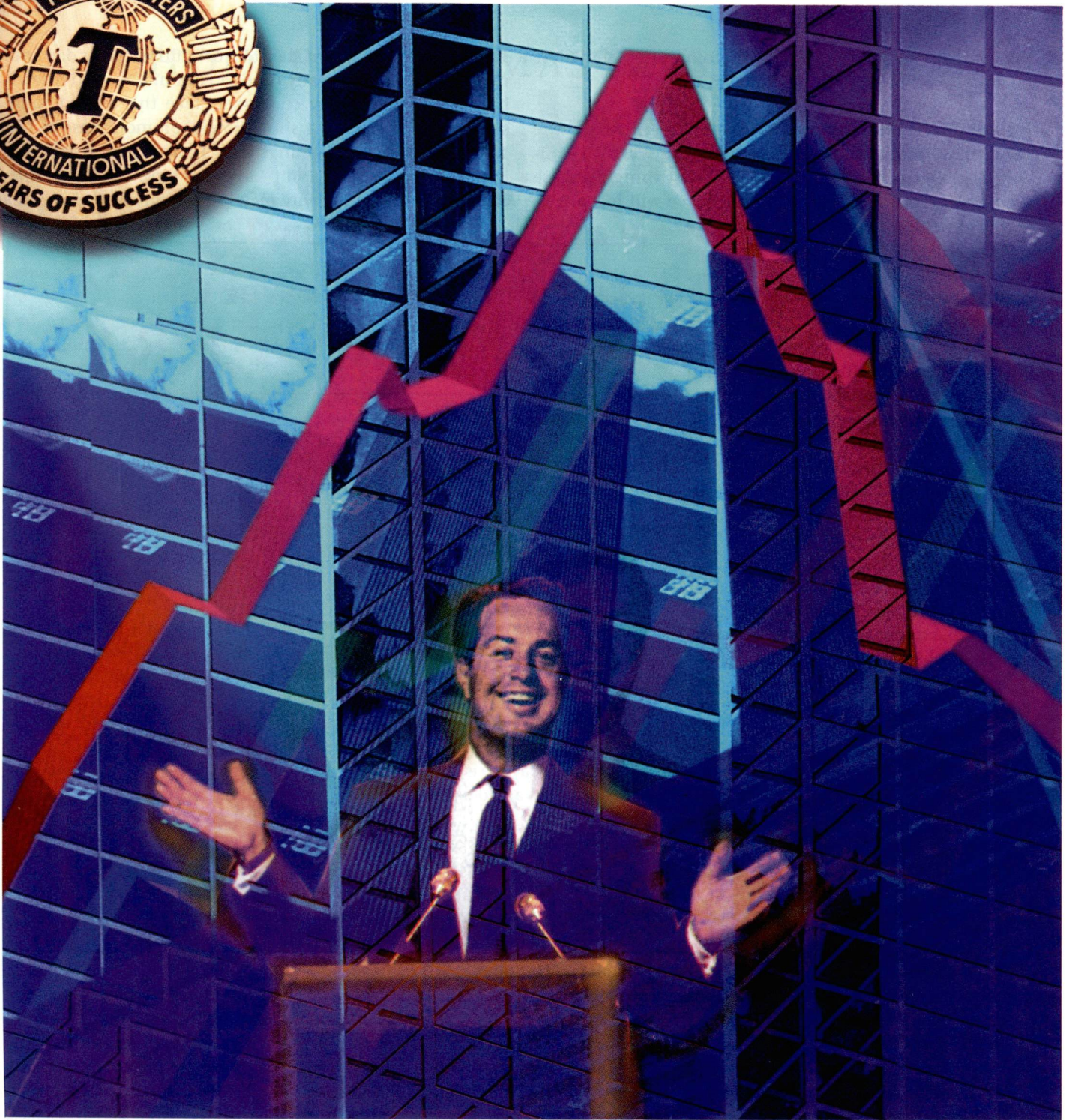
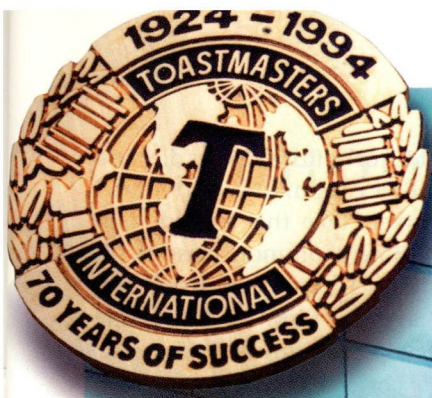
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# **CORPORATE**

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## **How to keep your company club alive and**





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# CHALLENGE

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and thriving during corporate downsizing

the company an image boost in the community and allow the club to promote itself externally.

**2. Support unemployed Toastmasters.** Meeting the Toastmasters who have lost their jobs will be a difficult task for you. The club will be the last thing on these members' minds. The departing employee will feel anger, confusion and lack of self-esteem. Support them and remind them that Toastmasters is there to help. Encourage continued club participation by providing a list of other clubs in the area and reminding them that important skills are gained through continued membership during the period of unemployment.

For example, Table Topics will allow the Toastmaster to hone interviewing skills and by meeting new people, the Toastmaster will be able to network for job leads. Make sure the Vice President Education has signed the person's Record of Achievement in the back of the manual, since this will be the member's only record of project completion when moving to another club. If the departing employee is a club officer, request that any club files be returned. I have seen vacated offices stripped of their contents

by other employees and valuable club documents become lost as a result.

**3. Make plans for the club's future.** Finally, meet with the remaining members of your club. You may want to devote a meeting to discuss plans for the club's future. Form committees to allow all members to get involved in publicity and new member recruitment. Have a membership building contest and award prizes to the member who sponsors the most new members during a specified time. A demonstration meeting held in the company or community will help attract members. And if any club offices become vacant, you will need to hold a special election to fill these positions. (Check your club bylaws for this procedure.)

Having your remaining members attend each meeting is another challenge that needs attention after the reorganization. During the months immediately following the down-

sizing, employees might start to work at their desks day and night and not allocate any time to Toastmasters activities. I have seen some of my co-workers take this attitude and suffer job burnout in a short time. Common reasons for stopping attending meetings are: "I have been given new job assignments and don't have the time" or "Someone else will be there to fill my meeting responsibility."

## Let's Share The Power Of TOASTMASTERS!

A fellow Toastmaster recently said to me, "If only everyone else knew what Toastmasters is *really* about – what Toastmasters training can *really* do for you – they would be clamoring to join."

Let me illustrate the truth of this statement with a recent example: When a co-worker asked me about Toastmasters, I explained how Toastmasters training could help her get that promotion she so desired. I don't think she really believed me, but she joined anyway. By the time she completed her CTM, she had become so articulate that she breezed through her promotion interviews. Today she is a high-graded specialist, rather than an administrative assistant.

Fellow Toastmasters, if my co-worker had known earlier what Toastmasters could do for her, she would have had a head start on her career. We know how special Toastmas-

ters is. We know how Toastmasters has touched our lives. We know what Toastmasters can do for others. Therefore, we must share that power with everyone.

I am asking each of you to bring a guest to your next club meeting. I further challenge each of you to bring five new members into your club before June 30, 1995.

Five new members are not many; look among your family, friends and co-workers.

You will find at least five people who could benefit from Toastmasters. Bring them to your club! Share with them what they can accomplish through Toastmasters. **T**

*Carolyn Weisbart, ATM-B*, recently finished her term as District 2 Governor.

*Reprinted from the December 1993 issue of District 2's newsletter, Sounder.*

Toastmasters are there to support each other. It is disappointing when someone works long hours preparing a manual speech and few people are there to hear it! Remind the member that personal growth is just as important as hard work, and the Toastmasters club is there to provide that growth. Remember the saying, "All work and no play makes Jack a dull boy"? Will the results of your hard work pay off?

Through the methods outlined above, I have quickly rebuilt our clubs to more than 20 members and introduced new people to the magic of Toastmasters. At the same time, I have gained self-confidence by being able to develop negotiating and leadership skills. So go ahead and face the challenge head on – and keep your company club alive and thriving during downsizing! **T**

*Arthur S. Pennington, ATM*, is a member of Pop-Up Club 3165-44 and Arco Articulators Club 9645-44 in Midland, Texas.

# CHOOSE TOASTMASTERS DURING TURBULENCE

The word has come down: Your company is restructuring. It's time to tighten the belt and make

some hard choices. Rumors begin to fly. Will there be wage freezes or worse, layoffs? The office mood reflects uncertainty and fear and members become fearful about their "non-productive" efforts. So, naturally, Toastmasters club meetings become a neglected involvement.

Toastmaster clubs associated with companies in transition may decline or even disband. Members don't have time for the club anymore. The excuses are familiar: "I need to focus on my job" and "I don't have the time."

## EXACTLY THE OPPOSITE SHOULD HAPPEN

When a business or agency faces a crisis, Toastmasters can become a haven for creating a positive attitude and building success skills. In the midst of turmoil, the right place to be is at a Toastmasters meeting!

In times of uncertainty, we need Toastmasters more than ever. Communication and leadership skills are the fundamental educational mission of our clubs, and these skills are widely valued in the corporate world. Members often gain a boost of self-esteem from attending a meeting. And when you walk out of a meeting feeling good, you project an attitude of good will

**Don't quit when times are tough!**

toward others. This may give you a valuable "edge" when everyone else around you in the company is complaining.

Through regular efforts in self-improvement, we make steady progress in the qualities that successful people find essential. Even a small change in skill and attitude will dramatically set you apart from the crowd. The Toastmasters experience teaches us to master our own emotions and create our own destiny.

Toastmasters International, a voluntary interaction of adults with common purposes, is the leading organization in the world teaching thinking, speaking and listening skills. As we all should know, but sometimes forget, technical expertise is only part of the measure of corporate performance. Attitude and interpersonal skills are the dominant measures by which organizations value their workforce. Toastmasters International was created during years of economic adversity by men who found value in the regular practice of these skills.

Don't quit when times are tough. Your company might downsize, but it will keep articulate and spirited team members. So, no matter what happens, be sure to stay active in your personal growth.

by Steve Broe, ATM

Steve Broe, ATM, is a member of Tatum Talkers Club 6580-3 in Phoenix, Arizona.

# 70 Years of Success!

As we near the end of the century, Toastmasters International invites you to reflect on the successes of the last 70 years. Since 1924, we've grown from one club and a handful of members to a peak of 8,000 clubs and 180,000 members in more than 60 countries around the globe. More than three million people have benefitted from participation in Toastmasters!

The commemorative *70 Years of Success* pin pictured here and on the cover of this issue can be yours – just bring five members into Toastmasters between July 1, 1994 and June 30, 1995. The exclusive Gold Star pin is for those who go the extra mile and sponsor 10 new members. The Toastmasters Necktie or Ascot scarf – not available for sale – is the award for sponsoring 15 or more members.

It's easy! Do you remember the thrill you felt the first time

you sat down after a speech and realized you were no longer afraid? The time your fellow members voted you Best Speaker or Best Table Topics speaker of the meeting? These benefits and experiences make Toastmasters an easy thing to share.

Why does Toastmasters – and your club specifically – need to grow? Variety! Variety is an important part of the Toastmasters Communication and Leadership program. By observing different speeches, points of view and delivery styles, each of us can learn, grow and achieve.

So join Toastmasters International's 70th anniversary celebration by sharing your best kept secret with everyone you know!

To find out more about how you and your club can be recognized for your membership building efforts, contact Toastmasters International and ask for a copy of the Membership Program Flier (Catalog No. 1620). Our telephone and fax numbers and address appear on page two of this issue.



Don't speak of downsizing to  
these corporate Toastmasters.

# Electronics Company Club

While some company Toastmasters clubs struggle as a result of "downsizing" and "restructuring," the Keithley Club is prospering and gaining credibility despite this difficult environment. In fact, the Keithley Club is considered an asset and a driving force for members and non-members alike. By using innovative concepts, the club has been able to promote and strengthen its position within the company. I'd like to share some of our success stories with you.

Keithley Instruments Inc. is a medium-sized company in Solon, Ohio, that designs and manufactures electronic test instruments for measuring low level electronic signals. Our in-house Toastmasters club was founded in 1991 to provide a forum for employees to practice and develop their speaking skills. Since then, members have come a long way in addressing the needs of both the club and the company through their dedication and teamwork.

From the beginning, our club has had a strong foundation of leadership and communication skills. And since the Keithley Toastmasters Club draws members from all levels and departments, the club quickly became a source for sharing information and networking with other employees. We gained an appreciation of how others felt about various subjects and how different departments functioned and interacted.

However, after a few months we found a need to expand our membership and share the gifts we developed as a group. We wanted to promote the club and establish its credibility as a resource for improving leadership and communication skills. Most of all, we wanted more people to know who we were and what we were about!

## **SPECIAL MEETINGS PROVIDE THE BAIT**

One suggestion from our club executive committee was to feature guest speakers from

the corporate staff and offer an open invitation to any employee wishing to attend our special meetings. This would give club members and non-members an opportunity to hear the insight of corporate leaders from outside the club and, more importantly, non-members would be able to witness firsthand the benefits offered through Toastmasters training. The bottom line: we could use these special meetings as a method of enticing guests to visit and join our club.

Soon afterward, our club president invited J. F. Keithley, the company's founder, to present a speech to our group. As soon as he accepted the invitation, we posted an announcement about the event. The response was fantastic! Mr. Keithley later joined our club and is now an active member.

Thus the wheels were set in motion for our club's monthly speech series. Several of the company's top executives made presentations to the club, including: the Chairman of the Board, the company President, the Division Senior Vice President and the Chief Financial Officer. Each accepted the challenge of being evaluated and all gave excellent speeches.

This speech series profiling our corporate executives allowed many new guests to gain exposure to Toastmasters. Some joined and others just left with a good impression of what we were about and how we were helping to develop communication and leadership skills within the company.

## **A REQUEST FROM COMPANY EXECUTIVES**

The next challenge came a few months later during our annual corporate planning meeting. The company executives recognized a need for employees to conduct better meetings and asked our club to organize a "productive meetings seminar." Keithley Toastmasters took on the challenge and developed a two-day program called How to Conduct Productive Meetings.

12 by John Ferman, DTM

# Partners Continued Growth

Four club members developed the program and conducted it for 75 Keithley employees in six sessions. But first, the program was presented to our Toastmasters club for a critique. In addition, the club conducted a survey of how effective company meetings were before the program was held and what improvements had been made after the program was completed. It was evident that significant improvements had been achieved.

Later that year, at our company's Quality Awards presentation, the Keithley Toastmasters Club received a plaque and a \$550 check for its contribution towards improving meeting quality throughout all levels of the corporation.

Support for the club continues to grow. Some supervisors are even requiring Toastmasters club membership as part of their employees' "personnel training and development action plans" in their performance reviews.

In summary, the Keithley Club has become recognized as a valuable resource in our company.

### TAKE THE KEITHLEY CHALLENGE

Keithley Toastmasters challenge other company clubs to look for growth opportunities in their companies. We invite you to discover your own challenges and develop your goals. How can your club members benefit the company while improving their own communication and leadership skills? How can you make company employees more efficient and productive? You can make a difference! Think about it and take action!

**John Ferman, DTM**, is a New Product Manager at Keithley Instruments. He is co-sponsor of the Keithley Club 8044-10 and Stouffer's Food for Thought Club 8318-10.

*"How can your club members benefit the company while improving their own communication and leadership skills?"*

## HELP YOUR CLUB & Keep the Benefits Coming!



Your Club Officers are now working hard to collect dues for October 1 through March 31, 1995, and they need your help. Clubs that submit complete semiannual reports which are received at World Headquarters by October 10 receive credit toward recognition in the Distinguished Club Program.



Speak with your Club President or Treasurer and get your dues in early. Contact members who have been absent and encourage them to get back into the Toastmasters program of learning, achievement and growth. Toastmasters provides a maximum return for a small investment.

**Continue investing in your future today!**



## membership building

■ A LARGE RED SCARF WAS HELD BEFORE 50 adults. "What is this?" I asked.

The answers came logically. "It's a scarf." "It's a silk scarf." "It's red." "It's square."

A week earlier I had asked the same question of preschoolers. They too, knew exactly what it was.

"It's a tablecloth." "It's a pirate's cap." "It's a bullfighter's blanket." "It's a race car flag." "It's a puppet!" And the answers kept coming as the children played and let their imaginations take over.

Children are naturally creative. Most of us were too – before we learned some important lessons in life: "Creative people are born creative." "Facts of life are just that – they cannot be changed." "There is only one right answer."

The good news is that these lessons are not true. We *can* bring back our creative powers, change the facts of life and come up with more than one right answer.

For example, let's identify a Toastmasters club challenge: revitalizing membership growth. The next step in our thinking frame should be:

### **DEFINE**

After recognizing that there is in fact a problem, we should define it so we can focus on the right answers. To do this creatively we may want to look at the problem or challenge from different points of view.

Back to our membership growth example. One point of view may be that the meeting time and day is restricting membership growth. Or perhaps a recent dues increase is scaring off potential members. Or club meetings may not be advertised enough. Or potential members may not feel welcome because the current members have formed their own cliques, etc. You get the idea.

(14

by Betty K. Thom

# think CREATIVE

The fun begins  
as we explore  
possible solutions  
to our problems.

Creativity is a learnable skill. With mental exercises it becomes second nature. Like exercise programs, it takes time to build up your creative power but the results are well worth the effort.

By using a thinking frame you will have a guide to organize and support your thought processes. One thinking frame you can use to come up with a creative *idea* and then make it *ideal* is based on John Bransford and Barry Stein's IDEAL model. It works like this:

### **IDENTIFY**

Opportunities and problems face us every day. But most of the time we choose to ignore them – we justify our apathy by accepting it as "a fact of life." However, identifying a challenge is the first step in our creative process.

The point is, there is usually more than one way of defining a problem. We need to take a broad look so we can be specific in our final definition. So let's define the problem as "Our Toastmasters club has a lack of membership growth because there is not sufficient advertising and word of mouth promotion of the meetings."

### **EXPLORE**

The fun begins as we explore possible solutions for our problem. Keep in mind that there is more than one right answer. Even when you feel you have the perfect solution, continue your search for more right answers. You will be surprised by what develops!

The more outrageous the possible solutions, the better. Almost every suggestion has positive merits. By examining the good

points we mentally combine, adapt, rearrange and alter the original ideas to create better ideas. There are several methods of coming up with more than one right answer. Here are a few of my favorite methods:

- ❖ **Brainstorming** (generate ideas as a group and write down all ideas without judgment).
- ❖ **Mindstorming** (come up with 20 ideas by yourself, no matter how outrageous, before moving on to the next stage).
- ❖ **Random word triggering** (choose random words, perhaps by opening a dictionary and searching for the first noun. Then focus this word with your problem to come up with different possibilities).

By choosing the mindstorming method, a partial list of ideas for our problem of promoting a Toastmasters club meeting might look like this:

1. Use billboards.
2. Write messages in stones on the hillside.
3. Send "talking telegrams" about Toastmasters on videocassette to corporate CEOs or prospective members.
4. Place a message on a hot air balloon (the hot air symbolizing poor speaking skills.)
5. Put an ad on a milk carton.
6. Hold the meeting at a public place, i.e. the mall, the park or public TV.
7. Display past issues of *The Toastmaster* magazine at country clubs, law offices, doctors' offices, garages and other places with waiting areas.
8. Hire a skywriter.
9. Host a booth at a trade show.
10. Sponsor a speak-a-thon for a local charity.

When the list is complete the ideas can be evaluated until one or more ideas are agreed upon.

## **ACT**

When you finally select a few right answers, it is crucial that you act on your idea. It is human to resist change, so fight that urge. Change is what progress is all about.

## **LOOK**

Once you act on an idea you can make it ideal by looking at the effects.

There are two effects to look for:

1. If your idea works – great! Enjoy the results.
2. If your idea is less than perfect, work on it. You may need a few modifications, or you may need to try another idea, or you may need to go back and redefine the problem to come up with more answers. Remember, any less than perfect idea is not a failure. Look at the effect and learn from it.

By using a thinking frame like this one you will soon discover that creative thinking skills can be learned, facts of life can be changed and there is more than one right answer.


You'll also discover that creative thinking is fun. The rewards go beyond the tangible results. The mental satisfaction when you have an "Aha" moment is very uplifting. Try it daily. Stretch your mental muscles. Think creative!

With practice, creative thinking becomes natural. Soon you will be able to look at a red silk scarf and see a hobo's sack, or a parachute, or a table cloth for one, or... **1**

**Betty K. Thom** is a member of Productively Speaking Club 9284-20 in Edgely, North Dakota.


*"...Creative thinking skills can be learned, facts of life can be changed, and there is more than one right answer."*

# BE A STAR IN TABLETOPICS!



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**f**eelings of nervousness and vulnerability are common when participating in a job interview, or any interview for that matter – be it with a potential landlord (tenant), loan officer (client) or child or elderly care provider.

Why is the thought of an interview so intimidating? First, the term “interview” usually implies a meeting for the purpose of deciding something rather important to one or all participants. The pressure is on the interviewee to make the right impression, but the interviewer feels equally pressed to make the right decision.

Interviews carry a certain amount of power. What occurs in an interview may determine whether or not you land the job, get the apartment, win over the client or put grandpa in an elderly care facility – all potentially lifestyle-altering decisions. Is it any wonder that the prospect of a face-to-face interview evokes at least some anxiety in most people?

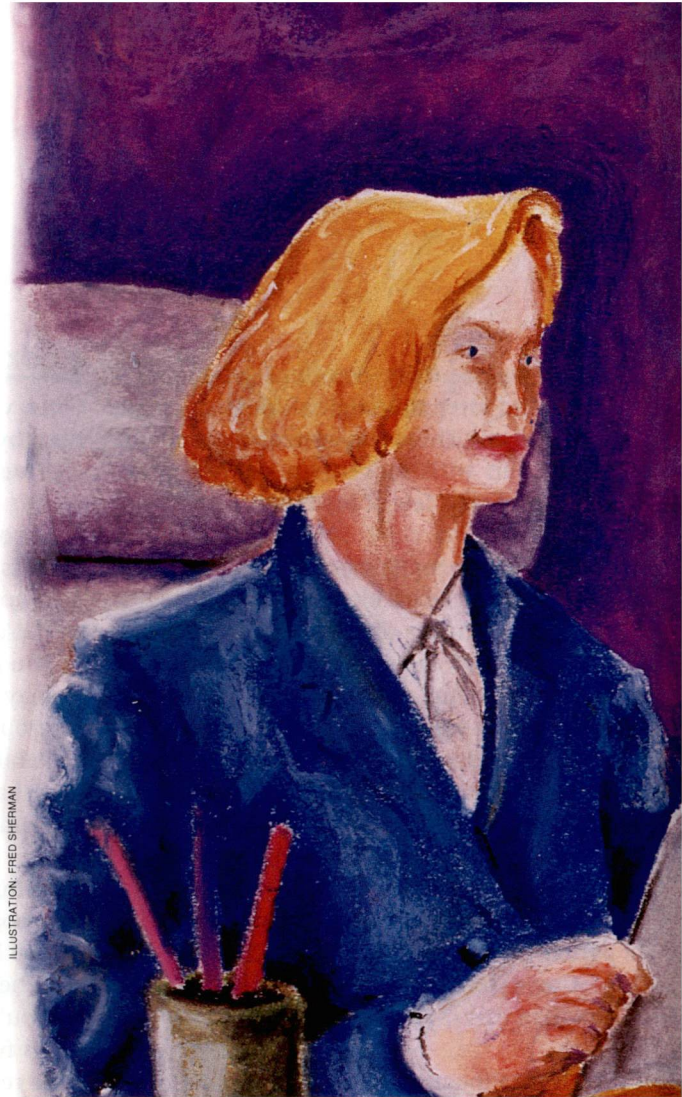
by **Patricia L. Fry, CTM**

You need not shake in your boots weeks prior to an important interview, however. And you don't have to stay awake nights worrying about your performance. You can approach an interview relaxed, confident and poised: Just apply the techniques and skills you've learned in Toastmasters.

If you've been an active Toastmaster for at least six months, you've had the opportunity to practice your leadership and communication skills as timer, evaluator, grammarian and maybe even Toastmaster of the meeting. No doubt, you're feeling more confident about the way you handle yourself in front of people than you did initially.

From participating in Table Topics, you've significantly improved your ability to think on your feet and to coherently express those thoughts. And by giving at least two speeches in front of your

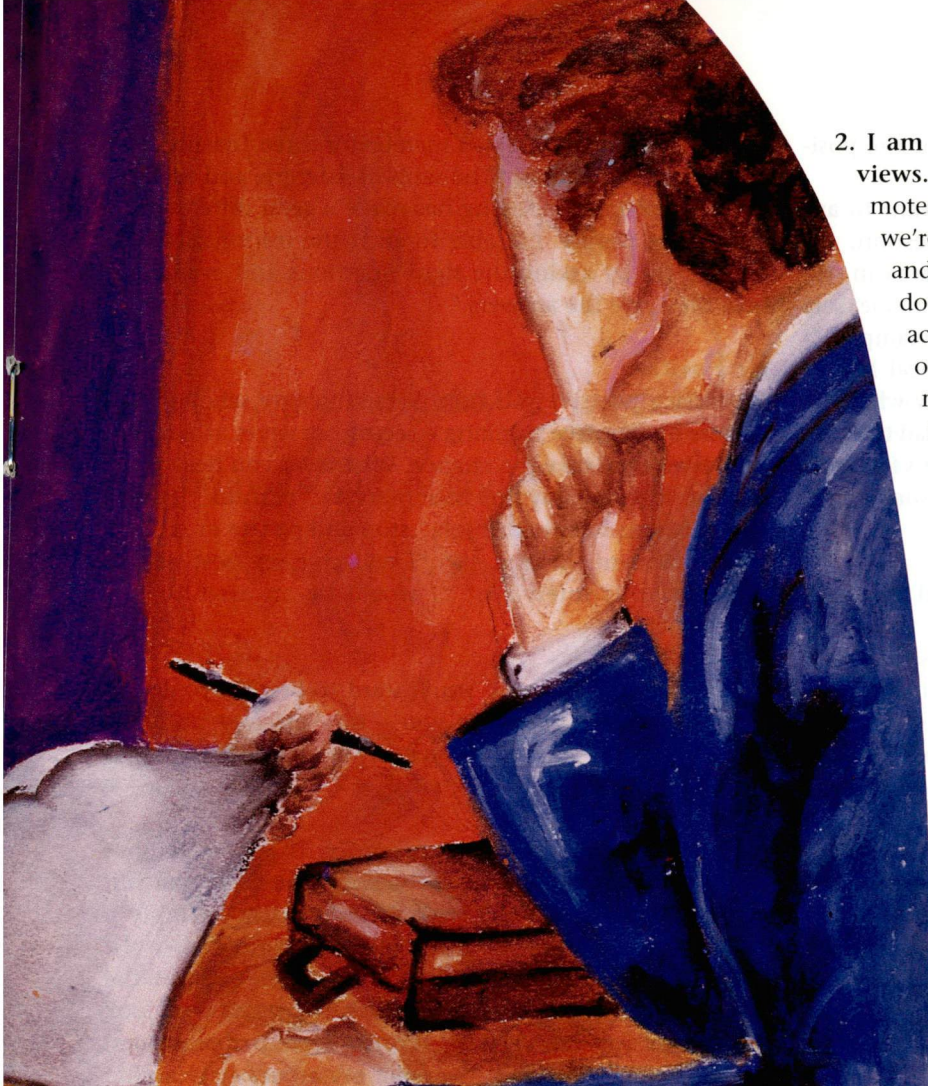
ILLUSTRATION: FRED SHERMAN



How Toastmasters training benefi

# THE NO fear INTERVIEW





**2. I am more professional in approaching my interviews.** The structure of the Toastmasters program promotes participation in a variety of roles. As members, we're encouraged to challenge ourselves in these roles and we're provided a safe environment in which to do this. We have the opportunity to become better acquainted with our other selves (our dramatic self, our silly self, etc.), and we observe our fellow club members doing the same. Role playing and the influence of my role models within the club have put me in touch with my professional self.

**3. I'm a better listener.** One important asset in effectively conducting an interview is the ability to really hear and understand what the other person is saying. Through Toastmasters, particularly the evaluation phase, I've learned the value of creative listening.

**4. I prepare more carefully for an interview.** In an effective interview, preparation is the key, just as it is in a successful Toastmasters meeting or speech delivery.

**5. I'm more flexible and adaptable.** Because interviews don't always go exactly as planned, flexibility is almost as important as preparation. I credit Table Topics training for my increased ability to adjust when the interview takes an unexpected turn.

**6. I'm more skilled at leading the interview.** Sometimes a person is a little withdrawn or has trouble staying on the sub-

ject. As interviewer, then, I must find a way to draw him out and/or put him back on track.

The leadership experience I've gained through Toastmasters has helped me in this area.

**7. I express myself more clearly.** In order to get what you want from an interview, you must be fairly articulate. Although this seems natural for some people, others have to work at it. Toastmasters offers members the opportunity to practice their speaking skills with gentle guidance. And practice *does* make perfect.

**8. I can more objectively evaluate my interview performance and more readily initiate improvements where needed.** I attribute this skill to the evaluation process of the Toastmasters meeting.

For those who aren't involved in interviews on a regular basis and for whom the idea of an interview is still a bit frightening, here are some suggestions:

### Prepare

■ **Be ready for just about anything.** If it's a job-related interview, for example, review your qualifications and your resume; have your goals in mind. Do some research on the

## How do you feel about you when participating in an interview.

club members you have received some valuable feedback. In other words, public speaking is becoming easier for you. You're using your newly acquired Toastmasters skills and self-confidence in business as well as in other areas of your life. Why not apply these qualities and skills to enhance an interview performance?

As a freelance writer of nonfiction articles and books, not only am I often asked to speak, I'm frequently required to conduct interviews with professionals and experts. I initially joined Toastmasters to improve my speaking skills and the experience has served me well in this area. As an unexpected bonus, however, the quality of my interviews has also greatly increased.

How has my Toastmasters experience helped improve my interviews? Let me count the ways:

**1. I have more confidence in my communication skills.** The encouragement and guidance offered through active Toastmasters membership fosters innumerable successes and these personal successes build confidence.

I find that the more I participate outside my comfort zone, the more small successes I experience. And with each success, my confidence grows.

company and know what skills are required for the position you're applying for.

For non-job-related interviews, you'll still want to anticipate and prepare for every imaginable question. No matter how well prepared you are, however, there can still be surprises. Take the case of Sheri Ann Cate of ProSpeakers Toastmasters Club in Ventura, California, for example. "I was being interviewed for acceptance into a local Master Gardener Program. As I sat there, I didn't know what the members of the panel were going to ask next. I had to think on my feet. I remember saying to myself, 'Hey this feels like Table Topics.' How thankful I was that I'd had some background in Table Topics."

■ **Have documents ready.** Just as it's crucial during a speech to avoid sorting nervously and noisily through notes at the lectern and allowing your use of visual aids to distract from your talk, organization is important to an interview as well. Avoid fumbling and flipping through a file folder full of papers. Have your resume, letters of recommendation and awards at your fingertips, ready to present upon request.

■ **Dress smart.** In any interview, just as with any scheduled speech, be neatly groomed and avoid accessorizing with anything that might be distracting: oversized earrings, jangling charm bracelet, spiked hair, etc. Better be over-dressed than underdressed.

■ **Know what to expect.** If you were preparing for a speech, you would find out ahead of time how long you are expected to talk, what event will precede your talk, the size of the room, the audience profile, whether or not there is a lectern available, and so forth. Knowing what to expect in a speech or an interview situation relieves some anticipation and helps your performance go more smoothly.

Find out with whom you'll be meeting and where, how long the interview is expected to take and whether or not you'll be required to do any testing.

## Take The Lead

■ **Open up a line of communication.** John Brandt, past president of Sandpipers Toastmasters Club in Ventura, California, interviews clients regularly as part of his position as financial consultant. He attributes his business success, at least in part, to his five years of Toastmasters membership. One of the basic tools he uses more effectively in his work as a direct result of his Toastmaster training is listening. He says, "In any interview situation, success depends on developing some rapport with the other person. If you develop rapport, then communication is going to happen. If you're being interviewed for a job, for example, you want to convince them that you're the right person. In order to help them learn about you, you need to understand them and what they're asking." To reach this level of understanding, according to Brandt, listening is the key.

Shirley Lorraine, DTM, a member of three Toastmasters clubs, agrees and adds, "The skills of listening and evaluating what people are saying has made a great difference in how I hire people. I'm able to elicit the information I'm looking for by asking the right questions and evaluating how they give the answers."

## Be Positive

■ **Practice positive self-talk.** Sometimes we sabotage our success by negative thinking – seeing ourselves as a failure before we even take the chance. Whenever you hear yourself say, "I'll probably flub this interview" or think, "I don't know if I can handle this job," stop and restate or rethink your statement. Instead say, "I will give my best performance at this interview;" "I would be an asset to this company."

■ **Be yourself.** Of course you'll want to present your best self, but be sure it's truly you – any attempt at being something other than who you really are will come through as phoney.

■ **Learn to accept rejection gracefully.** The more you put yourself out there – the more you risk – the more you will experience rejection. Rejection is not bad, it's simply a signal that an alternative course of action is needed.

Avoid becoming attached to an outcome. Accept the decision, no matter how much you dislike it, and then look at it as an opportunity – to take stock and then strides. Evaluate your performance, your presentation, your resume, your qualifications, your skills and talents. Are there any areas in which you can improve? Take the necessary steps now! Enroll in school, take a correspondence course, join a trade club, stretch.

Although we normally think of interviews as life-altering meetings, Shirley Lorraine points out that "There are many situations throughout our day we don't think of as interviews. When you're talking to a sales clerk, a contractor or a mechanic, for instance, you're often interviewing them to get the information you want. That's what an interview is all about."

Lorraine shares this from her own Toastmasters experience: "The whole process of being a Toastmaster, more than anything, I'd say, has built my confidence in being able to speak out and ask the questions to get the answers that will help me make a decision. Before I was able to do that, I would just sit back and take whatever people told me and that would be it. Now I don't feel at all reluctant to open up and ask the questions."

The next time you find yourself facing an interview of any type or magnitude, call on some of the things you've learned as a Toastmaster. Take charge, use your skills and experience the no-fear interview. **1**

*Patricia L. Fry, CTM*, is a member of ProSpeaker's Club 7256-33 in Ventura, California.



Forget image and rigidity – the corporate culture could benefit from a more casual approach.

there was anything I or my staff could do for them? Why were bursts of explosive laughter – not during meetings but during routine work – thought to be insubordinate?

It wasn't until I escaped the corporate culture that it dawned on me: Image, in such a setting, is considered more important than results. Form is better than function. Perception eclipses reality.

But let's be sensible. If you're closeted in your own office, ruminating, what's wrong with loosening up and sprawling out a little? In fact, what is wrong with doing that in a meeting, as long as everyone is comfortable with the informality?

## I'd Rather *Whistle* While I Work

■ I WAS ONCE WARNED THAT I WAS walking too slowly on the job.

"You know," a painfully earnest co-worker whispered conspiratorially, "you should never look like you're just *strolling*. People will think you don't have enough to do. Always walk fast in the hall when you're passing people's offices. Look like you're going someplace specific, in a hurry. And it wouldn't hurt to carry a sheaf of papers in one hand. They don't even have to mean anything. But they make you look purposeful."

This was, after all, the headquarters of a Really Big Corporation, and anyone who looked as if he wasn't positively rigid with stress at every moment of the work day was suspect as a slacker. That was the theory, and my sycophantic colleague was making sure I knew it. Never, he hissed, *never* let them think you're having an easy time of it.

That was the last straw. I quit that job three months later. There had been many other "straws." They are, I learned, distressingly common. And, collectively, they make up a set of corporate codes that ought to be as antique and abhorred as the Spanish Inquisition, but instead they continue to fuel the stock of the company that makes Roloids.

Why, I wondered, was it a sin to roll up my sleeves and loosen my tie when I was working in my own office with my own staff? Why was it considered not just bad form but a breach of policy to drop into someone's office on impulse and ask them if

Apart from being no fun whatsoever, this sort of philosophy is the enemy of good work. Employees, on every rung of the ladder, are not stupid. If they learn – and it's likely they'll learn quickly – that walking briskly down the hall two or three times a day brandishing a sheaf of papers and looking preoccupied gets them an "attaboy," while their real work gets buried in their boss' in-basket, you can bet the hall will start to look like the back stretch at Indy on race day.

Rigidity, in the corporate world, as in the arena of public speaking, creates not only fear but sterile thinking. You want to put your feet on your desk, loosen your tie and stare at the ceiling while batting a few ideas around in peace, but what if the boss comes in and sees you? Relaxed posture, loose dress, vacant expression. Translation: This guy is *loafing*! Never mind that you were about to get your arms around an idea that could be a real boon for the company. It *looks bad*.

A reprimand. A promise never to do it again. Resentment. Frustration. Defeat.

And another valuable, creative employee joins the parade in the hall.

I'm not advocating anarchy, although a little of it now and then can help shake the cobwebs loose. Cardiac wards would fill up with CEOs if junior executives suddenly started coming to work in neon golf slacks and *Grateful Dead* t-shirts. The business suit, for better or worse, remains the corporate uniform.

Anyone who isn't probably kisses with his eyes open.) Why should it be necessary to pad one's accomplishments with useless and silly in-house theatrics for the benefit of the boss?

A friend of mine, before his retirement, worked for a company whose policy allowed for a "casual dress day" every Friday. The result: Friday was a happier and more productive day than the other four work-days. People were looser, friendlier.

Revolutionary? Subversive? Sure, in the case-hardened corporate culture. In the real world, however, such an idea merits consideration. I'll trade Levi's and a pair of cowboy boots propped up on the desk – even a little aimless strolling in the hall – for an office full of relaxed faces and low blood pressure readings any day. **T**

**Patrick Mott** is a freelance writer in Santa Ana, California, whose articles often appear in the *Los Angeles Times*.



Keeping our  
funny bones  
working helps us  
see problems  
clearly and act on  
them rationally.

■ HUMOR IS HONESTY; IT'S LOOKING AT ourselves and our world realistically. It's not seeing the veneer that covers the flaws; it's not looking at the cosmetics that try to beautify everything and make it all perfect. Humor is seeing the truth.

Some wise mentor (I forget who) once told me, "The truth will never hurt you." I argued, saying, "I want to be a football player when I grow up but I'm not only too small, I'm also not talented enough. That's the truth and it hurts." He said, "No. You're resisting the truth. That's what hurts." Hu-

mor doesn't permit us to argue with reality. where he was victorious. When the game didn't coincide with his fantasies about the game, he was distressed. By refusing to see anything funny in the defeat, he consequently suffered during the game. In fact, he suffered long after the game ended, too.

The second player saw the truth. He realized that on this particular day his opponents had outmaneuvered and outsmarted him and his partner. Not only did he admit that he played badly, he accepted it. He had the sense of humor – and strength of character – to laugh at himself.

## The Value of a Sense of Humor

mor doesn't permit us to argue with reality.

Let me give you an example: At my health club I watched two fairly competent tennis players get soundly beaten by their opponents. When they came off the court after their thrashing I asked one of the players, "How did the game go?" He slammed his racquet to the ground and said, "It went lousy. I played terribly. I was missing shots all day long. This is the worst I've ever played in my life." Then he tossed his towel across the patio and sat down to sulk.

When his partner – who also lost miserably – came to the lounge area, I asked, "How was your game?" He said, "If it were a boxing match, the referee would have stopped it."

He then grabbed a cold drink and sat down with a few of us for some pleasant conversation. The tennis loss was in the past, forgotten and dismissed. A sense of humor was the difference. Both men played poorly, both lost. Their reactions, though, were different.

The first player wanted to see the veneer. He wanted to see a world where he was the best tennis player, where he had better strokes and strategies than his adversaries,

Often, a sense of humor can help us lift the spirits of others – family members, friends, co-workers, anyone. My daughter once lifted me out of a sour mood. I had received bad news from my doctor that I needed surgery, which immediately sent me into a "Why me?" funk. I was a grouch and not fun to be around. My philosophy was: If I'm going to have to suffer, so is everyone around me.

I had been given medicine to apply topically by putting some salve on a piece of paper and then taping it to my body. At dinner, I complained that my body was so covered with hair that no matter where I applied this patch, it came loose. My daughter said, "Why don't you put it on top of your head?"

It sounds like a cruel line, but it sent me laughing at myself. When I laughed, I saw the light of reality: This was my problem, not anyone else's. I also saw that it wasn't nearly as big a problem as I was making it. My daughter's sense of humor lifted my spirits enough so that I stopped feeling sorry for myself.

I use this principle often in dealing with others. And, usually, it pays hefty dividends.

by Gene Perret



Once, while boarding a plane after a lengthy delay, I noticed that all angry passengers were taking out their animosity on the flight attendant. No one offered a greeting, no one had a pleasant word. They all had complaints and curses.

When I reached the frustrated flight attendant I said, "There are about 15 more people after me. Let them get on the plane and then take the rest of the day off."

At first she looked at me like I was crazy, then she laughed. She realized that I recognized what was happening and had invited her to laugh at it. She did. She also upgraded me to first class in appreciation. As I said, a sense of humor does pay off!

A sense of humor also helps us keep our wits in times of trouble. When we lose our sense of humor we have a tendency to do rash, dumb things. That's when we say things we shouldn't and do things we later regret. Keeping our funny bones working can help us think logically.

I'll illustrate that with an apocryphal story, but one that does get the point across: Several customers were chatting, drinking and playing poker in a typical old-time west-

ern bar. Suddenly the swinging doors were thrown open and a mean-looking gunslinger stood in the doorway. He said, "I want every slimy, lily-livered, dirt-eating, side-windin', chicken-hearted coward to clear out of this place in three seconds."

Instantly, chairs began scraping along the hardwood floors, poker tables were upturned and drinks spilled on the floor. Every person in the bar scrambled to get safely outside - everyone, except for one cowboy who sat quietly finishing his drink.

The gunfighter came over to him and said, "Maybe you didn't hear me. I said I wanted every slimy, lily-livered, dirt-eating, side-windin', chicken-hearted coward to clear out of here."

The man said, "I heard you. There sure were a lot of them, weren't there?"

A sense of humor helps us see things clearly and act on them rationally. It's a benefit in business and at home. So, the next time you're faced with a problem, look first to your sense of humor!



**Gene Perret**, of San Marino, California, is the head comedy writer for Bob Hope. Some of his books on humor are available through the Toastmasters Supply Catalog.

***"The next time you're faced with a problem, look first to your sense of humor."***

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There are times when you need to transmit a particular message to set things right – but you know that a face-to-face (or phone-to-phone) encounter would be a truly negative experience for everyone involved.

There are times when the last thing you want is a live interaction with someone. But you really must communicate with that person and you want more control over your message than you can get from sending a greeting card or flowers.

**2.** *If you can't apologize sincerely, don't apologize at all.* Any time you write "I'm sorry you feel that..." you're not saying you're sorry for what you did or for what happened. You're just sorry your reader perceives the situation negatively, and you're adding a strong hint that the perception is an error. Your statement pretends to be an apology at the same time that it challenges your reader's judgment, and it only provokes hostility.

# When you should write

If you need to apologize or explain but can't stand the thought of a live interaction, you can always write.

There are times when things have gone so badly you're afraid there are no words that can make them better. But the alternative – giving up – is unacceptable or ruled out by factors beyond your control.

For all those situations, the best solution is usually a letter, whether it serves as the final step or prepares the way for a spoken exchange. Unfortunately, few people write personal letters today, let alone good ones. Letters provide a genuine "touch of class."

Writing a letter demonstrates clearly that you're willing to invest some of your own resources of time and energy. Also, letters eliminate the problem of loss of face. People who would feel forced to respond to you angrily or defensively in person or on the phone can read a letter, react naturally in privacy and recover their composure without embarrassment.

There are several rules of thumb when writing letters about delicate matters:

by Suzette Haden Elgin

**1.** *Anything you prefer not to argue about should be assumed.* Presupposed information will often sail right by your reader, while openly claimed information would be challenged. For example: "You failed" is an open claim, and openly insulting. But if you write, "Your failure surprised everyone in the office," your only claim is that people were surprised. This doesn't change the fact that you're saying something negative, but it makes it much less confrontational.

**3.** *If what you did or said, or what you were involved in, is serious enough to make writing a letter necessary, the person probably expects an apology.* Leaving the apology out, or making one that you cancel out with other words, is a strategic error. If you're not sorry, say so, regardless of the expectations – but put that message inside a sincere statement of regret such as: "I'm not sorry for what I did – but I'm very sorry that it caused you distress."

**4.** *When you didn't mean to cause pain, but you did mean what you said, it's much better to be honest and agree to disagree.* Instead of falsely saying, "I didn't mean the things I said," express your regrets without compromising your own principles or pretending to accept the opinions of others. Write, "I can't promise that I'll never...; that would be a lie. But I can promise to pay more attention to the reactions of others."

**5.** *Finally, try going into "computer mode": demote the personal; promote the hypothetical.* Change the focus of a potential confrontation so people will be able to maintain some emotional distance. There are three ways to do this:

■ Use the third person, e.g., "This is a letter from a man who has made a serious error of judgment and regrets it deeply," or "This letter comes from a woman who

very much wants to make amends for having spoken thoughtlessly at last night's banquet."

■ Use focus shift. Instead of writing, "My discovery this morning that you lost the file was a real shock to me" try, "This morning's discovery that the file had been lost was a real shock." The latter lets your reader know that this is a serious matter requiring your attention. But the focus of the sentence is



ILLUSTRATION: FRED SHERMAN

on the file. This cools down the confrontation and lets you make a simple statement of facts instead of an accusation. **T**

■ Use indefinites and generics. Instead of writing, "I know you're upset about our price changes" say, "Price changes are often upsetting to customers."

"Computer mode" is the most neutral, the most dignified and the least dangerous way

to deliver a message that might provoke a negative reaction.

Reprinted from *World Executive's Digest*, January 1994. Condensed from *The Gentle Art of Written Self-Defense* by Suzette Haden Elgin. © 1993 by Prentice-Hall, Englewood Cliffs, New Jersey.

**Suzette Haden Elgin, Ph.D.**, is a communications consultant and founder of the Ozark Center for Language Studies in Arkansas.

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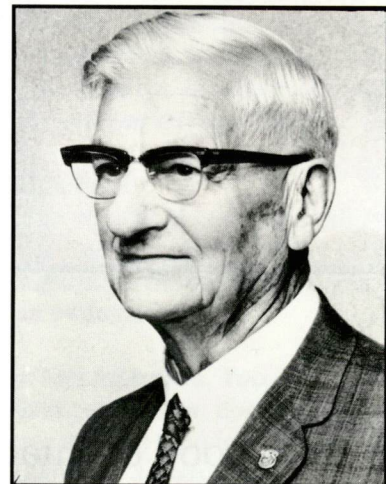
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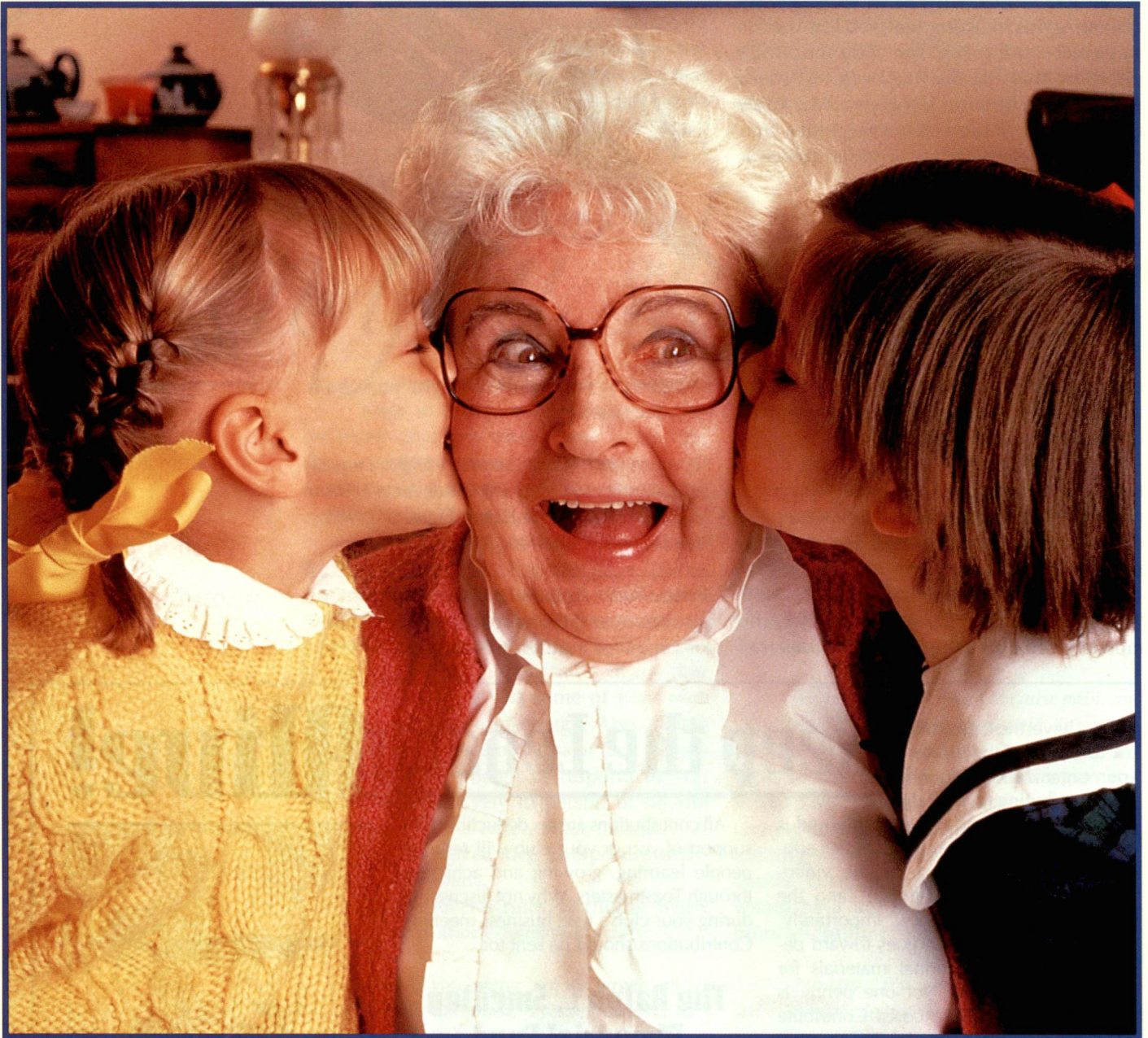
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# Evaluations:



24

by Sue Tribolini

**A** good evaluation empowers, motivates and encourages the speaker with honest feedback about the speech and delivery.

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# Step Into The Speaker's Shoes

**W**hat is a good evaluation? A good evaluation motivates the speaker. A good evaluation is empowering, encouraging and honest. But most of all, a good evaluation is made by a perceptive evaluator who can empathize with the speaker.

If you are evaluating a speaker whose speech is, in your honest opinion, the worst you've ever heard, how can your evaluation be empowering, encouraging and honest? It is really quite simple: All you need is a good pair of ears and the ability to put yourself in the speaker's shoes.

## Listen for the Message

Toastmasters tend to be very critical, especially of delivery – so much so that we often close our ears to the message. For example, have you ever attended a seminar and realized halfway through that you have not heard a word the speaker said? You were too busy counting “um's” or other distractive mannerisms. It is as if increased awareness of bad speaking habits closes our ears to anything else. Perhaps this is why the best evaluations are often given by new Toastmasters. Why? Because they are generally more attuned to the content of a speech.

## What Did the Speaker Intend To Achieve?

As an experienced speaker, the first thing I want to know is if my message came across. Did I move or motivate my audience? If so, how? If not, what stood in my way? I want my evaluator to step into my shoes and find out what I was trying to achieve, what my purpose was and what my objectives were. Only then do I want to hear how I did. This format also works well for a new Toastmaster.

A new member needs to feel that her evaluator, however experienced as a speaker, has stepped into her shoes and can understand where she is coming from. She especially needs to hear what went right. If this was an Icebreaker and the speech was close to incoherent due to nervousness, the new speaker deserves to hear praise for her courage and feedback on what was good. Otherwise she may never get up and speak again. Like most members, she joined the club to improve her communication abilities through evaluation by her peers. This is what sets Toastmasters apart from other public speaking arenas.

## Look for the Positive

Encouragement means looking for the positive. There is always something positive to be said and there is always an encouraging way to say it. Saying “I noticed you were nervous, but as your speech progressed, you appeared more

grounded and less tied to your notes” is far better than “Your nervousness prevented me from hearing a word you said.” Being positive does not mean airbrushing or white washing the picture; the speaker will know whether or not you are honest. Simply stated, being positive means stressing the good points and supplying an answer to the following question: What is right about the content and presentation of this speech?

## Consider Their Objectives

Stepping into the speaker's shoes means identifying with the person. It also means knowing what he or she is working on, his or her personal objectives (in addition to those in the manual) and giving feedback on these areas. Do not give new speakers feedback on areas they have not yet begun to tackle, unless it is positive. For instance, if the speaker is on speech number two, do not comment on gestures (speech number four) unless they are excellent. The Communication and Leadership manual is purposely arranged in steps that build on one another. Evaluating a step that has not yet been reached would be like evaluating a fifth-grade math student on algebraic equations.

## Build Rapport

Understanding where the speaker is in terms of speaking objectives helps build rapport. Then, once rapport is established, the speaker will perceive your feedback more positively and will be motivated to try your suggestions.

## Prepare To Evaluate

Evaluation is a form of impromptu speaking, but it is possible to prepare in advance. Contact the speaker and ask about his or her speech objectives. Be aware of the different formats evaluation can take and decide which one you are going to use even before you hear the speech.

## Ask the Speaker for Feedback

Ask the speaker how he or she felt about your evaluation. Was it useful? This is the true test. You are there to assist the speaker in his or her growth. The feedback you gain will also help you grow as an evaluator.

## Experienced Speakers Need Strokes, Too

When evaluating an advanced speaker, don't overlook the person's strengths. I have a friend who is a popular public speaker and earns thousands of dollars for every presentation she makes. Recently she returned to her Toastmasters club and gave a speech. The feedback she received was so

negative that she has not returned since. The negative comments centered on her movement as she spoke. She does move a lot when she speaks, but this does not detract from her message; instead, it allows her to project a vibrant, dynamic and high energy image. Little was said of other wonderful speaking features such as her gestures (this woman literally speaks with her hands). If experienced Toastmasters do not get encouragement, they too may leave and your club will suffer the consequences.

### Testing Your Skills

In a competitive setting, you probably have never met the speaker before and do not know their speech objectives. Here it is even more important to put yourself in their shoes. A good evaluation is not finding something clever to say and then talking about yourself, as is, unfortunately, commonly done. A good evaluation empowers, motivates and encourages the speaker with honest feedback about the speech and delivery. Ask yourself, "If I were in the speaker's place, what would I want to hear?" If you do not know the speaker's objectives, imagine what they might be and address those in your evaluation.

***"Your goal as an evaluator is not to rewrite the speaker's speech, but to offer suggestions that will help achieve the speaker's purpose."***

shoes. The whole purpose of an evaluation is to assist the speaker. Winning awards for your evaluation is merely a bonus.

Putting yourself in the speaker's shoes is a skill that requires practice, especially if you are an experienced speaker and have developed your own "tried 'n' true" ideas about speaking. I have often heard evaluations that completely missed the speaker's purpose and instead demonstrated the evaluator's poor listening skills. Your goal as an evaluator is not to rewrite the speaker's speech, but to offer suggestions that will help achieve the speaker's purpose.

If you, as an evaluator, can empathize with the speaker and see things from his or her perspective, you will be able to give more valuable feedback in helping them improve. A further benefit: By becoming so totally involved in someone else's speech, any nervousness you had will be forgotten! **1**

**Sue Tribolini** is a freelance writer and former Toastmaster living in Seattle, Washington.

I sat beside District 2's 1988 Evaluation Contest winner during one evaluation contest. I noticed she had written in large letters at the top of her notes, "How can I help X become an even better speaker?" That is what I mean by putting yourself in the speaker's

## Evaluation: A Giving and Caring Experience

It has been said that the best way to learn is to teach. That the best way to experience love and caring is to express it, unconditionally. So it is with evaluations.

How often have you listened to a startling performance by an evaluator who proceeds to convince the audience of his or her superior knowledge? You eagerly reached for the voting slips to award the Best Evaluator prize of the evening.

Your vote may well be justified, but I challenge you to take the most vital measurement of all: How did the speaker fare? Did the speaker benefit or was he or she secondary to the evaluator's overall performance? I believe there are two simple questions we must constantly ask ourselves to ensure that our evaluations are beneficial to the recipient:

### 1. WHAT CAN I SAY THAT WILL ENCOURAGE THE SPEAKER TO SPEAK AGAIN?

There is no value in an evaluation that depletes the speaker's confidence. If the evaluation doesn't encourage the speaker, then all your suggestions and advice are in vain. Remember that experienced members need just as much support as newer members.

### 2. WHAT CAN I SHARE THAT WILL HELP THE SPEAKER NEXT TIME?

Find the positives. We tend to focus on shortcomings when we should be looking to highlight the positive qualities that need to be repeated. Share the

by **Alan G. Field, DTM**

speaker's strengths with the wider audience and reinforce them with the speaker. Catch your speaker doing something well in each speech and the speaker is sure to repeat those qualities.

When you consider the various areas needing improvement, identify only one or two. Pointing out a large number of flaws will only discourage the speaker and fail to achieve any desired results.

### 3. DON'T JUST SAY IT — DEMONSTRATE IT!

It is relatively easy to identify a shortcoming, but another matter entirely to demonstrate how it can be overcome. Make suggestions such as: "Why don't you experiment with it, like this..." "Words such as... might more graphically illustrate your points." Or, "It would have had more impact with a meaningful gesture, like this..."

Each speaker has his or her own style and we should not expect everyone to fit into our own mold. Above all, remember The Evaluator's Creed: "Let me evaluate others, as I would have them evaluate me."

Having helped, encouraged and cared for your speaker to the best of your ability, you will find that your reward is immeasurable. A prize at the end of the night for your evaluation effort will be insignificant compared with the face of the Toastmaster whom you have just helped. **1**

**Alan G. Field, DTM**, is a member of Diamond Valley Club 567-73 in Eltham, Victoria, Australia.



We all like to hear words of praise, but if that were always the case we would never grow and improve.

by D. Reed Laker, ATM

# The Art of Accepting an Evaluation

■ ONE OF THE MORE EXPERIENCED MEMBERS of my club recently gave a speech well below his demonstrated capability. It had many obvious flaws, poor construction and development among them. His evaluator, also an experienced Toastmaster, pointed out all the flaws and reminded him that he was capable of a much better performance. It was an excellent evaluation from one experienced Toastmaster to another.

At the end of the meeting our newest member, a young woman who had not yet given her Icebreaker, told me she would not be able to stand such criticism. She did not return. Another member, one with more than a year's experience, left the club after losing in an area speech contest. Why? He felt the judges had been unfair.

I suppose we all would like to hear our evaluators say, "Great speech," and other words of praise. But if that were always the case, we would stop learning and growing. Even the experts need to constantly practice and finetune their skills.

So how can we get the most from our evaluations? First, we need to develop a receptive attitude and think of "evaluation" as a "value" analysis. There is much of value even in a flawed speech. The experienced evaluator will point out these values and then give helpful suggestions for turning flaws into "values."

In my 20 years of Toastmasters experience, I have developed a four-part creed that helps me establish a relationship with my evaluator. Maybe it will be as helpful to you as it has been for me:

## 1. MY EVALUATOR IS INTELLIGENT, PERCEPTIVE, CANDID AND GUILTESS.

An evaluator can be all of the above and yet be inexperienced. After all, he or she is learning, too. If I am afraid that my evaluator is not very smart, will not listen carefully, will not tell me how he really feels about the speech or is out to embarrass me, I will have no confidence and will gain nothing from the evaluation.

I have as much responsibility to help my evaluator as she has to help me. I have to show respect for my evaluator.

## 2. I WILL NOT BE OFFENDED BY MY EVALUATOR.

This naturally follows from the first premise. My evaluator's feelings are at least as sensitive as mine, and if I allow myself to be offended it will weaken the confidence of my evaluator. After all, his assignment as evaluator is more difficult and risky than mine as a speaker. This leads naturally to Part 3.

## 3. IF MY EVALUATOR DID NOT UNDERSTAND SOME PART OF MY SPEECH, THE FAULT IS PROBABLY MINE.

If my evaluator shows a tendency to be confused or can't seem to find the right words to express her thoughts, it is a clue to me that I did not make myself clear. Was it organization? Was it vocabulary? Was it a lack of adequate illustration? Whatever the problem, it is my fault.

Lack of clarity is a major public speaking flaw and must be corrected before worrying

about secondary aspects, such as gestures or eye contact.

## 4. I WILL SERIOUSLY CONSIDER EVERY SUGGESTION OR CRITICISM.

To do less would be to repudiate the efforts of my evaluator. Someone once complained to me that his evaluator had just been "nit picking." I suggested that he should be pleased that only "nits" could be found.

I appreciate the efforts of my evaluators. After all, the reactions and opinions they express are formed from what I say, so I must take the ultimate responsibility.

By following this four-part creed, I have developed a great deal of confidence in my evaluators. And apparently with good reason. Almost without exception, the evaluation slips I receive from other listeners reflect the same observations made by the evaluators. **1**

D. Reed Laker, ATM, is a member of Los Gallos Club 2428-15 in Salt Lake City, Utah.

Watching yourself on video is the best way to review your speech performance.

**"**Is that really me?" This is a common reaction when people first view themselves on videotape. Whether the footage is from a family vacation or a recent speech, the evaluation process usually begins after that initial shock. We may decide to change something about our appearance. Or, after noticing a distracting gesture, we resolve never to do it again. We also learn what works well.

Using a video camera to evaluate is one of the best ways to dramatically improve your speaking skills. A videotape provides instant, objective feedback. You can incorporate this powerful feedback tool in a variety of ways.

**Rent or borrow a video camera for a special club evaluation event.** A member may own a video camera that the club can use, or you can easily rent one. Be sure the camera and tape size (VHS, Beta or camcorder) are



ILLUSTRATION: FRED SHERMAN

You're On

# Candid Camera!

28

by Miriam Otte, CTM

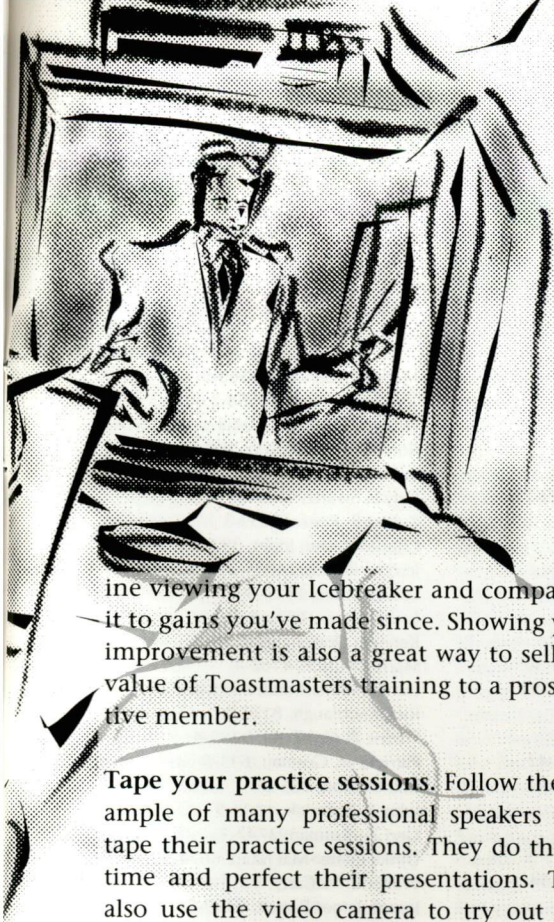
compatible. Plan your special event program to include an opportunity for each participant to perform in front of the camera. Ask all members to prepare a two-minute Table Topics response for their cameo appearance. Make sure the person operating the camera gets a chance to perform too. Check to see if your meeting room is equipped with a monitor and playback unit. (These units can also be rented.) And be sure to schedule enough time to view each taped performance. It's a good idea to let the club's "star" have the first opportunity to evaluate. Since many of us are hard on ourselves, encourage the self-evaluator to include both positive and negative aspects of his or her performance. If you have a remote control unit and extra time, rerun the tape and use the pause feature to thoroughly evaluate members' presentations.

**Buy a club camera and tape all your meetings.** Your club can hold a special fund raiser or include the cost of the camera and tapes in your dues. One Toastmasters club in Se-

attle, Washington, did just that. The Successmaster Club's camera is rolling at every meeting. The tape then gets circulated among the presenters during the following week. Several Successmasters claim that viewing their presentation on videotape makes their evaluator's suggestions even more meaningful because they can see and hear exactly what the evaluator comments on. They say viewing the tape gets them past the image they have of themselves to motivate them into making substantial improvements in their speaking.

Make the job of camera person a rotating assignment just like grammarian and general evaluator. The Successmasters Club includes a short training session on camera operation as part of its new member orientation. Club members also have the option of bringing their own tapes.

**Periodically review your taped speeches.** Keep several of your own speeches on one tape so you can observe your progress. Imag-



low risk way to stretch your skills. Longtime professional speaker Art Linkletter says, "Hearing the sound of your own voice is a revelation. Without an expensive voice teacher or diction coach you can improve your own delivery by at least 50 percent through diligent and persevering effort to overcome the errors you hear yourself making."

*"Showing your improvement is a great way to sell the value of Toastmasters training to a prospective member."*

Rent or buy a videotape of your favorite professional speaker. Review the tape frequently. Model the person's techniques. Try imitating some of the gestures and the person's use of vocal variety. Test what works for you and adopt it!

Technology has provided us with a powerful evaluation tool which we can use in several different ways. It's a tremendous means of getting instant, objective feedback on what we do well and what needs improvement. Isn't it time for you to take an objective look at yourself through the lens of a video camera?

ine viewing your Icebreaker and comparing it to gains you've made since. Showing your improvement is also a great way to sell the value of Toastmasters training to a prospective member.

**Tape your practice sessions.** Follow the example of many professional speakers who tape their practice sessions. They do this to time and perfect their presentations. They also use the video camera to try out new techniques and test their effectiveness. It's a

**Miriam Otte, CTM**, is a member of Excel-O-Rators Club 23-2 in Seattle, Washington.

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### DTM

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

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- Leon A. Navarro, 9-F
- Dean Kroeker, 6641-F
- Maria Lesley Pribyl, 5151-4
- David N. Bengston, 2401-6
- John T. Willison, 4709-6
- Keith A. Hardy, 7548-6
- Patricia Kaplus, 480-7
- Philip W. Lovings, 3964-7
- Floy C. Westermeier, 493-8
- Paul Andrew Kremer, 1056-8
- Ruth C. Werning, 5332-11
- Mary E. Torno, 167-16
- Deborah H. DeWitt, 3878-17
- Daniel W. McKenney, 1664-18
- Lori-Ann Keenan, 5139-21
- Elizabeth S. Reil, 765-23
- Pam McClure, 1190-25
- Mike Lara, 6190-25
- Allen I. Moore, 1660-28
- Sandra Ann Buchanan, 5149-28
- Paula Lepold, 5892-30
- Michael Wilson, 3374-33
- Emma V. Ravelo, 4955-35
- Stuart Gorin, 1212-36
- Jill S. Lambe, 1314-36
- Homer M. Chen, 1511-36
- Bernadette L. Watson, 5309-36
- LaVerne T. Hawkins, 5309-36
- Sammuel Lee Tukes, 2879-37
- Martha S. Taub, 2134-39
- Carole J. Springer, 3359-39
- Pamela J. Mapplebeck, 2161-42
- Judy Panko, 3068-42
- Cathy Von Hohenbalken, 3146-42
- Kenneth K. Kelley, 2310-47
- Kirsten Stahl, 2900-52
- Ardyn Craig, 2845-56
- Gary D. Seale, 6260-56
- Diane L. Wilson, 3568-60
- Richard V. Murphy, 6536-61
- Nancy G. Frye, 7910-62
- James E. Erwin, 7130-63
- Patricia Anne Pitt, 3388-69
- Robert John Atkinson, 3388-69
- Bryan Palin, 2762-70
- Marcia Boyd, 5069-70
- Darcy R. Hogue, 3758-72
- Ronald A. Duff, 5476-74

- Tereso "Rex" Rosario, 1164-75
- Carmelita L. Piramide, 5406-75

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

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- Donald R. Anderson, 4238-7
- Lee A. Kamps, 8563-10
- Jacquelin Paltis, 4021-13
- Tom Lagana, 9252-18
- Sister Angela Marie, 6443-19
- Mary Sakry, 3859-25
- Mike Lara, 6190-25
- Jeffery W. Johnson, 6191-25
- Evelyn Greeson, 795-26
- Gregory Lee Lawson, 8695-26
- William Jenkins, 1604-30
- Bruce A. Best, 4243-30
- Jerry MacDonald, 89-33
- Dawn Hodson, 1224-33
- Geraldine Whitley, 693-36
- Margaret Beach, 2946-37
- John E. Chappell, 5783-39
- James O. Hulin, 6065-39
- Harvey Faust, 2172-43
- Hilda "Mickey" Tracy, 1387-47
- Bernard J. Key, 1702-47
- Oliver N. Skoglund, 4562-48
- Tim Keck, 520-49
- Raymond M. Johnson, 803-53

### ATM Bronze

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- Marsha James, 212-1
- Beth Carter, 5800-2
- Marlene Northup, 1839-3
- Wayne Church, 5809-3
- Bruce Trippet, 4701-6
- Donald William Carlson, 5850-6
- Keith A. Hardy, 9196-6
- Lyn A. Sims, 8480-10
- Russell L. Collins, 1096-11
- Gilbert W. Smith, I, 6222-11
- Jan Pauw, 797-12
- Richard G. Hoskins, 5170-12
- Richard R. Snyder, 7213-12
- Michael Wayne Hall, 6290-14
- Margueritte C. Hubbard, 9755-14
- Gary P. McGinn, 7417-16
- Jan Remer, 4091-17

- Jan J. Babcock, 3049-19
- Susan Niven, 9362-21
- Darlene Martin, 4989-22
- Donald M. Bush, 4357-23
- James F. Dawson, 1101-24
- Robert Ovy Waddoups, 989-25
- Pam McClure, 1190-25
- Mark W. Hudnall, 726-28
- Patsy G. Dooley, 89-33
- Roberta G. Hensley, 8770-33
- Michael R. Brill, 3496-36
- Bernadette Watson, 5309-36
- LaVerne A. Hawkins, 5309-36
- Paul Edison Pulliam, 2073-39
- Lee Cordray, 1223-40
- B. Ardon Smith, 4695-40
- E. A. (Buffy) DaSilva, 1432-42
- Henry Heinrichs, 5721-42
- Hilda Heinrichs, 5721-42
- June Ann Cox, 6581-47
- L. Arlen Higgs, 1196-54
- Annette M. Residori, 1711-54
- Curt W. Maki, Jr., 3570-54
- Mercedes Balli, 6486-56
- Suzy Smith, 4541-58
- Jack Gammon, 7782-61
- Samuel D. Stone, Jr., 3264-63
- Barbara Schramm, 4913-65
- A. Hays Town, III, 9221-68
- Elsie Maud (Millie) Graham, 749-69
- Dorothy Egan, 900-69
- Nevell John McPhee, 3899-69
- Margaret Smith, 6164-69
- Denis J.M. Corcoran, 5462-71
- David Patton, 4030-72
- Eamonn P. Moran, 3270-73
- Peter John Day, 2636-74

### ATM

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

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- Joyce Elaine Wheeler, 179-F
- Dave Davis, 587-F
- Steven A. Pickering, 3280-F
- Lynn G. O'Mara, 4274-F
- B. Joan Martin Way, 7368-F
- Kathy Popoff, 174-1
- Susan McIntosh, 280-1
- Wilma M. Cedeno, 990-1
- Philip G. Militello, 1391-1
- Mary Mikel Ewbank, 41-2
- Patricia N. Sado, 52-2
- John A. Hall, 117-2
- Jan Schott, 1258-2
- Al Lockard, 3696-2
- Donald L. Berkey, 5134-2

- Mark R. Hoemann, 8568-2
- Vaughn S. Hagen, 8568-2
- Errol L. Hitchens, 104-3
- Ronald D. Thompson, 104-3
- Luann Brown, 499-3
- Judy E. Swartz, 1820-3
- Robert B. Reeve, 1839-3
- Charles Boston Jones, 3931-3
- Jerome R. Stout, 4705-3
- Lois Pensiero, 7918-3
- Laurie James, 1771-4
- Kenneth Dotson, 3626-4
- Marla Deutsch, 4162-4
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- James H. Frerichs, 1215-7
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- Helen Sadler, 912-10
- Mary Ann Carney, 8563-10
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- Madonna Fletcher, 2872-11
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- Chris Wernimont, 6031-11
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- Larry McCann, 824-14
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- C. Davette Payne, 7260-14
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- Phyllis J. Been, 4884-16
- Cheryl Newton, 4906-16
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- Sudhir A. Shah, 1914-18
- Denise V. Fitzgerald, 2929-18
- E. Patrick Minnick, 597-19
- Gail G. VanHecke, 1039-19
- Daniel K. Thompson, 1412-19
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 Allan Gilbert Henderson, 965-21  
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 Robert Smith, 4812-21  
 Peter Kimball Wright, 4869-21  
 Elaine Rita Middleton, 5403-21  
 Peter Lawrie, 5873-21  
 Shafik Keshavjee, 6399-21  
 Ernest C. Collins, 392-22  
 Jim Aziere, 1379-22  
 Donnis Crane, 3990-22  
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 Betty Barney Allen, 2888-24  
 Gerald Vortman, 6981-24  
 Bert Berry, 1190-25  
 Mike Sheaner, 1190-25  
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 Joan Hopkins, 619-26  
 David C. Scott, 2438-26  
 Micheal Ellis Schlater, 3218-26  
 Linda S. Bjorklund, 4071-26  
 Kathleen VanOrsdel, 5316-26  
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 Noel M. Angeles, 5443-27  
 Karen P. Booker, 8913-27  
 Erin E. Campbell, 1909-28  
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 Nelson A. Quintero, 2051-30  
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 Sarah Weinstein, 9071-31  
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 Trung N. Le, 9427-33  
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 Bartolo J. Puglini, 3330-38  
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 Selena Bryant Fuller, 7039-38  
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 Marilee Crane, 1449-39  
 Laura Honore-Lindsay, 1466-39  
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 Kim Satoko, 6729-39  
 Richard Malleit, 8115-39  
 Dianna Jordan, 8692-39  
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 Nell Westbrook, 4097-40  
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 Alison Ferrie, 450-42  
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 Margaret Bobowski, 3146-42

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 Seng Han Chew, 792-51  
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 Yunn Hua Loh, 6832-51  
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 George G. Butenkoff, 919-53  
 John R. Manning, 5756-53  
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 K. Eugene Dilworth, 1196-54  
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 Paul Spock, 4786-56  
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 Max Mand, 1593-73  
 David Lincolne, 3913-73  
 Gerald J. Strever, 113-74  
 Rosemary Warfield, 2934-74  
 Ian M. Scott, 8625-74

**Manly Civic**, 2618-70  
**Banyandah**, 1285-73

## 15 years

**Peddler's**, 1648-F  
**Loquacious Nooners**, 3121-5  
**Breakfast**, 2981-24  
**Presidents**, 3751-64  
**Port Hunter**, 2776-70  
**Indaba**, 2483-74

## 10 years

**Tongues-A-Flame**, 5639-F  
**Xeroids**, 5634-1  
**Walkie-Talkie**, 5641-3  
**Toastalkers**, 5621-6  
**Rogue Valley**, 5633-7  
**Smooth Talkers TM's**, 5625-29  
**Renacimiento**, 5627-34  
**Bugambilias**, 5638-34  
**ATF Speakeasy**, 5636-36  
**Softtalk**, 5620-37  
**Tupelo**, 5632-43  
**Sikorsky**, 5642-53  
**San Antonio Singles**, 5629-56  
**Ukiah**, 5622-57  
**Sunrise**, 5628-72  
**Fluor Australia**, 5623-73  
**Rivonia**, 5624-74

## NEW CLUBS

**Jockey Club**, 9894-U  
 Hong Kong  
**Merisel**, 9889-1  
 El Segundo, California  
**AlliedSignal**, 1922-2  
 Redmond, Washington  
**Speak N' Eagan**, 9893-6  
 Eagan, Minnesota  
**Henry County**, 2367-14  
 McDonough, Georgia  
**New City**, 937-21  
 Surrey, British Columbia, Canada  
**Carey Talkers**, 9890-21  
 Mission, British Columbia, Canada  
**Mountain High**, 9892-21  
 Logan Lake, British Columbia, Canada  
**SBG**, 9888-22  
 Topeka, Kansas  
**Culiacan**, 6663-34  
 Culiacan, Sinaloa, Mexico  
**Toluca**, 6922-34  
 Toluca, Mexico  
**Bull City**, 9891-37  
 Durham, North Carolina  
**High Energy**, 5987-41  
 Rapid City, South Dakota  
**Johnson & Higgins of NJ**, 9887-46  
 Parsippany, New Jersey  
**Boca Raton Noon**, 4207-47  
 Boca Raton, Florida  
**Northridge**, 2880-56  
 Austin, Texas  
**Ellinwood Eloquent**, 9885-57  
 Pleasant Hill, California  
**Golden Mile**, 9886-61  
 Montreal, Quebec, Canada  
**Hilltop Achievers**, 4600-65  
 Syracuse, New York  
**Richmond Three Letter**, 5869-66  
 Richmond, Virginia

## ANNIVERSARIES

### 45 years

**Taku**, 724-U

### 40 years

**Sooner**, 1615-16  
**Queen City Founders**, 1619-40

### 35 years

**Speakeasy**, 2066-16  
**Westinghouse Air Arm**, 3026-18  
**Navy Brunswick**, 2156-45  
**Northern Brookhaven**, 2413-46

### 30 years

**Hemet-San Jacinto**, 3806-12

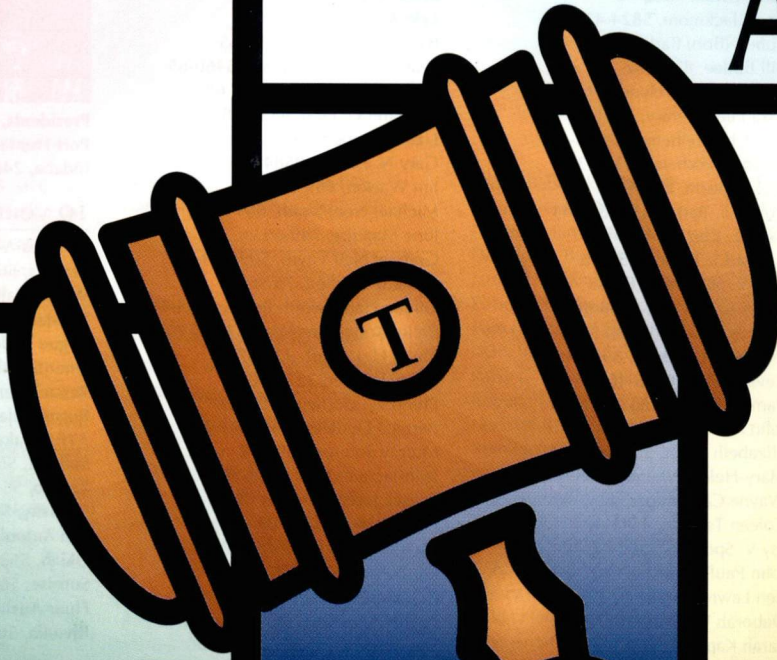
### 25 years

**Kashim TM Club**, 3243-U  
**TRW**, 990-1  
**Success/Leadership**, 1952-4  
**Corona TM Club**, 1976-12  
**Buffalo Toastmasters**, 2438-26

### 20 years

**Greyhound Earlyrisers**, 213-3  
**Hampton Roads**, 1471-66

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