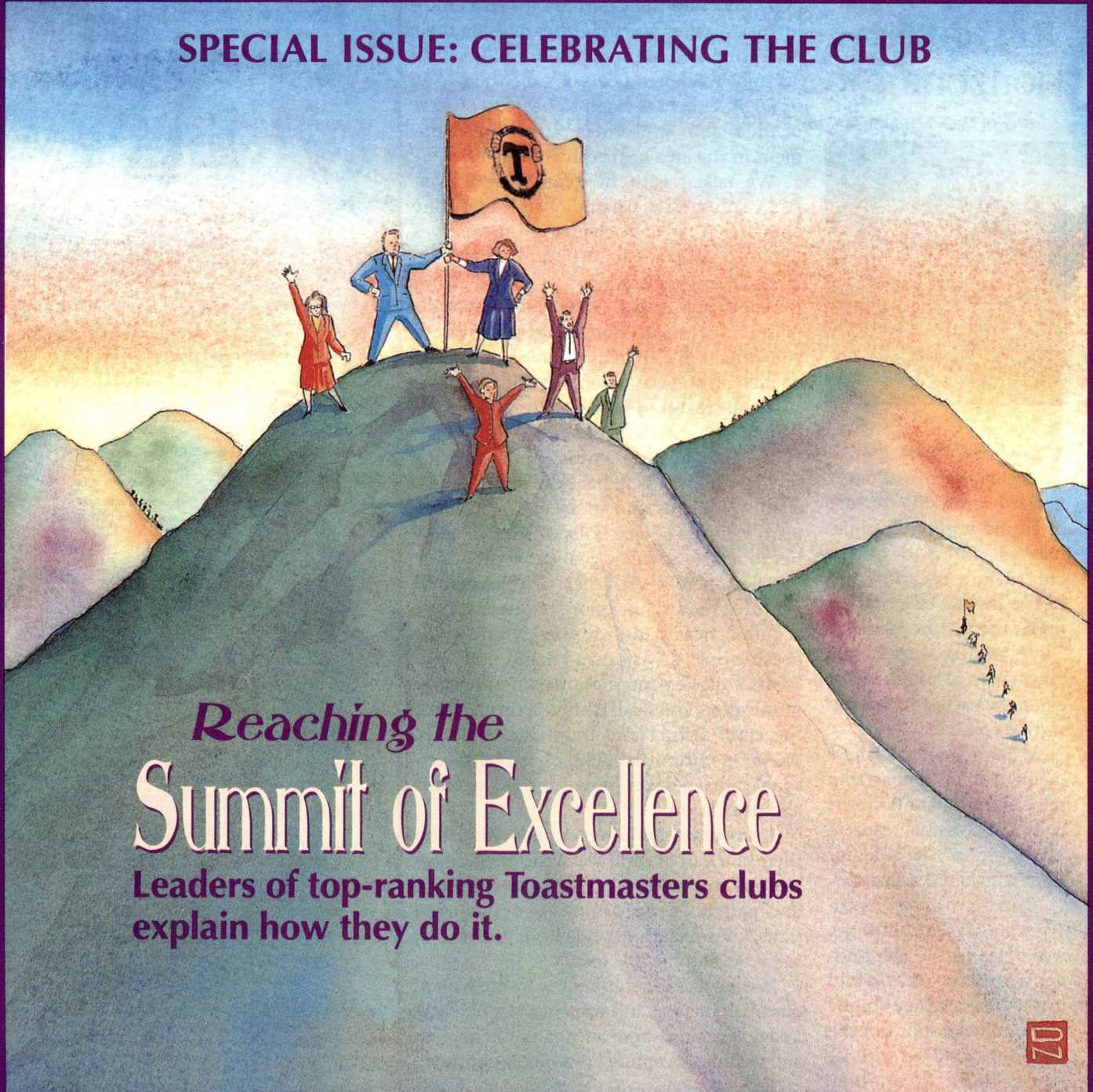


the Toastmaster

March 1994

SPECIAL ISSUE: CELEBRATING THE CLUB



Reaching the
Summit of Excellence

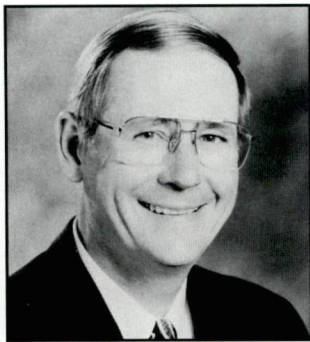
Leaders of top-ranking Toastmasters clubs
explain how they do it.



Where is George?

Harvey Mackay: Corporate Communicator

Sailing Toward New Horizons



While browsing in a bookstore one day, I noticed a striking picture of an old-fashioned triple-masted sailing ship anchored in a beautiful and serene harbor. The caption under the picture read:

"A sailing ship is safe and secure in a harbor but that's not what it was designed for."

What a profound statement! Not until that ship sets sail for distant horizons is its real potential realized. The same can be said for those who join Toastmasters.

During our visits to Toastmasters around the world, Jean and I met hundreds of members who told us the reason they joined our organization is not the reason they stayed with it.

Like most of us, they joined to overcome their fear of public speaking. By the time they achieved their CTM, most said they felt quite comfortable with

their progress toward that original goal. However, they said their purpose for remaining in Toastmasters was to further develop their leadership and communication skills.

Some members' goals became their ATM or DTM. Others decided to become officers of their club. Still others pursued development in the area of speech contests.

We talked with two competitors from last year's World Championship of Public Speaking. They have challenged themselves to return, this time to be number one at the 1994 Championship.

Another member set sail on the Toastmasters leadership course by becoming a club officer. She shared with me some of the challenges she was having in selling her vision and creating a strong team spirit for the benefit of her club members.

As she left, her mentor approached me saying, "We will help her resolve these leadership problems and in so doing, she will learn valuable people skills which will allow her to realize any new goal she sets."

These members left their safe harbors and ventured toward unexplored horizons. They acquired new skills, knowledge and pride because of their vision and dedication.

Toastmasters International offers us communication and leadership opportunities at the club, district and international levels. These opportunities allow us to realize personal gains in direct proportion to our effort and dedication.

Unfortunately, however, many return to their safe harbors and leave the good Toastmasters ship with many new horizons still unexplored. The opportunity to develop new skills, knowledge and pride from further personal development is lost.

We are like the ship resting in the harbor: our true potential and worth will not be realized unless we raise our anchor, unfurl our sails and vigorously venture toward new horizons.

Bon voyage!

Neil Wilkinson, DTM
International President

the Toastmaster

PUBLISHER Terrence McCann
EDITOR Suzanne Frey
ASSOCIATE EDITOR Kathy O'Connell
ART DIRECTION Paul Haven Design
TYPOGRAPHER Susan Campbell

TI OFFICERS AND DIRECTORS

Founder Dr. Ralph C. Smedley,
(1878-1965)

OFFICERS

President Neil R. Wilkinson, DTM
10711 Bears paw Drive E.
Edmonton Alberta
Canada T6J 5E1

Senior Vice President Pauline Shirley, DTM
8306 McNeil Street
Vienna, VA 22180

Second Vice President Ian B. Edwards, DTM
4017 Stonebridge Road
West Des Moines, IA 50265

Third Vice President Robert E. Barnhill, DTM
P.O. Box 2583
Lubbock, TX 79408-2583

Immediate Past President Bennie E. Bough, DTM
4607 Ordinary Court
Annandale VA 22003

Executive Director Terrence J. McCann
Toastmasters International
P.O. Box 9052
Mission Viejo CA 92690

Secretary-Treasurer Frank Chess
Toastmasters International
P.O. Box 9052
Mission Viejo CA 92690

DIRECTORS

Lee M. Beattie, DTM 3733 Manly Farm Road Wake Forest, NC 27587	Tim R. Keck, DTM 2333 Kapiolani Blvd., #2108 Honolulu, HI 96826
Richard "Dick" Benson, DTM 2079 Allenby Road Germantown, TN 38139-4343	Dawn H. Miller, DTM 4892 Zimmaro Avenue Prince George, B.C. Canada V2M 6C3
Frank C. Brown, DTM 1401 Longstreet Lane Suffolk, VA 23437-9621	Jo Anna McWilliams, DTM 17610 Midway #134-349 Dallas, TX 75287
Doug Couto, DTM 5470 Military Drive West, #1210 San Antonio, TX 78242-1253	Jenny K. Pagano, DTM 6757 West 100 North Greenfield, IN 46140
John Fenwick, DTM 1317 Ensenada Way Los Altos, CA 94024-6122	Howard Steinberg, DTM P.O. Box 2741 Rivonia, 2128 South Africa
Ron R. Giedd, DTM 5105 Tomar Road Sioux Falls, SD 57106	Kathleen Todd Watson, DTM 48 Southwind Circle Richmond, CA 94804
Alene Haynes, DTM P.O. Box 460408 Houston, TX 77056-8408	Bashiru (Bash) Turay, DTM 4 Stonehill Terrace Hyde Park, MA 02136
Frank C. Hirt, DTM 1172 Meadow Park Drive Akron, OH 44333-1516	Harold L. Usher, DTM 718 Chiddington Avenue London, Ontario Canada N6C 2W8
Joe Jarzombek, DTM 16 Weatherstone Crescent North York, Ontario Canada M2H 1C2	

To Place Advertising Contact:
P.O. Box 9052
Mission Viejo CA 92690 USA
(714) 858-8255
Fax: (714) 858-1207



march 1994
volume 60, no. 3

features:

- 8 REACH THE SUMMIT OF EXCELLENCE**
Leaders of top-ranking Toastmasters clubs share their recipe for success.
By Julie Bawden Davis
- 11 ARE YOU DRIVING AWAY YOUR FELLOW MEMBERS?**
Proper preparation prevents poor performance.
By Thomas Montalbo, DTM
- 14 TAMING TURBULENT TOASTMASTERS**
If your club's climate is getting increasingly cloudy because of personality conflicts, here are some ways to ward off potential storms.
By Al Vopata, Ph.D., DTM



- 16 WHERE IS GEORGE?**
While no Toastmasters club can fit everybody's needs, all clubs can strive to make each member feel welcome.
By D. Bennett Rice, CTM
- 24 HARVEY MACKAY: CORPORATE COMMUNICATOR**
This former Toastmaster and 1994 Convention keynote speaker is sure to motivate any audience.
By Kathy O'Connell

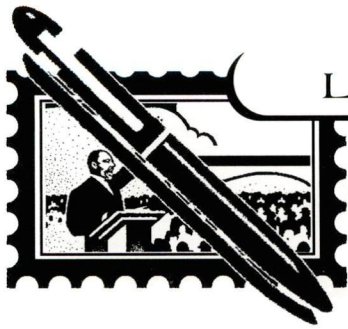
departments:

- 2 VIEWPOINT: Sailing to New Horizons**
By President Neil R. Wilkinson, DTM
- 4 LETTERS**
- 5 MY TURN: An Open Letter to the Discouraged Toastmaster**
By Paula J. Price, CTM
- 6 HOW TO: Coaching the Blue-Ribbon Icebreaker**
By Jerry G. Fitzgerald, ATM
- 20 MEMBERSHIP BUILDING: Answering The Question**
By Dave Fulton, DTM
- 22 IDEAL CLUB QUESTIONNAIRE**
- 27 1994 CONVENTION REGISTRATION FORM**
- 30 HALL OF FAME**



THE TOASTMASTER Magazine (ISSN 0040-8263) is published monthly by Toastmasters International, Inc., 23182 Arroyo Vista, Rancho Santa Margarita, CA 92688, U.S.A. Second-class postage paid at Mission Viejo, CA, and additional mailing office. POSTMASTER: Send address change to THE TOASTMASTER Magazine, P.O. Box 9052, Mission Viejo, CA 92690, U.S.A.

Published to promote the ideas and goals of Toastmasters International, an organization dedicated to helping its members improve their ability to express themselves clearly and concisely, develop and strengthen their leadership and executive potential and achieve whatever self-development goals they may have set for themselves. Toastmasters International is a nonprofit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930, and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Copyright by Toastmasters International, Inc. All rights reserved. Reproduction in whole or part without written permission is prohibited. Not responsible for unsolicited material. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. All correspondence relating to editorial content should be addressed to THE TOASTMASTER Magazine, P.O. Box 9052, Mission Viejo, CA 92690, U.S.A. Phone (714) 858-8255. Members' subscriptions are included in international dues.



Letters

MAKE ROOM, DANA & OTIS
Every month, I can't wait to read *The Toastmaster*.

In the November '93 issue, I read Dr. Ralph Smedley's article, "The Purpose of Speech Contests," written at a time when women were not yet Toastmasters. Next was an article about the 1992 World Champion of Public Speaking, Dana LaMon, who, like me, is an African-American. There was my inspiration! Next was an article about the 1993 World Champion of Public Speaking, Otis Williams, Jr., who also is an African-American. Nonetheless, both are men.

I thought about some of the points Dana LaMon made: purpose, patience, perseverance, practice and people. I agree with Dana that it is important to set your goals with time frames. I immediately turned to the "Values and Goals" section of my planner to frame my goals with time limits.

To Dana and Otis, thanks for the inspiration and motivation, but move over gentlemen, and make room for a future female African-American champion. I will begin my journey as Stephen Covey recommends: "Begin with the end in mind."

Ronnell G. Payne
New Center Club 7667-28
Detroit, Michigan

CONFLICTING QUOTATIONS
Do you not find, in your November issue, some conflict between the quotations from Dr. Smedley:

"We are not here to find out the best speaker" and

"Who may win is not nearly so important...", and the aggressive obsession of the International Speech Contest winners Otis Williams and Dana Lamon with "being the best in the world"?

It is disheartening to see the gap between precept and practice so starkly demonstrated.

R. A. D. Crawford, MD
Nambour Toastmasters Club 4164-69
Queensland, Australia

IT WAS CHAUCER, NOT FRANKLIN

The September issue says Ben Franklin founded the first Toastmasters club. It was Geoffrey Chaucer, however, who developed the idea in his *Canterbury Tales*, written in 1387-1400. The story was about a group of pilgrims traveling to Canterbury. To pass the time on the journey, the Host (or Toastmaster of the meeting) proposed a storytelling contest. The prize was a free supper at the Host's tavern.

William A. Levinson
Wilkes-Barre Club 7336-53
Wilkes-Barre, Pennsylvania

JUST LEAVE IT "IN!"

With reference to Glenda Parks' letter in the January 1994 issue: How thin-skinned and uptight we've all become! I could take issue with the phrase "amateur night in Dixie" also. I am an expert in operating all types of projectors but since that is not my profession and I do not get paid for it, I am an "amateur" by definition. So I take offense at the slur on amateurs.

Also, I belong to a Toastmasters club that meets at night. So I take offense at the implication that things only go wrong at night and that clubs meeting in the morning or afternoon are free from error!

Having deleted "Dixie" to satisfy Glenda Parks, and having deleted "amateur" and "night" to satisfy me, the title of the scene is just "in," which I hope will not offend anyone.

You may think that the above is rather far-fetched and taking the point too far - if so, you have understood the point I am trying to make!

Richard A. Freedman, DTM
Dynamic Club 457-5
San Diego, California

"CONTESTIBUS BLABBIBUS" STRIKES AGAIN

I always find *The Toastmaster* informative and motivating. However, an article in the November 1993 issue was particularly enlightening and extremely well written.

In fact, I felt the author of "Contestibus Blabbibus and Hostages of the Contest," must have been sitting with me at 10:30 one night as I suffered through the lengthy droning of a Toastmasters official before the contest winners were announced.

I left that contest feeling like the Toastmasters running it should go back to the basic manual and start over, because if they had to force us to listen to their message, they had somehow missed the main point: becoming a speaker people want to listen to. I also felt

that a meeting at the division level, especially a contest, should be of the highest caliber and set a good example, but found the opposite to be true.

"Contestibus Blabbibus" helped me see the contest in a humorous light, and I laughed out loud while reading it. I only hope that the members and officers who run future contests in my area read the article and take the message to heart.

Beth Carroll, CTM,
Eclectic Dialectics Club 3828-F
Cerritos, California

RIISING FROM ASHES IN THE PHILIPPINES

I feel so proud of our Metro Angeles Toastmasters Club in the Philippines. After Mount Pinatubo erupted, our club literally rose from the ashes as officers maintained their perseverance in resuscitating our meetings.

Presently, we are promoting our club's benefits to the Angeles City community. It is a challenge; yet the spirit of Dr. Ralph Smedley propels us in spreading the truth and necessity of adroit oral communication.

Ma Luisa T. Gueco, CTM
Metro Angeles Club 7700-75
Angeles City, Philippines

EDITOR'S NOTE: *The staff at World Headquarters would like to thank all of you who've expressed concerns about our safety as a result of the October fires and recent earthquake. We could see the fires from our building and all staff members certainly felt the earthquake. But fortunately all of us are safe and the building was not damaged.*



By sharing your experiences, you can help others who are struggling with similar problems.

thing you thought was a clever part of the speech. But then, evaluations are opinions. When you receive conflicting comments about your speech, you learn that everyone has a valid opinion – yet no one opinion is absolute. You get to choose the one that you agree with.

And yet Toastmasters membership is more

a copy of my speech because he wanted to keep the information for future reference. This made me feel good.

- ❖ In evaluation, my main goal is to help the speaker be aware of how he or she

An Open Letter to The Discouraged Toastmaster

by Paula Price, CTM

■ DISAPPOINTING, ISN'T IT? YOU SPENT hours preparing your speech, even more hours learning it. You feel that your presentation went well. And yet...the guy who wrote his speech this morning won the Best Speaker prize. His was funny. Why not just throw in the towel?

For what it's worth, I enjoyed your speech. You seem to be taking a risk at being looser, less stiff. I saw some real improvement in your presentation.

I think I know how you feel. I've been in Toastmasters for nearly 10 years. Last fall, I entered the humorous speech contest and proceeded to compete at the division level. I heard the other speakers before and after my presentation. Some I thought weren't very funny. I even had trouble paying attention to one because I thought it was boring. Some I thought were funny and I could see were real competition but I still figured I had a good chance of winning first or second place. I came in third. But can you imagine my shock when the first-place winner was the guy I had thought was so uninteresting!

Sometimes evaluations seem harsh, too. Occasionally an evaluator will dislike some-

than just learning how to improve our speaking skills. It provides the opportunity to make friends with people who are interested in self-improvement, like yourself. When evaluating another, there is the challenge to be helpful while mastering the fine art of being tactful.

Now I must admit that winning the ribbon does make me feel good. Any feelings of discouragement, disappointment and perhaps even anger are a normal part of being a Toastmaster (though it is never mentioned in the manuals.) I would guess that many members can tell you about times they've been discouraged, too, no matter how long they've belonged to a club. Maybe getting discouraged is part of the unspoken initiation.

The disappointment of not winning is one of the things we have to learn. I deal with it by focusing on my main goal for joining: to improve my speaking abilities. My other goals include:

- ❖ Giving a memorable speech. Even if it doesn't win the ribbon, I want people to remember something about it the next day – maybe something that will help them in a struggle. Once someone asked me for

is coming across as a speaker, and do it tactfully.

- ❖ In Table Topics, my goal is to save face by saying something decent, not stupid, and trying not to be dull.
- ❖ I also have a philosophy that helps: If you can't be the best or the most, be different.

When I reach one of these goals, then I feel good. If I win the ribbon, it is icing on the cake. What are some of your goals?

I hope you will persevere and stay with the club. Your experiences can help others face the challenges inherent in personal growth and membership in this organization. We need you! **T**

Paula Price, CTM, is a member of Talk of The Tower Club 4601-56 in San Antonio, Texas.

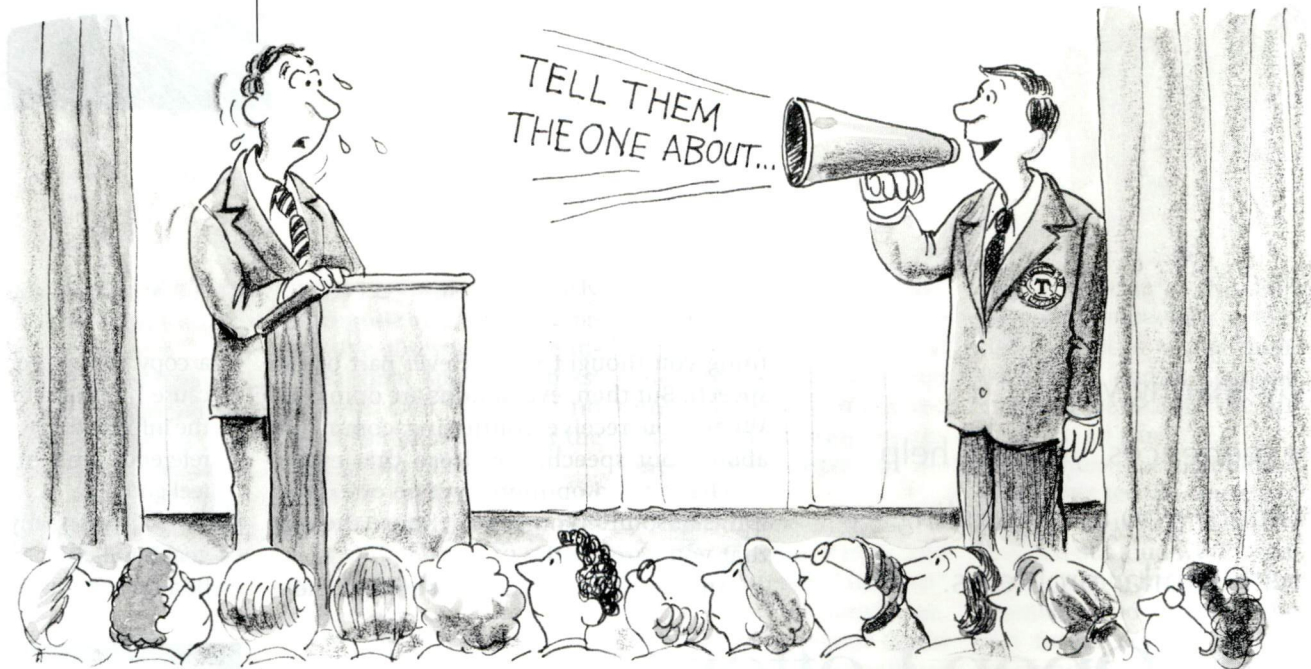


ILLUSTRATION: ANDREW TOOS

6 Here's how you can help a new member get off to a winning start.

Coaching the Blue-Ribbon Icebreaker

■ COACHING NEW CLUB MEMBERS ON their Icebreaker speeches is one of my favorite activities as an experienced Toastmaster. Each time I help a new member prepare for her first presentation, I once again experience the nervous excitement, the tense emotion of the speech delivery and the glow of accomplishment that I felt as a novice Toastmaster. I know of no better way to recapture enthusiasm for the Toastmasters program than to help a new member get off to a winning start. Wouldn't you want to capture the same excitement? Here's how:

Before you meet the speaker, have her study the Icebreaker outline in the Basic Manual, highlighting points of interest. By briefly discussing these points of interest, you can determine the goals of the speaker, thus enabling you to "custom-tailor" your coaching to fit the speaker's particular needs.

Here is a step-by-step guide that will help you coach the Blue-Ribbon Icebreaker in terms

of: 1) the body of the speech, 2) the opening/ending and 3) the introduction/title.

1 The body of the speech is prepared first because it does not require speech-writing techniques and gives the speaker a familiar reference point from which to begin writing. Have the speaker write the following:

- A short personal history, including where she was born, raised, educated, etc., and include present family status and vocation.
- Select the two characteristics or events from her life that have most influenced her.
- List the three most important things in her life right now.

The personal history statement will illustrate the speaker's background but it will not tell the audience who she is. The two influential events in her life will tie her background to the present, and the three most important things in her life now will finally accomplish the speaker's goal: to introduce the audience to the person standing at the lectern.

by Jerry G. Fitzgerald, ATM

2 The opening and ending of the speech are written as one exercise because the closing reiterates what was said in the opening. To create an effective opening, have the speaker look for "grabbers" such as humor, interesting phrases, etc. Explain that "grabbers" get the audience's attention and hold their interest. Often a "grabber" will come from that which a speaker considers unique about herself. Everyone is unique in some way – encourage the speaker to identify what makes her different from others. This builds into an exciting opening.

Simplicity and directness are important throughout the Icebreaker, but especially so at the end. The ending should briefly summarize the main points of the body of the speech, then build to a strong closing statement. Have the speaker identify the one thing she wants the audience to remember. This will lay the groundwork for the strong closing statement that will turn a "talk" into a "speech."

3 The introduction should be written on a 3x5 card and given to the Toastmaster of the Day before the meeting begins. This information should include the speaker's name and the title of the Icebreaker speech. It may also include a little background information to allow the Toastmaster to get the audience ready for the speaker. The title is the final step of preparing the Ice-

breaker. It is important because it helps the speaker to feel less vulnerable about exposing her life to a group of strangers. The title makes it a complete package – a "done deal." A speech!

After evaluating the speaker's written speech, have her practice the speech in front of you. Take notes where attention is needed. Remember the evaluation guideline: praise the strong points, suggest improvements and offer enthusiastic encouragement at the end. If time permits, allow a second evaluation for fine-tuning the presentation. Then your speaker is ready.

By following this structured coaching guide you can treat yourself to one of Toastmasters International's most rewarding experiences, and treat your new club member to the reward of a Blue-Ribbon Icebreaker! **T**

Jerry G. Fitzgerald, ATM, is a former Toastmaster living in Winter Park, Florida.

Note: You can give a **Toastmasters & You** kit to your Club's guests and new members. The kit contains a proposal for membership card, an explanation of the Toastmasters educational recognition program, a new member certificate, a copy of *The Icebreaker*, a *When You're the Introducer* educational pamphlet and a *Welcome to Toastmasters* brochure. Package of five, \$8.75 (Catalog No. 1167-A) or \$2.00 each (Catalog No. 1167).

"I know of no better way to recapture enthusiasm for the Toastmasters program than to help a new member get off to a winning start."

HELP YOUR CLUB



Keep the Benefits Coming!



Your Club Officers are now working hard to collect dues for April 1 through September 30 and they need your help. Clubs that submit complete semiannual reports which are received at World Headquarters by April 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!



reaching the

Summit *of* Excellence



Many Toastmasters claim they can spot a top Toastmasters club within moments of entering the room. "A top club has a contagious atmosphere," says Mary Anne Carletta, CTM, immediate past president of the Holmdel Toastmasters Club 1849-46. This corporate club at AT&T in Holmdel, New Jersey, has been in existence for almost 31 years.

"In top clubs, members have a lot of energy and enthusiasm, and visitors soon realize that the club is a friendly place where people mean business about reaching their goals," she says.

What makes a top club? How are such clubs different from the average? What do they have to offer that others don't?

The answer to these questions isn't one thing in particular, say top club leaders. A great club is created with a combination of critical ingredients.

Here top club executives share the qualities that enable a club to reach the summit of excellence. While some of these clubs have rich, long histories, others were chartered fairly recently.

PLANNING AHEAD

When asked what makes a club successful, leaders of top-ranking Toastmasters clubs will tell you that goal-setting and planning are imperative. No club ever reaches peak performance without first charting a course.

At many top clubs, new officers routinely set goals for the coming year and share them with members. They will, for instance, spell out how many CTMs and ATMs they want the club to earn that year, and let the members know that reaching those goals is up to them. These goals are

8926-46, which is Long Island's first advanced club.

Once goals are set, follow-through and constant monitoring of progress is critical, says Diane Goodheart, ATM, Central Division Governor of District 14, who is a member of the Athenians Club 8716-14 – a club primarily for inmates of the Atlanta Federal Penitentiary. "Our club has a set goal schedule that we follow," she says. "For instance, we make sure to do one Success Leadership module a month."

Good planning also means adhering to time constraints regarding meeting length.

"Many of our guests say they appreciate the fact that we follow an agenda and that we begin on schedule and end within five minutes of when we say we will," says Bob Wuerch, CTM, president of the Town North Trendsetters (TNT) Club 4533-25 in Dallas, Texas. This award-winning community club meets from noon to 1 p.m. every Thursday over lunch. "Well-structured meetings enable members to reach their individual goals and advance quickly, which means the club reaches its goals," he says.

RECRUITING NEW MEMBERS

As we all know, a club is as good as its membership. Top clubs generally have a diverse and often large membership. This can only be accomplished if the club actively and successfully reaches out to potential members and gets them in the door.

Top clubs have a variety of ways to attract new members. To get the word out, Wuerch's club uses informational fliers telling potential visitors what they can expect to gain from attending meetings, such as speaking and leadership skills.

"All of our members have six copies of this flier circulating to friends and colleagues," he says.

When Martino-Gerhard has a doctor or dentist appointment, she promotes Toastmasters by leaving a magazine

Leaders of top-ranking Toastmasters clubs share their recipe for success.

usually reviewed again at the half-year mark and their status is then shared with members.

When setting goals, top leaders say that more is definitely better. "If you accomplish just 75 percent of your goals, then you've done a really good job," says Rose Martino-Gerhard, DTM, president and founder of the one-year-old Long Island Progressive Speakers Club

featuring prominently displayed club contact information. She also places meeting notices in local newspapers and puts up fliers at the post office.

Periodic membership drives are a necessary ingredient in any successful club. "We will offer an incentive for bringing in new members, such as a reduction in club dues," says Martino-Gerhard. "Members love a challenge."

Once guests walk through the doors at top clubs, all members do what they can to get the visitors to join. This involves putting out a warm welcome mat.

"We make sure that everyone feels welcome as soon as they walk in the door," says Margo Jamieson, ATM, who is president of the Forest City Club 2729-60, in London, Ontario, Canada, a 35-year-old community club. "Think of it as if you've invited these guests into your home; you wouldn't let them wander around aimlessly," she says. "Greet them immediately, and don't let them sit alone."

Following up after a meeting with guests is also critical. Many clubs will either talk to guests right after the meeting or call them within a week to see how they enjoyed themselves and if they'd like to join.

Then they answer any potential questions by giving each guest a packet of information about the club, including a newsletter and application form.

10

KEEPING MEMBERS INVOLVED AND INTERESTED

Recruiting new club members is only half the battle. Keeping existing members challenged and involved is also important.

"It's good to think of membership in a club like a ferris wheel," says Martino-Gerhard. "It goes around and people get off and on, depending on their goals. The key to having a successful, ongoing club is to have a happy club, which comes from teamwork and enthusiastic, positive leaders and members."

Keeping members on their toes and enthusiastic is easy when you throw them something unpredictable every once in a while, says Jamieson, whose club has theme nights, such as a recent multicultural Christmas where members spoke about their special holiday traditions, and a children's night when members brought their kids.

Martino-Gerhard has a lot of luck keeping members interested with an occasional speech contest. Members will speak for silly prizes and invite along their families.

Giving members some control over the club also keeps them involved, says Joelle Smith, CTM, who is Vice President Public Relations with the TNT club. "We ask the members what they would like to see happen within the club. If they know they have a say in what's going on, they tend to be interested and responsive," she says, noting that this strategy is also good for the club because members often have valuable ideas.

Member interest is also maintained by disseminating club information via electronic mail (E-mail) and newsletters. All club leaders interviewed insist on publishing up-

coming meeting schedules well in advance, because this alerts members to future events and keeps the club in their thoughts.

Because they are a corporate club, the Holmdel club makes frequent use of E-mail to remind members of upcoming meetings and events. The club also produces a

newsletter, featuring club and member related news, a calendar of events and recognition of members who have received CTMs, ATMs and other awards and honors. There is also a grammar column and news about members who are branching out and doing public speaking outside of Toastmasters. Each issue usually has a feature article or two, written by a

variety of members. Last year more than 70 percent of the members wrote for the newsletter.

While a newsletter is definitely a good reminder, club leaders agree that there is nothing quite like the personal touch. "E-mail and newsletters are great, but you should never treat people like machines," says Martino-Gerhard. "You'd be surprised how you can motivate members with a simple phone call."

Calling people gives them a boost and shows that you haven't forgotten them. A phone call can mean the difference between a lost or current member at renewal time, and it can answer questions about why a member hasn't been attending.

One group of people who sometimes can be especially challenging to retain are advanced Toastmasters. Clubs deal with this in a number of ways, including varying programming and offering special advanced meetings.

The Forest City club has a separate advanced meeting on Saturdays from 9:30 to noon in an informal setting for members who have achieved their CTM and beyond. The group covers topics of interest to individuals interested in doing professional public speaking, such as what to wear on television and how to pique the audience's interest. They also provide members with detailed evaluations. "The group has proven to be a valuable springboard for professional public speaking and has kept several seasoned Toastmasters interested in staying on board," says Jamieson.

MENTOR PROGRAMS

Most top clubs have active mentor programs, another key ingredient that serves a variety of purposes, including keeping seasoned Toastmasters interested and giving new members valuable help during the early stages.

continued on page 28

Think of membership in a club like a ferris wheel. It goes around and people get off and on, depending on their goals."

Proper
Preparation
Prevents Poor
Performance



ARE YOU DRIVING AWAY YOUR FELLOW CLUB MEMBERS?

11)

by Thomas Montalbo, DTM

Every day Toastmasters clubs gain new members. Unfortunately, they lose members just about as regularly. Approximately 75,000 new members join Toastmasters clubs each year and 65,000 members drop out. Some loss is due to normal attrition. But members may also be driven away. Why? Because they feel dissatisfied with the club.

ILLUSTRATION: ANDREW TOOS

Statistics on customer satisfaction show that more than two-thirds of customers who take their business elsewhere do so not because they are dissatisfied with the product, but because they feel the companies are indifferent to their needs. Toastmasters clubs are no different from businesses in this regard.

Management consultants Karl Albrecht and Ron Zemke, in their book *Service America!* write, "An organization must provide not only what the customers (members) *need* but also what they *expect* if they are to be pleased with the offered service."

How does all that relate to the high turnover in Toastmasters membership? While many leave for perfectly valid reasons, there are ways to minimize the chances of someone leaving your club because of feeling unwelcome or disillusioned with the program. Start by taking an objective look at your own club's meetings. Does any of the following eight elements apply to your club meetings?

1. Lack of variety in regular club meeting programs
2. Too long business segment
3. Embarrassing Table Topics
4. Poorly prepared speeches
5. Overly harsh evaluations
6. Personality conflicts
7. Domineering attitudes
8. Disagreements on political agendas

12

Founder Ralph C. Smedley described the regular meeting program as "the key, the touchstone, the mainspring of the club's progress and success." He said, "Every program must be planned. Good programs result from study and conference and serious preparation." He also believed that poor program planning "is the cause of low membership and unsatisfactory attendance."

If that's the problem, what should you do? Start by adopting the motto, "Proper Preparation Prevents Poor Performance." That sentence can serve as a useful rule of conduct for Toastmasters. It also expresses the aims and ideals of our organization. More specifically, here are some other suggestions:

When club meetings are repetitive and monotonous, members will find them dull, just as you'd eventually find the same dinner day after day unappetizing. Variety adds spice to club programming just as it does to meals. See the sidebar at the end of this article for some creative ways to spice up your club meetings.

Regarding the business portion of the regular club meeting, the president should keep it short in order to get on to the educational portions as soon as possible. Most of the

business is normally done by the executive committee. But sometimes business segments are prolonged unnecessarily with members haggling tiresomely over trivial matters. The real purpose behind parliamentary procedure is to provide an orderly, speedy and fair way for all members to communicate in a meeting setting. Unnecessary and recurring delays irritate members who are waiting impatiently to get to the educational portions. This may drive them away from the club.

Dr. Smedley said, "Table Topics cooked up on the spur of the moment can be largely a waste of time. When carefully planned, it becomes one of the most valuable parts of the training."

The Topicmaster must therefore prepare with care and never leave his or her assignment to happenstance. The Table Topics program is impromptu for the members but not for the Topicmaster. Having been notified of the assignment at least a week or two in advance, the Topicmaster has ample time and opportunity for careful preparation. That includes seeking realistic topics and fresh approaches that make Table Topics exciting and stimulating.

Failure by the Topicmaster to properly prepare may result in the selection of dull or obscure topics that evoke mediocre responses or embarrass members and may even cause them to leave the club.

Impromptu speaking is legitimate for Table Topics but not for prepared speeches, however. When club members fail to do their homework in preparing their manual speeches, they alienate members who feel their time is wasted listening to off-the-cuff speeches.

Former Toastmaster Joel Weldon, a professional speaker and our organization's 1989 Golden Gavel recipient, remembers when members of his Toastmasters club "prepared" so-called "stop-light" speeches at traffic lights on the way to the meeting. "As an audience," says Weldon, "we were annoyed with inconsiderate members who thought so little of our organization and their fellow members that they came unprepared. On the other hand, when a member did prepare, organize and focus his or her message, we felt we were important to warrant such time, effort and energy."

Dr. Smedley wrote: "All criticism or evaluation given in a Toastmasters club is friendly, constructive and helpful. It should reflect the honest reactions of the critic, given without any suggestions of unpleasantness or fault-finding. Harsh, unkind, sarcastic criticism will defeat the whole purpose and create lasting animosities."

Moreover, chances are that overly harsh evaluations will drive away your fellow club members. By tearing the speech apart, an evaluator surely lowers the speaker's self-confidence and self-esteem – characteristics that Toastmasters clubs aim to develop, not diminish or destroy.



Approximately 75,000

new members join Toastmasters

clubs each year and 65,000

members drop out.



TIPS FOR CREATIVE CLUB MEETINGS

Putting variety in club programs will help make your club meetings exciting, stimulating and fun. You'll also discover that this helps to retain current members and attract new ones.

- **Try different approaches in asking Table Topics questions.** For example, ask each participant to reach into a "grab bag" containing unusual objects, pick one and describe possible uses for it. Or, give participants a Chinese fortune cookie and ask them to comment on the message.
- **Vary evaluation procedures.** Use "horizontal" evaluation, that is, ask each evaluator to comment on a particular aspect, such as opening, body, conclusion or delivery of each speech. Another variation can be a panel discussion that results in various opinions on each speech. The general evaluator acts as the moderator and leads the discussion by the assigned evaluators.

- **Use Group Discussions.** Try different discussion formats, such as seminar, brainstorming, panel role-playing or television talk show, with speakers addressing topical subjects and answering questions from club members.
- **Stage a Debate.** Two teams of speakers present opposing sides of a subject, each team providing two main speeches and two rebuttals. The teams aim to convince a panel of judges and the audience.
- **Devise theme programs.** A theme gives continuity to a meeting by tying segments together. Select a timely theme, such as a club anniversary or holiday, and build the meeting around it.
- **Conduct mock trials.** The Toastmaster of the meeting presides as the judge, assigns two members as prosecution speakers, two as defense speakers and twelve as jurors.

This is not to say that evaluators should gloss over a speaker's mistakes and faults. On the contrary, since the purpose of evaluation is to help speakers improve, their strong points should be emphasized, weaknesses and faults identified, and suggestions for improvement given. But all these matters must be handled with tact and courtesy.

As in any organization, Toastmasters club members, while interacting with each other, occasionally will step on each other's toes. When faced with personality conflicts, domineering attitudes or disagreements in general, what do you do?

Nothing? No. That would cause members to leave the club.

Get angry? No. Anger only begets more anger. That, too, can drive members away.

We've all seen how something relatively insignificant can get blown completely out of proportion, just because somebody decides that he or she is not going to let the other person get away with something. It's amazing how a little bit of tolerance can make even the thorniest of problems go away. Empathy and attempts at seeing things from the other person's point of view will go a long way toward soothing a troubled heart.

Communications specialist Kare Anderson, in her book, *Getting What You Want*, presents a three-step method called "Triangle Talk" to resolve conflicts and reach agreement. This method can be used one-on-one or in a group. The first step is knowing exactly what you

want. Discover and stay focused on what you want. The second step is to find out what *they* want – then make them feel heard. The third and final step is to propose action in a way that they can accept.

Finally, we ought to relate the membership loss to the role of the club president who has the ultimate responsibility for fulfilling the club's mission: "To provide a mutually supportive and positive learning environment in which every member has the opportunity to develop communication and leadership skills, which in turn foster self-confidence and personal growth."

That mission statement gives a clear sense of purpose. Note the reference to "every member." That includes all the officers and all the other members – everyone is subject to the president's leadership and should be involved in the quest for constantly improving the quality and service of the club. So it's up to the president to build a team enveloped in an aura of commitment, dedication and zeal; to emphasize that club meetings should have an atmosphere of support and encouragement conducive to learning; and to motivate all members to adopt "quality" and "service" as watchwords in all their endeavors as Toastmasters. T

Thomas Montalbo, DTM, is a member of Sparkling Toastmasters Club 3602-47 in St. Petersburg, Florida. His book, *The Power of Eloquence*, is available through the Supply Catalog.



taming turbulent

14

If your club's climate is getting increasingly cloudy because of personality conflicts, here are some ways to ward off potential storms.

"We will be encountering slight turbulence ahead, so please observe the 'fasten your seat belt' sign as we climb to 38,000 feet for a smoother flight." The captain's words are calm and reassuring. We trust he knows what is happening and will make the best of the situation.

Likewise, perceptive and caring Toastmasters will be aware of what's going on in their club and will take appropriate actions to deal with any developing turbulence. By arriving at a clear understanding of the sources of the turbulence, we can implement strategies for resolving it and, in the process, lift the club to a higher functioning level.

Toastmasters are individuals who bring their various personalities, needs, expectations, strengths and imperfections to Toastmasters events. Sometimes their characteristics are not fully appreciated by their colleagues.

For instance, Mary usually attends her weekly Toastmasters club meeting after a long day at the office. She sees her involvement as an opportunity to kick back, relax and have fun. For her, a good meeting is one that moves along briskly, with light topics, fresh humor and brief evaluations of short, entertaining speeches. She especially likes the social time after the meeting.

Joe, on the other hand, sees Toastmasters as a training program that will enable him to communicate more effectively as he prepares to advance in his company. Joe takes all meetings seriously and often speaks passionately on controversial topics. He seeks major responsibilities, then conscientiously completes all his duties. Joe has little patience for people who take Toastmasters lightly, and he secretly wishes his club had remained all male.

Not surprisingly, Mary and Joe get on each other's nerves. Their desires, needs and expectations are often in conflict. This situation then adversely affects their attitudes and performances, so the club's climate becomes cloudy with increased potential for turbulence.

Before we look further at this club's storm watch, let us again consider the basic purpose of Toastmasters: To provide for opportunities for self-improvement while members develop their communication and leadership skills. If that appears to say we ought to embrace Joe's mode of operation, and

by Al Vopata, Ph.D., DTM

reject Mary's, then we also need to consider founder Ralph C. Smedley encouraging us "to learn during times of enjoyment."

Every member makes valuable contributions. Although some people attend Toastmasters functions primarily for social benefits – and frustrate people like Joe in the process – their involvement adds balance and diversity to meetings.

Now suppose merry Mary comes to meetings consistently late, takes none of her responsibilities seriously, and uses off-color humor during and after meetings. Meanwhile, punctual and proper Joe finds Mary's behavior intolerable and incompatible with his desire to become all that he can be through Toastmasters.

Suppose Joe speaks to you after Mary has made fun of him during the meeting, and emphatically informs you that the club is too small for the two of them. Either Mary goes or he goes!

You are perceptive, so you know Joe has a couple character flaws of his own, and you are also sensitive, so you don't callously send Joe on his way.

Instead, you consider constructive options for taming these turbulent Toastmaster:

1. You could meet with Mary and Joe to listen to what each is bringing to Toastmasters, and to what each is gaining from participating.
2. You could arrange a meeting for the three of you to discuss conflicts, with the intention of resolving them and restoring harmony in your Toastmasters meetings.
3. You could present a speech at your next Toastmasters meeting, explaining how individuals with different personalities, interests, goals and perceptions can accept each other and acquire inner strengths in the midst of challenging situations.
4. You could have an officers' meeting in which you discuss the club's climate and conflicts, without mentioning Mary or Joe, unless they are present and want to deal with how they are affecting the club.

Any of these options, or perhaps all of them, might appease Mary and Joe and hopefully bring some tranquility back into their club. Why not try these options, and any others you can think of, when there is turbulence in your Toastmasters club?

Your success in taming turbulent Toastmasters is likely to depend on several factors:

- How effectively you communicate sensitivity, sincerity and respect in relation to the individuals involved.
- How in tune you are to the talents, needs and goals of the people involved.
- How objective and unbiased you are in relation to the sources of conflict.
- How well you keep the basic purpose of Toastmasters in focus, while balancing that with the lighter aspects of group interactions.

Also, think of the word "TAME" as one of the keys to conflict resolution:

T = Talk Have members in conflict with each other talk about what they see as the problem, and what they are willing to do to settle it.

A = Affirmations Speak about how the club and its members

will benefit when each person's contributions are appreciated.

M = Mediation Enable individuals to see the conflict from their adversary's perspective.

E = Encouragement Motivate members to continue sharing and developing their talents in Toastmasters.

When we apply the "TAME" technique of conflict resolution to Mary and Joe's differences, we have these positive outcomes:

As Toastmasters, they will probably want to **talk** about the conflict between them, although not necessarily to each other at first. If you are a sensitive and objective mediator, you will avoid taking sides and appearing to blame either Mary or Joe. You can help both of them understand the other's perspective, and facilitate constructive communication be-

continued on page 29

"If you are a sensitive and objective mediator, you will avoid taking sides and appearing to blame either Mary or Joe."

toastmasters

Where's



While no Toastmasters club can fit

“...So it is with great pleasure that I ask you to welcome today's Toastmaster, Clint Williams.”

everybody's needs, all clubs can strive

“Thank you, Madam President. I will try to live up to your generous introduction. We have an interesting program planned for today, this being the first face-off in our club's annual Humorous Speech Contest. Just to get things started off right, let's hear from today's scheduled Jokemaster.

to make each member feel welcome.

George? Is George here yet?”

George

By D. Bennett Rice, CTM

"Sorry, Clint, he dropped his membership the other day. I should have revised the schedule."

"That's okay, Mr. Vice President Education. We'll plunge right into Table Topics. It's a shame about George, though. He gave a pretty decent Icebreaker, but I haven't seen him since. I wonder what happened?"

What happened, indeed?

We've all seen it happen, and not just in struggling clubs. First, a visitor dropped in on a meeting, and your club did all the right things: asked him to sign the guest book, explained the meeting format, invited him to participate in Table Topics, and left him with both a membership packet and a firm handshake.

George came back a few meetings later with check in hand and was applauded for his wisdom in joining the club. He showed up for a few meetings over the next two months, and gave his Icebreaker soon after receiving his educational materials. And was never seen again.

Couldn't George handle criticism? Perhaps he developed a schedule conflict or simply had too many irons in the fire. Did he *really* understand our goals and the obligations of membership when he joined? Well, we'll probably never know.

Maybe it's inevitable that a certain percentage of newcomers will drift away from any organization, for a variety of reasons, regardless of retention efforts. But we don't have to accept fate without a fight. Consider the following suggested steps to strengthen your membership retention program:

1. HAVE INTERESTING MEETINGS.

Whether you are looking to improve growth, club morale or retention, this is an essential factor. Meetings need to be consistently organized, educational, topical and stimulating.

Should you wake up tomorrow to discover that your club has lost all but a few members, still *insist on excellence*. Present well-planned and interesting meetings and current members will keep coming back, bringing guests with them.

Naturally, the President and Vice President Education constitute key players in this area. Not only must schedul-

ing be timely and dependable, but those dreaded weekly phone calls are crucial in ensuring that members actually receive, read and act on their assignments. Members who are "organizationally challenged" may need multiple calls, and even the most capable person appreciates a friendly reminder.

2. ORIENT NEW MEMBERS.

In any volunteer organization, members will work harder and more enthusiastically if they know exactly what is expected. The Vice President Education should develop an organized approach to explaining club policies, incorporating both an oral briefing and written materials.

An orientation session attended by a club officer, the new members and their sponsors can be a tremendous help in starting off on the right foot. Whether it takes place over breakfast, lunch or an evening espresso, the orientation will prevent later misunderstandings while motivating new members to aim high. Having this duty rotate among the club officers would help lessen the burden on the "top two."

Topics discussed should include dues, meeting agendas, club etiquette, scheduling, attendance, opportunities for service, self-development opportunities, TI recognition awards and local traditions. A standard flipchart or notebook presentation helps with consistency, or key topics might be listed on laminated note cards.

Most Toastmasters clubs have a few spare Communication and Leadership Program manuals on hand for new members, since there is always lag time between new applications and receipt of materials from World Headquarters. The spare is then replaced when the TI membership package arrives.

Besides items available from World Headquarters, you can provide a small packet tailored to local procedures. A sample meeting agenda lets the new member follow along with less confusion. A brief description of how your club handles assignments should accompany the current schedule. A checklist for use by the General Evaluator and list of suggested themes for a Topicmaster will be appreciated when the time arrives to tackle those positions for the first time. Although they can be found in the basic manual, brief descriptions of the duties of the Toastmaster,

"Generally the more involvement a person experiences in the organization, the more commitment."

General Evaluator, Topicmaster and other rotating positions are helpful.

If the club budget can handle a few dollars for each new member, consider buying "make your own cover" 3-ring binders to hold the club packet and Communication and Leadership Program manual.

3. CELEBRATE NEW MEMBERS.

Toastmasters International offers a prewritten nice, short ceremony for initiating new members into a club. It only takes a few minutes, and demonstrates that the club takes membership seriously. If the budget allows, include the presentation of a Toastmasters lapel pin (you can always increase the initiation fee to cover the expense).

4. ASSIGN A MENTOR.

Successful leaders in any walk of life usually have a number of things in common; one is that they seek the advice and assistance of someone who has preceded them along their chosen path. The "lone wolf" sometimes succeeds, but often at the cost of unneeded delays and detours.

In a Toastmasters club a mentor can be any experienced Toastmaster, but the more the person has in common with the new member, the better. In smaller clubs, necessity may require one mentor to help several novices simultaneously.

Basically, a mentor is someone newcomers can feel comfortable asking silly questions, someone to guide them through the first two or three manual speeches until they figure out the basics. But it is a two-way street. Mentors should take the initiative to regularly contact their assigned members and seek input into their progress. Mentors ought to look at poor attendance as a danger sign, a signal that the novice is apt to lapse.

5. MAKE NEW MEMBERS PART OF THE MEETING.

My home club tries to bring along neophytes quickly, yet at a rate they are comfortable with. The Icebreaker speech will be scheduled about a month after joining. Usually, the new member then serves as Topicmaster a few meetings later. After the second manual speech, novices are scheduled as General Evaluator. We try not to assign members as meeting Toastmaster until they have observed others "under fire" for at least

three months. My club restricts the Hot Seat – a speaker who is prepared to fill any unexpected vacancy – to more senior members.

There are other ways to be involved, though. In my opinion, the newer members should be frequently asked to evaluate speeches, rather than reserving this opportunity for longtime members. Naturally, these evaluations will occasionally consist of several minutes of "Gosh, that's the

best speech I ever heard." But evaluating forces one to learn critical listening, and to analyze a speech in terms of structure, research, analysis, reasoning, word choice and presentation. These skills help when it's time to prepare our own speeches. And the speaker being evaluated still has the benefit of written comments from the other club members, both old and new.

Our club also assigns a Jokemaster for each meeting. This provides a good opportunity for the novice to prepare and present a humorous story of 30-60 seconds. Like Table Topics, this is one more way new members can learn public speaking before a safe audience, without the anxiety of a full-blown manual speech.

6. PROVIDE OPPORTUNITIES FOR SERVICE.

You don't want people to get in over their heads, but generally the more involvement a person experiences in the organization, the more commitment. And you can easily provide ways for even the greenest member to serve.

Do you have a club newsletter? Then your editor can probably use a reporter, or even an assistant editor. In case the sergeant-at-arms misses an occasional meeting, it's handy to have several newcomers trained to handle the meeting's physical setup. Perhaps the club's secretary and vice presidents would benefit from some help as well.

7. FOSTER AN ATTITUDE OF FELLOWSHIP.

Besides the desire for self-improvement, most Toastmasters make regular attendance a habit because they *enjoy* coming to meetings. For new members, an atmosphere of joviality helps overcome the sheer terror of making those first few speeches. They get the feeling that the folks in the audience are *friends*.

Fellowship means several things. It means everybody is greeted with handshakes and smiles. It means including a nonoffensive joke or two during the meeting. It means providing evaluations that point out strengths and shortcomings, but are not vicious or humiliating. Perhaps it can mean hosting a few potluck meetings in members' homes each year, or even a picnic meeting now and then. It means that competition is leavened with cordiality.

8. EVALUATE THE NOVICE'S PROGRESS.

Members need to be allowed to proceed at their own pace, but the club must insist on advancement. The member who is not moving through the Communication and Leadership manual is one who won't be around for long.

Be stingy on allowing nonmanual speeches. Sometimes a speaker is asked by an outside group to give a presentation, and the speaker wants the club's input on a speech whose format may not fit the manual requirements. But these circumstances should be few and far between. I have a hunch that many nonmanual speeches represent last minute scrambling due to lack of preparation.

The progress charts kept by the Vice President Education help track the development of new members. If a

novice ducks one of the first three speeches he or she is assigned, contact should be made immediately to evaluate the problem. Attendance ought to be monitored by the club secretary. Members with a poor attendance record should hear from both their assigned mentor *and* the club secretary.

9. LEARN FROM YOUR LOSSES.

Okay, so you tried your best, and George still dropped his membership. Was there anything your club could have done differently? You'll never know unless you *ask* George.

Consider drawing up a brief questionnaire and sending it to people who recently have let their membership lapse. Ask what was most rewarding, most irritating and most burdensome. Find out whether financial obligations were a problem. Did they ever hear from their mentor, receive an orientation or get their membership packet from World Headquarters? Did *The Toastmaster* magazine arrive regularly?

As long as the intention is to learn from the experience, rather than harass or embarrass the former Toastmaster, the vast majority of former or non-attending members should have no objection to such an interview.

If your club has unrecognized problems requiring attention, they should be obvious from the questionnaires and interviews over a period of time. Naturally, there will be occasional personality or time conflicts that are impossible to eliminate, and you'll come across people who never should have joined in the first place; no organization fits

everybody's need, including Toastmasters. This follow-up simply seeks any means whereby the club can better accommodate new members.

The nine steps mentioned above can not only help in membership retention; they will also make your Toastmasters club more organized and vital. By involving mentors and the other officers to help bring along newcomers, you prevent burnout by the President and Vice President Education, at the same time widening the base of members who actively sustain club activities. The more Toastmasters who involve themselves in your club's operations, the better future your club will have.

Perhaps some readers have ideas for membership retention that have worked in other clubs around the world. I would encourage you to share them through the Letters section of this magazine. After all, we can always learn from one another, and it's a lot easier to keep members than to recruit new ones, by George. **T**

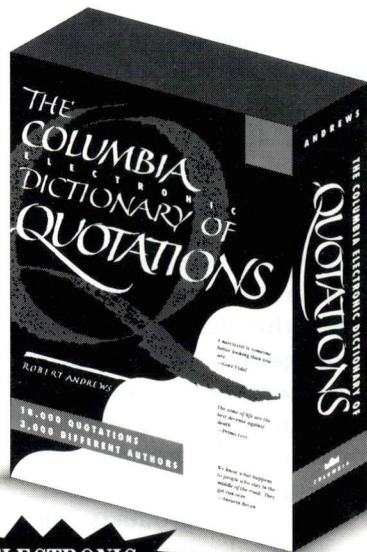
D. Bennett Rice, CTM, is a member of Flathead Valley Toastmasters Club 3147-17 in Kalispell, Montana.

Publisher's Note: The **New Member Orientation Kit** contains everything your Club needs to orient and induct five new members: Orientation guidelines, tips for coach/mentors, induction ceremony script, membership cards, membership certificates and five copies each of *The Icebreaker* and *How I Would Like To Be Introduced*. Catalog No. 1162, \$5.00.

NEW PRODUCT FOR YOUR PC!

IMPROVE YOUR SPEECHES WITH THE MOST POWERFUL QUOTATIONS DICTIONARY EVER MADE.

Need a good quote to get that meeting started? Want to add some pizzaz or sophistication to your speech or paper? The Columbia Electronic Dictionary of Quotations from Columbia University Press is the most complete up-to-date quotations reference available for your PC. Quote Henry Kissinger and Desmond Tutu on leadership, Marlon Brando and Paul Gauguin on obesity, or Emerson, Wilde and Twain on just about anything. Don't be at a loss for words, order the Columbia Electronic Dictionary of Quotations today!



- Instant access to 18,000 hard-hitting quotations.
- Works with all Windows applications including: Word, Word Perfect, and Ami Pro.
- Complete unabridged text from Columbia University Press.

NORMAL LIST PRICE ~~\$89.95~~ **\$49.95**
S&H-\$5

24 HOUR • MASTERCARD & VISA
1-800-728-7650
1-702-324-4580
FAX 702-324-4578
952 Greg St, Ste. 101
Sparks, NV 89431



*REQUIRES PC COMPATIBLE RUNNING MS WINDOWS 3.1.

■ IN MEETING WITH TOASTMASTERS throughout the district, I frequently encounter the question: "Why are we starting so many new Toastmasters clubs when others nearby are folding or struggling to stay alive?"

While the answer may appear simple, it is a bit more complex than first meets the eye. The short answer is: "We start new clubs to allow ever increasing numbers of people to benefit from Toastmasters educational programs." This is consistent with the organization's Mission Statement, which encourages the ideal of "making effective oral communication a worldwide reality."

Likewise, Toastmasters can market their products – membership in Toastmasters International – by identifying specific needs and opportunities. By so doing, more and more people will learn about and join our clubs. In fact, taking advantage of such market niches are the key to the success of a new club.

An hypothetical example might help

Why build new
Toastmasters
clubs when other
clubs nearby are
struggling to
stay alive?

Answering The Question

In fact, however, the real answer to "the question" is related more to the concept of market segmentation than it is to just starting new clubs for the sake of bigger numbers or points. The idea is to attract the type of people who would be most likely to join and benefit from a Toastmasters club. Perhaps you have noticed advertisers are getting better at finding you with their direct mailings. How many times have you been selected as a "prize-winner" in some sweepstakes? Through their research, these advertisers have defined you as likely to purchase their products or services. Often, this determination is made based on magazines you subscribe to or the average income level of the community you reside in. Instead of sending out literature or advertising materials to a large number of people who are not interested or can't afford their products, the advertisers have targeted a smaller group of people who are the most likely to purchase their services.

illustrate how market segmentation works. Let's say a community club has been meeting on Tuesday evenings for 17 years. Its membership is made up of a broad cross-section of individuals – including students, professionals, homemakers and laborers. Because this is an active community, several other service clubs conduct their meetings on Tuesday evenings, including the Lions, Elks and Kinsmen. Contacting these service clubs has revealed none that meet on Monday evenings. Rather than changing the meeting day for the existing Toastmasters club and risk losing members who want to continue meeting on Tuesdays, it might be more prudent to contact some of the service clubs to



by Dave Fulton, DTM

see if their members would be interested in attending Toastmasters meetings on Monday evenings.

This approach allows for the best of both worlds by providing opportunities for people in the community to attend Toastmasters on *either* Monday *or* Tuesday nights. The same process could be applied to breakfast or noon-hour meetings or even corporate clubs. The

idea is to provide as many opportunities as possible for everyone to attend a Toastmasters meeting.

So what about the Toastmasters community club that is struggling for members just down the street from a new company club? The arrival of a new club in an area should be seen as a bonus by any Toastmasters club. Just as there are members who drop because of a change of circumstances or priorities, there are as many people who will join a club for its convenient meeting time and location.

Some members of the new company club may find the additional speaking and leadership opportunities afforded by the struggling club down the street an exciting challenge to undertake. Through interaction – including speaker-evaluator exchanges, joint meetings and inter-club vis-

16 Clubs to Charter at Bank of America!

■ WHEN NANCY WALTER, A MANAGER AT BANK OF AMERICA IN SAN Francisco, was charged with writing training manuals for the company's 10 public speaking clubs, she had a hard time finding good information that wasn't already copyrighted by Toastmasters International. So she requested that all existing speaking clubs be converted to Toastmasters clubs.

She found "the product format of Toastmasters" to be "the best for education. The Communication and Leadership manual is the best manual available when it comes to teaching public speaking," she says.

Bank of America executives apparently liked her idea and requested that an additional eight clubs be chartered, bringing the total to 16 new Toastmasters clubs in Bank of America offices and branches in the states of California, Oregon, Nevada and Texas.

Walter said the existing speaking clubs were primarily social in nature and she wanted to turn their emphasis into "more of an educational and quality training program."

The new Toastmasters clubs will be open to all employees.

its – the new club can often provide the spark needed to ignite activity and growth in the struggling club. Beside adding warm bodies, the members of a vibrant and lively club imbue the struggling club with their interest and enthusiasm. It can often result in a complete turn-around in attitude from "Why are we in this mess?" to "We *can* rebuild our club!"

The very fact that a new club was started in the vicinity proves the demand exists for Toastmasters membership in that area. All that is needed is a "can-do" attitude and a little insight into the market in your community. Before you know it, you will be making gains in the form of new members. In short, you will know the answer to "the question"!

Dave Fulton, DTM, was District 42 Governor in 1991-92. He is a member of High Riser Club 1171-42 and Varsity Voices Club 7010-42 in Calgary, Alberta, Canada.

Do you belong to the

IDEAL CLUB?

We all have ideas on what we could consider to be the ideal club. Most members might agree that enjoyable meetings, unlimited learning opportunities and a sense of belonging are what they look for in that "perfect" club. Well, they're right.

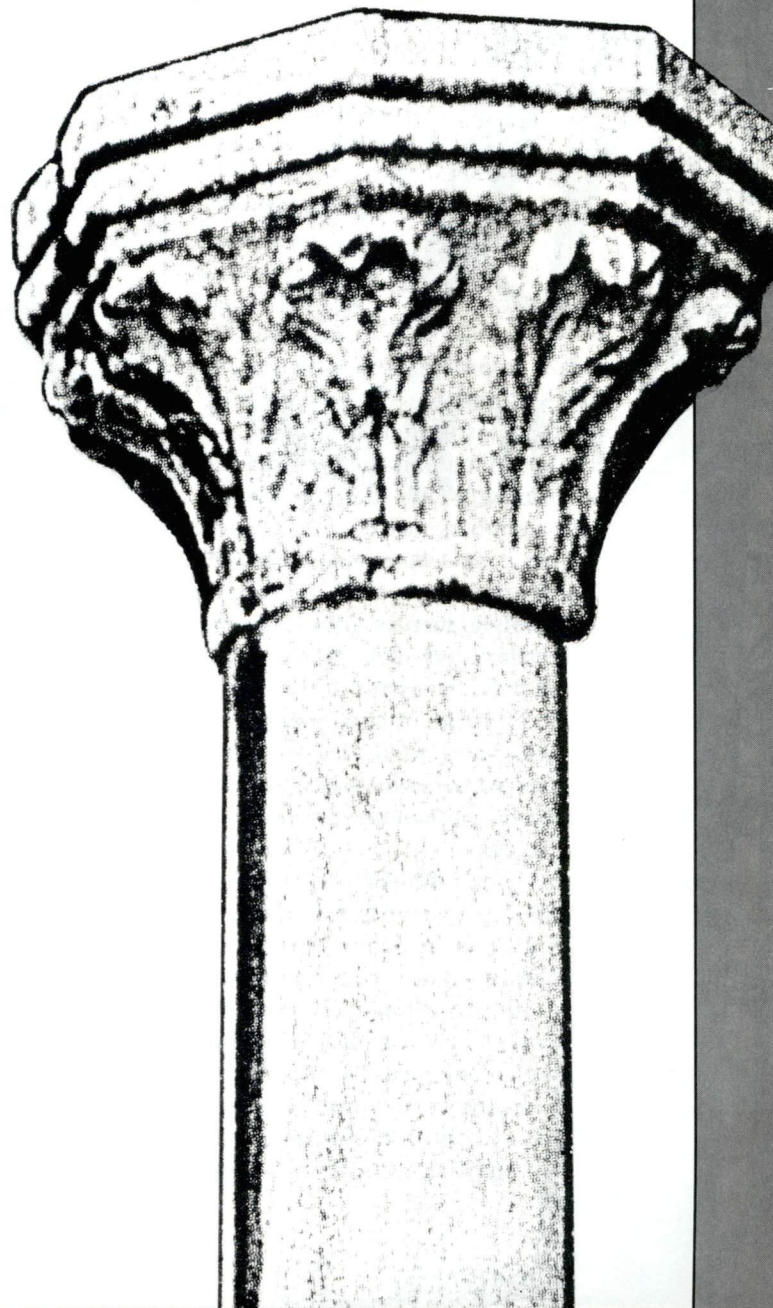
This checklist offers you the chance to measure your club against the "ideal."

Complete the questionnaire, then give it to your club president. The president will discuss the answers with the club's executive committee, who should work on implementing any necessary changes.

Your answers, and the change that your club may make thereafter, will put you well on the way toward becoming an ideal club.

CLUB MEETINGS

	YES	NO
1. Do club meetings start and end on time?	<input type="checkbox"/>	<input type="checkbox"/>
2. Does the club president follow the pre-printed agenda?	<input type="checkbox"/>	<input type="checkbox"/>
3. Does every member wear a name badge and membership pin?	<input type="checkbox"/>	<input type="checkbox"/>
4. Are all members greeted at the door and made to feel welcome?	<input type="checkbox"/>	<input type="checkbox"/>
5. Are all guests greeted at the door and introduced to others?	<input type="checkbox"/>	<input type="checkbox"/>
6. Is there a friendly atmosphere during the meeting?	<input type="checkbox"/>	<input type="checkbox"/>
7. Is the meeting environment comfortable, pleasant and enjoyable?	<input type="checkbox"/>	<input type="checkbox"/>
8. Is your club meeting place easy to find, with signs posted?	<input type="checkbox"/>	<input type="checkbox"/>
9. Is the cost of meals reasonable?	<input type="checkbox"/>	<input type="checkbox"/>
10. Is the Toastmasters International Supply Catalog displayed at every meeting?	<input type="checkbox"/>	<input type="checkbox"/>
11. Is the business meeting conducted quickly and efficiently?	<input type="checkbox"/>	<input type="checkbox"/>
12. Are programs interesting and varied?	<input type="checkbox"/>	<input type="checkbox"/>
13. Are speakers, evaluators and other meeting participants reminded of their responsibilities well in advance of the meeting?	<input type="checkbox"/>	<input type="checkbox"/>
14. Are speeches well prepared and based on manual projects?	<input type="checkbox"/>	<input type="checkbox"/>



- | | YES | NO |
|---|--------------------------|--------------------------|
| 15. Are evaluations helpful and constructive? | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. Is everyone given an opportunity to participate in the program? | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. Are your officers effective in their roles as leaders? | <input type="checkbox"/> | <input type="checkbox"/> |

Suggestions For Improvement:

MEMBERSHIP

- | | YES | NO |
|--|--------------------------|--------------------------|
| 1. Does your club set a membership goal for the year? | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Does your club regularly have membership drives? | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Does your club participate in Toastmasters' membership building programs? | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Are guests introduced during the club meeting? | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. After the meeting, is a guest invited to join the club? | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Are new members oriented to the Toastmasters program immediately after joining? | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Are new members reported immediately to World Headquarters so that they may receive their membership materials? | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Are new members assigned a coach/mentor? | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Are new members scheduled to speak soon after joining? | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Are new members formally inducted and given a membership certificate, pin and name badge? | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Is your club free of an absentee problem? | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Does a member telephone those who miss more than one meeting to encourage them to attend regularly? | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. Are all members assigned to a club committee? | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. Is your club free of members who disrupt meetings and have a negative influence on meetings and members? | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. Are members recognized during meetings for their accomplishments and contributions? | <input type="checkbox"/> | <input type="checkbox"/> |

Suggestions For Improvement:

EDUCATIONAL ACTIVITIES

- | | YES | NO |
|---|--------------------------|--------------------------|
| 1. Does your club provide opportunities for speaking outside the club? | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Does your club regularly conduct Success/ Leadership programs inside and outside the club? | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Are members encouraged to visit other Toastmasters clubs? | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Does your club participate in area, division and district speech contests? | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Does your club encourage members to attend area, division, district, regional and international functions? | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Do you know the value of and requirements for the CTM, ATM and DTM awards? | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Does your club display a Member Program Progress Chart (227) for tracking members' manual completions? | <input type="checkbox"/> | <input type="checkbox"/> |

Suggestions For Improvement:

GENERAL

- | | YES | NO |
|--|--------------------------|--------------------------|
| 1. Do you have a club newsletter? | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Do you have a formal and impressive installation of club officers? | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Are you encouraged to attend your club's executive committee meetings? | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Are you familiar with the proxy your club receives each March which entitles it to votes at the Regional Conference and International Convention? | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Does the club treasurer begin collecting October and April semiannual dues early and give members plenty of reminders about the due dates? | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Do your officers thoroughly understand their responsibilities and carry them out? | <input type="checkbox"/> | <input type="checkbox"/> |

Suggestions For Improvement:

Meet the keynote
speaker for the 1994
International Convention



Harvey Mackay: Corporate Communicator

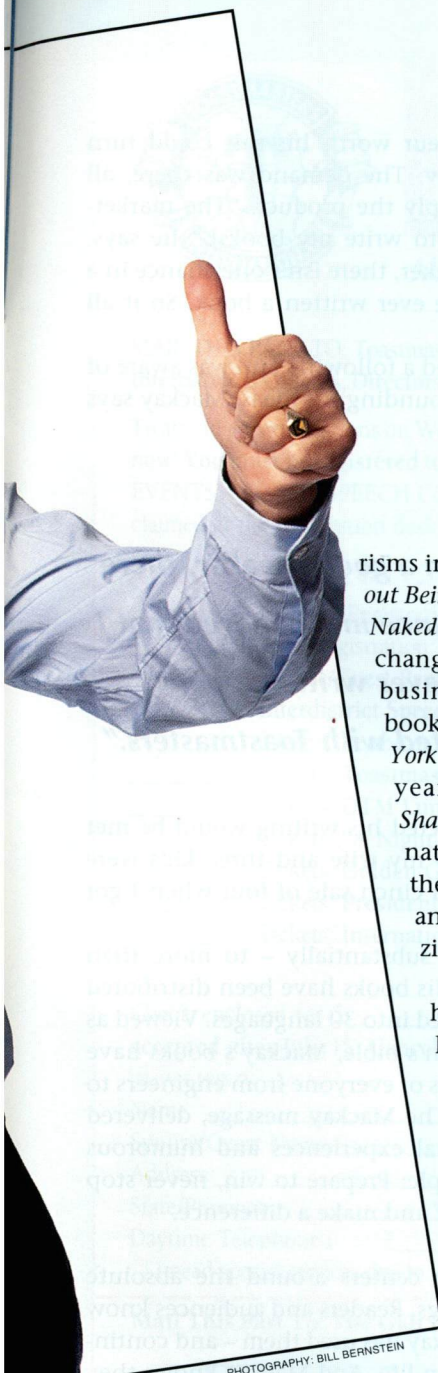
by Kathy O'Connell

He has dressed in drag to add humor and variety to his meetings. He spent an entire day preparing for a speech to Pepsico by riding around in a semi truck observing how the company's drivers serviced grocery stores. He has even been known to present his employees with oddball awards, including a riding whip and spurs mounted on a plaque for the hardest worker. Is there anything Harvey Mackay won't do?

A more telling question might be: Is there anything Harvey Mackay *can't* do?

While serving as president and CEO of the \$35-million Mackay Envelope Corp. in Minneapolis, Minnesota, he has written three best-selling books and maintains a whirlwind speaking schedule that includes nearly 50 Fortune 500 companies per year. He also writes a syndicated business column that appears weekly in 35 newspapers across the United States and recently unveiled a new software package to accompany his books.

It's no wonder that *Fortune* magazine called him "Mr. Make-Things-Happen." His fresh approach and witty apho-



**This former Toastmaster doesn't practice
"business as usual." But that's what makes him such
a successful author, speaker and entrepreneur.**

risms in *Swim With the Sharks Without Being Eaten Alive* and *Beware the Naked Man Who Offers You His Shirt* changed the way many people did business and catapulted both books to number one on *The New York Times* best-seller list a couple years ago. His latest book, *Sharkproof*, became an instant national best-seller by tackling the timely topic of how to find and keep a job in our "frenzied" job market.

But ask Mackay himself and he'll say that none of it might have happened had it not been for his Toastmasters training. "I wouldn't be here today if it weren't for my dad pushing me over the threshold, pushing me to join Toastmasters. I had no idea whatsoever that someday I'd speak to Fortune 500 companies every week."

He says the ability to communicate and make a sound presentation is the number one skill lacking in corporate America today. "It's the toughest job market in 30 years – we've had downsizing, mergers, acquisitions, consolidations and restructuring," he explains. "Those who can sell their ideas have a much higher probability of not being laid off."

And so Mackay mentions Toastmasters and extols the virtues of membership in all his speeches, urging salespeople and managers to join and even devoting a chapter to the organization in *Sharkproof*, complete with a money-back, satisfaction guaranteed offer.

There's no doubt the feeling is mutual. Mackay was named one of Toastmasters International's Five Outstanding Speakers of 1993 and will come full circle this August when – nearly 40 years after first becoming a member – he gives the keynote address at the International Convention in Louisville, Kentucky.

Shortly after graduating from the University of Minnesota in 1954, Mackay joined the King Boreas Toastmasters Club in St. Paul. "When I got up on my feet and compared myself to other people in the club, I could really tell how weak, quite frankly, I was," he remembers. "So [public speaking] was a skill I had to acquire."

It was only a couple years later that he decided to buy a small, insolvent envelope manufacturing firm – against the wishes of his lawyer, banker and accountant. He's come a long way since that fateful decision, but the core of what drives him to succeed is as evident today as it was back then. He is an entrepreneur, a risk taker, possessing the vision and fanatical attention to detail that gets even the most impossible job accomplished.

"I learned a long time ago that the difference one person can make is truly awesome," he says. "My whole life, all my experiences, every fiber in me, tells me that the difference one person can make is virtually beyond comprehension."

Mackay has proven his theory time and time again. That bankrupt envelope company? Today it is a thriving business employing more than 350 people and manufacturing 10 million envelopes per day. As chairman of Minneapolis' Stadium Task Force in the mid-'70s, Mackay was instrumental in getting the city's \$75-million Metrodome stadium built and convincing the two home teams, the Twins and the Vikings, to stay in the community.

"There was a mammoth fight as to whether to build a new stadium or not and whether to dome the stadium or not. So I'd say that over a period of the next five years – it was a five-year fight – I made more than several hundred speeches to many bodies of government, business and labor. Small groups, large groups, Rotary, Kiwanis, you name it."

Thus, Mackay's first real taste of professional speaking came not as a prominent businessman, but rather as a civic-minded and involved member of his community. However, as his company grew and became more successful, the focus of his speeches began to shift to management, sales, marketing and entrepreneurship. And wherever he spoke throughout the world, people asked for copies of his speeches. Since he used only a speech outline, this wasn't possible. Still, they persisted. How about an audio tape? No. Books? The answer was no again.

PHOTOGRAPHY: BILL BERNSTEIN

Harvey Mackay tells how to

Make Your Meetings *Move*

Toastmasters Top 10. In the spirit of David Letterman's humorous nightly "Top 10" list, divide into teams and challenge each group to create its own answers to a crazy question such as, "How do you know when you've got the audience eating out of the palm of your hand?" Encourage the absurd!

Inquiring Tongues Love to Wag. Mix some headlines from the *National Enquirer*, *Soap Opera Digest*, comic books or weekly world news into your grab bag of spontaneous speech ideas.

Photo Speeches. Stretch your visual vocabulary by describing a magazine photo in luxurious terms. Your challenge is to make the photo come alive with descriptions that excite the senses.

Dubious Debates. Persuasive speeches can be sparked if you argue from the viewpoint of a celebrity. How about Ross Perot vs. Hillary Rodham Clinton on the value of a good haircut?

Put Yourself in the Director's Chair. Go to a movie, preferably a comedy along the lines of "Grumpy Old Men." Jot down any interesting dialogue techniques – while crunching on buttered popcorn, of course – that actors use to get their points across. Discuss how some of the tricks of the trade might work for Toastmasters.

Common Scents. Pass around fragrances such as almond, balsam, rose, nutmeg or suntan lotion. Without revealing the scent, ask club members to describe the person, place or thing the smell evokes.

Modeling the Masters. Purchase "Great Speeches of the 20th Century" on audio tape and play a few selections for members to analyze, evaluate and possibly model at future meetings.

Test Time. Give members a hard-hitting, creative "pop quiz" on the techniques, and style of great speakers.

Making the Ultimate Sell...YOU! Give each member an ad from the "jobs available" section of the classifieds. The challenge is to give a speech that gets you hired...by who else? Your fellow Toastmasters.

Certainly, no entrepreneur worth his salt could turn away from this opportunity. The demand was there, all Mackay had to do was supply the product. "The marketplace kind of pushed me [to write my books]," he says. "Had I not been a good speaker, there isn't one chance in a hundred that I would have ever written a book. So it all started with Toastmasters."

Though he had developed a following and was aware of the demand for a book expounding his ideas, Mackay says

"Had I not been a good speaker, there isn't one chance in a hundred that I would have ever written a book. So it all started with Toastmasters."

he never would have predicted his writing would be met with such success. "I knew my wife and three kids were going to buy books. I had a cinch sale of four when I got started," he jokes.

That number has risen substantially – to more than seven million worldwide. His books have been distributed in 80 countries and translated into 30 languages. Viewed as something of a businessman's bible, Mackay's books have become a staple on the desks of everyone from engineers to executives to salespeople. The Mackay message, delivered through a series of personal experiences and humorous anecdotes, is relatively simple: Prepare to win, never stop learning, believe in yourself and make a difference.

Much of his popularity centers around the absolute sincerity of his teachings. Readers and audiences know the ideas work because Mackay has used them – and continues to use them – in his own life. And Mackay knows they work for others because of the 15,000 letters he receives annually from satisfied "customers" – people who have gotten hired, secured a business deal or accomplished a personal goal by using his principles. For Harvey Mackay, that is the ultimate thrill of the sell: helping others succeed.

"My motto has always been 'What can I do to help someone else?'" he says. "I've got a lot of personal experience and when you're helping and making a difference in some else's life, to me, that's the ultimate of humankind."

There's one particular story he likes to tell about a Florida businessman who drove 300 miles to thank him. Mackay was giving a private talk to a Fortune 500 company, but the man found a way to get into the room. He approached Mackay after the speech and told how he had been presented with a business proposal just after reading a chapter in *Swim With the Sharks* called "Smile and Say No

continued on page 29



T O A S T M A S T E R S

63RD ANNUAL CONVENTION

AUGUST 16-20, 1994 ♦ THE GALT HOUSE, LOUISVILLE, KENTUCKY, U.S.A.

MAIL THIS PART TO: Toastmasters International, P.O. Box 9052, Mission Viejo, California 92690 U.S.A. (This form is not to be used by International Officers, Directors, Past International Presidents, Past International Directors or District Governors elected for 1994-95.)

To attend general sessions on Wednesday, Thursday and Friday, a registration badge will be required. Preregister and order event tickets now! **You must be registered to purchase tickets** to any event except the International Speech Contest. ATTENDANCE AT ALL MEAL EVENTS AND THE SPEECH CONTEST WILL BE BY TICKET ONLY. Advance registrants will receive a receipt by mail. Tickets can be claimed at the registration desk beginning at 10:00 a.m. Tuesday, August 16.

ALL ADVANCE REGISTRATIONS MUST REACH WORLD HEADQUARTERS BY JULY 8.

_____	Member Registrations @ \$75.00	\$ _____
_____	Joint Registration: Husband/Wife (both Toastmasters) @ \$135.00	\$ _____
_____	Spouse/Guest Registrations (each) @ \$60.00	\$ _____
_____	Interdistrict Speech Contest (Monday, August 15) @ \$8.00	\$ _____
	(Note: The above event is open to all delegates.)	
_____	Tickets: Toastmasters & Guests Luncheon (Thursday, August 18) @ \$23.00	\$ _____
_____	Tickets: DTM Luncheon (Thursday, August 18) (Note DTM # _____) @ \$23.00	\$ _____
_____	Tickets: "A Night at the Races" Fun Night (Thursday, August 18, Dinner/Show) @ \$40.00	\$ _____
_____	Tickets: Golden Gavel Luncheon (Friday, August 19) @ \$27.00	\$ _____
_____	Tickets: President's Dinner Dance (Friday, August 19, Dinner, Dancing, Program) @ \$40.00	\$ _____
_____	Tickets: International Speech Contest (Saturday, August 20) @ \$12.00	\$ _____
	TOTAL	\$ _____

Check enclosed for \$ _____ (U.S. Dollars) payable to Toastmasters International. **Cancellation reimbursement requests not accepted after July 15. Cancellations not accepted on site.**

(PLEASE PRINT) Club No. _____ District _____

Name _____

Spouse/Guest Name _____

Address _____ City _____

State/Province _____ Country _____ Zip Code _____

Daytime Telephone () _____ If you are an incoming Club or District officer, indicate office: _____

I need special services due to a disability. Please contact me before the Convention. This is my first TI Convention. **A**

Mail This Part To: The Galt House Hotel, ATTN: Reservations, 140 N. Fourth Street Avenue, Louisville, Kentucky 40202

The
GALT HOUSE HOTEL *welcomes*
 Toastmasters International • August 15-20, 1994

Check In Time: 3:00 p.m. Arrival Date: _____

Check Out Time: 12:00 noon Time: _____ am pm

NAME _____ Departure Date: _____

ADDRESS _____ CITY/STATE/ZIP _____ PHONE _____

REPRESENTING _____ CITY/STATE _____

NAME(S) OF ROOM OCCUPANTS _____

Handicap Facilities Needed: yes no

Check Enclosed for Deposit: Amount \$ _____

Maximum 4 people per room • Rollaways not available • No Pets Please!

Galt House Tower (Standard Sleeping Rooms)
ROOM DESCRIPTION: (Please indicate choice of accommodations)

2 DBL BEDS - # of persons: 1-2 - \$79 3-4 - \$91

KING BED - # of persons: 1-2 - \$79

River Suite: (PARLOR/1 BR/2 BEDS): \$250

DEADLINE FOR RESERVATIONS: July 15, 1994

Galt House East (All Suite Tower)

Executive Suite: (1 BR/2 DBL BEDS/WET BAR) - # of persons:

1-2 - \$89 3-4 - \$104

King Bed: (NOT A SUITE - LIMITED AVAILABILITY) - # of persons: 1-2 - \$89

Riverview Suite: (2 BR/2 DBL BEDS IN EACH BR/2 BATHS/WET BAR): \$450

To guarantee your reservation we require one night's deposit (including 10.25% tax) using either an ENCLOSED CHECK, a MONEY ORDER or a MAJOR CREDIT CARD with expiration date and signature. **DEPOSIT WILL BE CHARGED TO YOUR CREDIT CARD AT THE TIME THE RESERVATION IS CONFIRMED.**

Credit Card for Deposit: AmEx M/C VISA DC/CB

Cardholders Name: _____

No.: _____ Exp.: _____

Signature _____

We regret that we cannot hold reservations after 6:00 p.m. on the date of arrival without guaranteeing the reservation with one of the above methods. Deposits will be refunded only if cancellation is received at least 48 hours prior to arrival.

We will make every effort to honor requests for specific types and locations of rooms; however, on occasion, we cannot meet such requests and reserve the right to provide alternate accommodations.

FOR RESERVATIONS AT THE GALT HOUSE CALL: 1-800-626-1814 or (502) 589-5200
FOR RESERVATIONS AT THE GALT HOUSE EAST CALL: 1-800-843-4258 or (502) 589-3300

REACHING THE SUMMIT...

continued from page 10

When an experienced Toastmaster can share his experience and knowledge with a new member, that makes the established Toastmaster feel needed and appreciated, says Jamieson. "In some instances, the mentor actually gets more out of the relationship than the person being mentored," she says.

Mentor programs are also valuable to new members, who are often a little confused as to what they should be doing and how. "Having a mentor is great for a new Toastmaster, because it gives the person someone to call whenever a question arises," says Carletta. "If a person being mentored is falling behind, the mentor can also call him or her and do some prodding."

RECOGNITION AND ACKNOWLEDGMENT

Whether a member has been a Toastmaster for 10 years or 10 minutes, all leaders agree that frequent recognition is critical. Acknowledgments should be made on a regular basis, as well as yearly through some sort of awards ceremony, says Carletta. Perhaps the most important thing to remember about congratulations is that they should always be sincere, never obligatory, she says.



ILLUSTRATION: DOUG NISHIMURA

CLUB CAMARADERIE

No matter what a club has to offer, it cannot be great without a group of people who get along well. Happy and positive clubs are the ones that attract and keep members.

"At our meetings, many people are struck by the strong emotional undercurrent that permeates the room. Our members have developed a very strong emotional bond," says Wuerch. "This camaraderie is essential, because tension kills relationships quickly."

A sense of humor often helps to bond club members. Jamieson's club has a mascot that was introduced during a humorous speech made by one member. The member said that this funny creature known as Orville the Orthomosis lived in her basement and had a fuzzy, flashy tie. Another member then constructed an Orville, which now sits in front of the room during meetings as a reminder of the importance of humor.

BACK TO THE BASICS

Clubs that reach the top never forget where they came from, so continuing to review the basics is critical. "A strong club needs a good foundation," says Martino-Gerhard.

By constantly keeping an eye on the bottom line – which is to help individual members improve communication and accomplish leadership goals – a club can't help but reach the top. **T**

Julie Bawden Davis is a freelance writer living in Orange, California. She is a frequent contributor to the *Los Angeles Times*.

28

Athenians Club Positively Affects Members

■ Take a look at many successful clubs and you'll find that members enjoy a high level of self-improvement. This couldn't be more true than with the members of the Athenians Club 8716-14 in Atlanta, Georgia. Most members are inmates in the Atlanta Federal Penitentiary, and they credit Toastmasters with helping them improve in many ways.

"When I first came into the federal prison system, I was labeled with antisocial behavior. They were right. I wouldn't express myself to anyone besides in anger," says Club Secretary Michael Damien. "Toastmasters has taught me how to express myself more effectively."

These attitude adjustments have been noticed by top prison officials. "The warden of the prison recently said that Toastmasters has led to a positive change in attitude and communication among participating members," says Margueritte Hubbard, ATM, an area governor and member of the Athenians Club. The club, which meets on Sunday evenings, sticks to a basic format, says Hubbard. It always has a full house, which includes members and guests. When giving their speeches, members are creative and rarely talk about issues surrounding prison life.

The Athenians are a busy group. Since July 1993, club members have earned eight CTMs, six ATMs, and conducted two Speechcrafts and one Youth Leadership program. This could possibly double by the end of the year. As a result, the club has no problem retaining members, and has only lost a few to prison transfers. Members just can't say enough about how Toastmasters has helped them.

"I have overcome stage fright and a speech impediment and have become a relaxed, persuasive speaker," says John Steven Wilkins, CTM, Vice President Education for the Athenians Club. "Toastmasters is the perfect tool to sharpen communication and leadership skills."

HARVEY MACKAY
continued from page 26

Until Your Tongue Bleeds." So he called up his business associate and said simply and politely, "No, thank you very much."

It is here that Mackay's retelling of the story gains momentum, the excitement clearly detectable in his voice: "Ten days later the phone rang, and he made four million dollars – just by reading that one chapter! That's about as wild as it gets."

Needless to say, his speaking career has soared with the success of the books. He gets as many as 500 requests each year, from which he selects about 10 percent. His audiences range from community organizations to large corporations, 500 people up to 15,000. But no matter what type or size of the group, Mackay treats each speaking engagement as if it were an important business deal: with serious preparation. He sends out a "client profile" so he can get to know

the audience and occasionally follows that up with an advance visit to the site. "It takes no longer to prepare well for one interview than to wander in half-prepared for five," he often advises college graduates. "And your prospects for success are higher."

Toward that end, he advocates gathering information – and lots of it! His questionnaires have become famous: the classic "Mackay 66" is for detailing information about business contacts and customers; the "Mackay 33" encourages managers to learn about the people working for them; and the "Mackay Sweet 16" helps job-seekers assess their skills and goals.

So, just how does Harvey Mackay do it all? "If you're writing about time management, you'd better be proficient at it!" he says with a laugh. "We all start out with the same amount of time. Now it's just a matter

Don't miss the opportunity to see and hear Harvey Mackay at the International Convention this August. You'll be able to gain valuable insights from one of America's most successful entrepreneurs.

of what we do with it." **T**

Kathy O'Connell is associate editor of *The Toastmaster*.

TAMING TURBULENT TOASTMASTERS

continued from page 15

tween them when they are ready. After all, improving communication skills is a primary reason for being a Toastmaster.

Affirmations have positive results in this type of conflict because through them intentions and expectations are expressed as if they were already reality. If Mary and Joe still think unkindly of each other, they may need support and encouragement from you and other Toastmasters to make their future contributions more constructive than in the past.

Although both talking and affirming usually produce positive results, **mediation** may need to happen before the discussions and affirmations can comfortably occur. Try including it first, if the two individuals appear to be poles apart – as in the case of Mary and Joe, who seriously doubt they can continue to exist in the same club. Mediation provides the opportunity to learn where each person involved is coming from, with the intention of establishing mutual respect.

Encouragement is a prominent aspect of Toastmasters. As we build up others, we construct our own success. Both Mary and Joe have some self-doubts, as well as doubts about each other. They need to be encouraged to continue to contribute whatever is seen as positive by other club members. Their talents and achievements need to be valued, and their flaws forgiven.

When you have succeeded in keeping Mary and Joe in Toastmasters, where they will strengthen the club while learning to bring out the best in each other, you may consider yourself a miracle worker. Well, if not a magician, at least you have the skills for being a pilot for Toastmasters Airlines. More turbulence may be ahead, but you have what it takes to smoothly and securely fly your club through or above whatever storms may develop. **T**

Al Vopata, Ph.D., DTM, works for the Santa Clara County Office of Education. He is a member of Francisco Toastmasters Club 2369-4 in San Jose, California.

Quotemaster Plus

Quotation Retrieval Software for
Windows * DOS * Macintosh

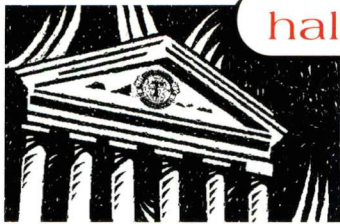
Add Quotations to your
Speeches, Presentations, Letters,
& Articles
with
Quotemaster Plus!

Call 800-326-6145 !

PennComp Software Development, P.O. Box 271529, Houston, Texas 77277-1529

It's Elementary, My Dear, With Quotemaster Plus!

- Use your personal computer to access over 9000 literary quotations in seconds.
- Search for quotations by subject, authors name, era, and even a word or partial word.
- Customize the database by adding your own favorite quotations.
- Export quotations directly into your wordprocessor.
- Revolutionary Author Information disk contains short biography of 1600 authors covered in the database.
- Great cure for Writers Block!



DTM

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

- Toya C. Andrew, 4040-U
- Michael Pomiak, 112-5
- John E. Ferman, 8044-10
- Curtis W. Hunter, 2182-11
- Bernice Alexander, 55-12
- Patricia L. Larsen, 563-15
- Gary A. Berna, 1489-15
- Michaline S. Jekot, 3241-30
- Henry Good, 5892-30
- Carl C. Campbell, Jr., 2879-37
- Merle D. Nall, 5684-37
- J. L. "Jigger" Rowland, 275-44
- Frances C. Okeson, 3817-46
- Ray A. Herz, 6251-47
- Soen L. Kwee, 910-49
- Newell Moore, 8796-52
- Vincent D. Balli, 6486-56
- John F. Willbanks, 6299-58
- Joel Keith Furr, 3715-66
- Patricia Ryan, 7141-69
- William Robin Steenson, 1218-70
- David Thomas Sipple, 2762-70
- Brenda Jones, 2822-70
- David F. Marais, 3888-74
- Jaime "Jimmy" Pamintuan, 712-75
- Petronilla M. Pasimanero, 1088-75

ATM Silver

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

- Jeffrey L. Chess, 37-F
- Arlene F. Doennebrink, 8928-2
- Lois A. Gore, 4797-13
- Dana S. Rhodes, 1613-14
- Victor R. Hernandez, 3791-15
- Lonnie Henderson, 2042-16
- Agnes Barr, 2701-19
- Merlin Swanson, 5845-19
- Edgar L. Miller, 1726-25
- Joy E. Farrance, 8858-27
- Chuck Taylor, 5464-31
- Sushma Singhal, 6974-36
- Russell Reddoch, 2217-43
- Richard F. Benson, 4112-43
- Emmogene James, 3188-46
- May L. Imamura, 2805-49
- Clarysa Loring, 4716-49
- Gordon Eugene Parsons, 3137-57
- Linda Cox Allen, 3376-63

ATM Bronze

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

- William E. Baxter, 165-F
- Carolyn V. Quadt, 519-F
- Joanne Alonzo, 1058-F
- Robert W. Young, 6353-4
- William F. Hodges, Jr., 161-5
- Gerald Ketchaver, 7045-10
- George Mitchell, 8396-12
- Kshama Kakade, 6162-14
- Patricia J. Fiene-Voyna, 8352-14
- Diane Goodhart, 8716-14
- Elizabeth T. Morris, 4813-15
- Robert Paul Wherry, 4906-16
- Jean R. Toy, 2297-18
- Richard D. Hutchison, 7568-18
- Bryan L. Pearce, Jr., 8050-18
- William E. Wilson, Jr., 2348-25
- R. Keith Locke, 5537-25
- Harry S. Truman, 5734-27
- Chuck Taylor, 5464-31
- Marie G. Knutzen, 89-33
- Nancy Johannesmeyer, 4260-33
- Robert Larkin, 3780-39
- Irene A. May, 577-42
- Amos Britton, 344-46
- Rosalyn Kahn, 7488-52
- Lupe Roy, 1722-56
- Sherrell Leetooze, 3541-60
- Christopher A. Miller, 5260-60
- Marion S. Griffith, 5659-65
- Gregory A. McCaulley, 9394-66
- Meryl Irene Davison, 4613-70
- Yvonne Cowling, 1179-73
- Sue Chown, 1315-74
- Johnny I. Lee, 2305-74
- Herman Hendrik Adolf Potgieter, 3775-74

ATM

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

- Charles La Fond, 551-U
- Jerome F. Keating, 7404-U
- David Escobar, 4274-F
- Lenore Roth, 7016-F
- George Christensen, 7942-F
- Michaelene Farmer, 710-1
- Samuel A. Peters, 1391-1
- Liza Hansen, 2646-1
- Robert Stevens Morey, 2646-1

- David Mannick, 3645-1
- Francesca D. Pallo, 4579-1
- Barbara Brachtl, 733-2
- Lila Millhuff, 2211-2
- Jake Jacobs, 4741-2
- Irving L. Becker, 5433-2
- Leslie J. Miller, 6404-2
- Bill Sanders, 7115-2
- Mary E. Sinowitz, 7668-2
- John Carrie Benjamin, 9509-2
- Rico Moreno, 4631-3
- LaVonne McConkie, 1243-4
- Doris Siu-Fong Tse, 1435-4
- Sarah E. Pruitt, 1829-4
- Donna Fountain, 4270-4
- Ronald James Lee, 4802-4
- Richard M. Sax, 6521-4
- Thomas P. Murphy, 7871-4
- Jeffrey E. Horvitz, 1394-5
- Joseph B. Weber, 1808-5
- Jeff Lipscomb, 2340-5
- David W. McAllister, 2509-6
- Mary Ann Morris, 4577-6
- Barbara J. Connor, 4687-6
- Michelle M. F. Gaydos, 4709-6
- Patricia Pariseau, 6090-6
- Randal Eugene Veenker, 3697-7
- Brent Jorgensen, 4428-7
- Opal Grace Menke, 496-8
- Richard K. Clark, 2650-8
- Karen Elkott, 4206-8
- Donald E. Parks, 274-9
- Richard Mercy, 486-9
- Edwin E. Provanca, 575-9
- Alfred Cummins, 618-9
- Kathleen R. (Kathi) Ellis, 972-9
- Harry L. Winfield, 2825-10
- Joyce Quigley, 5759-10
- Brenda S. Giguere, 8711-10
- Allan R. Kieta, 199-11
- Russell L. Collins, 1096-11
- Mack C. Brown, Jr., 2568-11
- Diane Dee Mirich, 4742-11
- Larry Hernandez, 3059-12
- Carla Mae Babb, 4397-12
- Marilyn Mitchell, 7396-12
- James R. Dawson, 1713-14
- John Hannabach, 4218-14
- Grace L. "Gaye" Luney, 4449-14
- Ron Harper, 4636-14
- Phillip L. Fischer, 4865-14
- Barbara H. De Vega, 5849-14
- Russell G. Hood, 5990-14
- Jim King, 5670-15
- Kenneth L. Carroll, 8314-15
- Louise M. Maggio, 454-16
- Margaret W. Taliaferro, 6354-16
- Agnes (Cyd) Slattery, 2067-17
- Frank S. Graham, 2067-17
- Stephen F. Watts, 2707-18
- Mary H. Bennett, 4920-18
- John M. Celentano, 6805-18
- B. Sam Bilsing, 4477-19
- Linda Rosser, 4598-21
- Pat Bennett, 8904-21
- Glenn E. Helm, 2863-22
- David W. Mallory, 5105-22
- Carol Hirsh, 6297-22
- Charles W. Dewendt, 7361-22
- Denise G. Stream, 8957-22
- Tom Steele, 8957-22
- Douglas Gaswick, 765-23
- Prudencia P. Mondragon, 846-23
- Ruby L. Hammitt, 6881-23
- Jerome Heurtz, 2102-24
- Richard T. Good, 6981-24
- Martha Baxley, 345-25
- Jon P. McGraw, 1190-25
- John L. Birbari, 2899-25
- Matthew Armstrong, 3663-25
- Neil Potter, 3859-25
- Ella B. Hogg, 6119-25
- Bill McGrath, 6332-25
- Sandra I. Fisher, 4071-26
- James M. Drummond, 4881-26
- William H. Mize, 6347-26
- James Rubin, 8695-26
- Joseph C. Beall, 4691-27
- Gail D. Reinhart, 5734-27
- Phil Roberts, 6578-27
- Sandy Clover, 8095-27
- J. Richard Haggerty, 957-28
- Marc Sullivan, 6694-28
- Charles R. Carr, Jr., 7993-28
- Marilyn Knapp, 8668-28
- Richard O. Angus, Jr., 4100-29
- Grace V. Rinner, 2051-30
- Agostino H. Defreitas, 5350-31
- John Tello, 1493-33
- Bruce B. Hailstone, 1675-33
- Sharon Peterson, 3968-33
- Calvin C. Wing, 6708-33
- Gene R. Gibson, 1003-35
- Geraldine Ann Gruenke, 2121-35
- Maureen A. Skonie, 3390-35
- Sarah E. Long, 7589-35
- John B. Gunion, 876-36
- Collin R. Burrell, 4268-36
- Maria Yvonne Clay Graham, 5309-36
- Ulysses Samuel Little, Sr., 5898-36
- J. Paulette Westphal, 1835-37
- Sandra W. Arnette, 1835-37
- Thomas A. Kelleher, 5424-37
- Sharon K. Bares, 8215-37
- Wilma P. Hamlin, 8215-37
- Israel M. Mudrick, 714-38
- Clare A. Mazzei, 1638-38
- Shelah Getzenberg, 2988-38
- Onnie Laferty, 3204-38
- Sue Latham, 1466-39
- Joe Conyers, 1481-39
- Richard Allen Hash, 1528-39
- Eunice Klebe, 1813-39
- Mary F. Hicks, 2060-39
- F. Donald Sokol, 3444-39
- Edward Hall, 4527-39
- Cecil H. Wentzell, 6326-39
- Marilyn Levels, 6778-39
- Eileen Lucier, 1418-40
- Bill J. Faulkner, 4271-40

Donald A. Tupper, 6420-40
 Walter Matweyko, 2448-42
 Jeff Pallister, 3483-42
 Ivan Halvorson, 5107-42
 Aime L. R. Brosseau, 5330-42
 Mary Ellen Vincent, 5824-42
 Catherine Moore, 6097-42
 Leonard E. Graham, 8393-42
 Russ Duffee, 8596-42
 Keith J. Boles, 3962-43
 Kenneth A. Spoor, 2241-44
 Pearlene Stewart, 2241-44
 William H. Spataro, 5463-46
 Ada M. Forney, 363-47
 M. Kyle Bunnell, 2116-47
 Diana V. Lurie, 3001-47
 Anne M. McCoy, 3668-47
 Hilliard "Buzz" Avrutis, 3840-47
 Barbara Brandes, 4698-47
 Frank Kleese, 7309-47
 Sherry L. Carlson, 7387-47
 Carol Joan Reese, 7923-47
 Catherine Robbins, 248-49
 Kate Contos, 720-49
 Werner C. Schier, 2692-52
 Paul Templar, 5665-52
 Dennis J. Cesen, 5975-53
 John H. Powers, 79-54
 Larry R. Eskridge, 1196-54
 Scott Arnold, 423-56
 Carolyn B. Lucky, 1763-56
 Shannon T. Timpte, 4638-56
 Nanette Crawford, 4969-56
 Barry Ashworth, 6069-56
 John David Smelser, 8350-56
 Grant F. Lucas, 8737-56
 J. Evelyn Lawson, 4582-57
 Ronnie L. Jeffcoat, 778-58
 Ann F. Wallace, 2500-58
 William Holliday, 5289-58
 Traci Sumner Jordan, 7710-58
 Marva Smith, 1693-60
 Elizabeth Shumacher, 2729-60
 Cecilia Lau, 3234-60
 Norman R. Weber, 5692-60
 David Corks, 6234-60
 Gordon Quinn, 5310-61
 James Thomerson, 5600-61
 Paul Allard, 6352-61
 Moe Hussain, 9122-61
 Martha J. Walker, 5239-62
 Barbara J. Andresen, 6937-62
 Carol Nelson Garland, 3004-63
 L. Maxine Stanfield, 6906-63
 Nancy J. Holder, 6906-63
 Annette Murphy, 1515-65
 Patricia A. Ellis, 1287-66
 John Beamer, 3821-66
 Jeffrey Falkenhan, 5037-66
 Virginia M. Wagner, 5037-66
 James L. Bradley, Jr., 5551-66
 Carolyn S. Hodgkins, 2832-68
 Gary D. Arthur, 4715-68
 James Christopher Ainsworth,
 7494-68
 Dale Stuart Anderson, 2323-69
 Lawrence Smith, 3814-69
 Charles W. Harrison, 6006-69
 Mike Goeble, 6310-69
 Angela Annabel, 7377-69
 Margaret Murphy, 1126-70
 Anthony Wilson, 2776-70
 Andrew Foy, 4411-70
 Chris Eames, 1075-72
 Graham Leonard Hawkes, 2256-72

Gordon Leighs, 7144-72
 David Armstrong, 8657-72
 Ian Adams, 8922-72

ANNIVERSARIES

65 years

Santa Barbara, 33-5

55 years

Owatonna, 134-6

50 years

Mount Vernon, 258-2

Coos Bay, 249-7

45 years

Vapor Trails, 203-5

Granite City, 679-6

Chinook, 40-9

The Big D, 713-25

Santa Rosa, 182-57

Capitol City, 639-62

40 years

Elgas, 1508-5

Dan Patch, 1280-6

Whiterock, 1495-25

Tri-City, 1438-35

Saint John, 1479-45

Hardware City, 1461-53

Elmira-Corning, 1498-65

Tidewater, 1469-66

35 years

Overlake, 2889-2

Greater Cleveland, 2825-10

Goldmine, 241-37

30 years

De Witt, 3744-19

Boeing Vertol, 3716-38

25 years

Nwnl'oquents, 3107-6

Redmond, 468-7

Downtowners, 1325-19

Road Toasters, 1761-24

Visalia, 909-33

Cy-Pace, 3375-38

Eye Openers, 3718-40

Lakes Region, 2559-45

Ingham, 3208-69

20 years

Single Desert Voices, 441-3

Atomic, 1141-4

Nugget Masters, 1877-4

GTE Systems, 1880-4

Midpark, 354-10

Henderson No 1, 278-11

Murat Shrine, 1211-11

Transportation, 2187-19

Tower Talkers, 392-22

Southeast Toasters, 2742-24

Buzzard Point Speakers, 259-27

Dialoguers, 1149-27

Washtenaw, 3054-28
Kraft General Foods, 2923-30
Phenix, 1152-36
Old Georgetown Road, 1766-36
Early Bird, 1061-44
Gaffney, 3556-58
Sheridan Park, 628-60
Embassy Diplomats, 3492-61
Hi-Noon, 653-64
Logistics, 1287-66

15 years

I E C, 479-F

Speaking First, 355-3

CSC Speakeasies, 3538-5

Hon Industries, 1039-19

Walter Gage, 3169-21

Leavenworth Daytime, 282-22

Meadowlark, 2210-22

Ideal, 2282-23

Alcatel, 3665-25

Mount Vernon, 3336-27

Synergists, 2383-31

Speakeasies, 2992-31

Sound Barrier, 384-33

Independence Square, 1524-38

Tumbleweed, 2241-44

W.C.B., 1830-60

Harpeth View, 3376-63

Communicators, 1990-65

Orange, 2802-70

East Coast Bays, 2071-72

Victorian B'nai Brith, 1593-73

10 years

Leisure World, 5453-F

1040, 5448-2

Early Blues, 5450-3

Old Pueblo Orators, 5451-3

New Horizons, 5430-4

Sunrise, 1492-7

High Nooners, 5442-7

Timken Company, 1690-10

Center Township, 5432-13

Cobb Professional, 5405-14

Salty Tongues, 5396-15

Pal II, 5411-15

Libby, 5415-17

Golden Age, 5427-17

Sunshine, 5403-21

Mobil 1, 5409-25

Fil-Am, 5443-27

Articulators, 5414-31

Medford Area, 5408-35

Sunburst, 5454-35

Walter Reed Five Star, 5395-36

Vagabond, 5437-36

Etc.-Etc., 5424-37

Carson Valley, 5420-39

Farmers Insurance, 5447-40

Boast, 5397-42

Peace River & District, 5401-42

City Employees, 5440-44

Parisian, 5404-48

Ajax-Pickering, 5425-60

Oshawa Revenue, 5445-60

Dawn Breaker, 5407-61

Parliament Hall, 5441-61

Civic Hospital, 5444-61

Marshall Morning, 5419-62

Dryden, 5416-64

Barrier Reef, 5434-69

Gourmet, 5423-73

Queen City, 5406-75

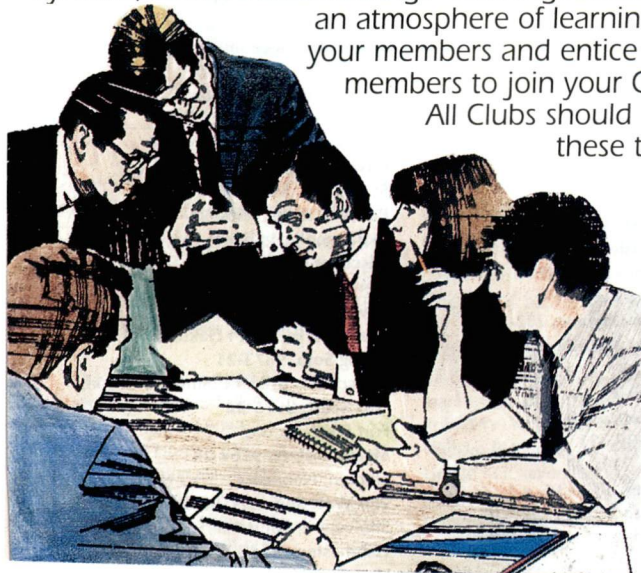
NEW CLUBS

Buenos Aires, 9660-U
 Buenos Aires, Argentina
Tegucigalpa, 9672-U
 Tegucigalpa, Honduras
Conception Bay South, 9675-U
 Conception Bay South,
 Newfoundland, Canada
Speak Easy, 9654-7
 Hillsboro, Oregon
Cave Springs, 9677-8
 St. Charles, Missouri
Polished Brass, 9666-11
 Indianapolis, Indiana
Discover Card, 9664-18
 New Castle, Delaware
Powerhouse, 9663-20
 Grand Forks, North Dakota
Flying Solo, 9673-21
 Vancouver, British Columbia, Canada
Fort Scott, 9676-22
 Fort Scott, Kansas
Metrotoasters, 9662-24
 Lincoln, Nebraska
200 Watt Speakers, 9682-25
 Shreveport, Louisiana
Gabmasters, 9658-27
 Herndon, Virginia
Toastmasters By Design, 9665-27
 Arlington, Virginia
Stonewall Expressions, 9678-27
 Elkton, Virginia
Matamoros Siglo XXI, 9668-34
 Matamoros, Tamaulipas, Mexico
Rinos, 9680-34
 Chihuahua, Chihuahua, Mexico
MS Flying Toasters, 9659-37
 Charlotte, North Carolina
Panorama Club, 9669-38
 Philadelphia, Pennsylvania
**USF & G Burnt Toastmasters,
 9661-40**
 Dublin, Ohio
Toast of the Town, 9674-42
 Calgary, Alberta, Canada
Staten Island, 9679-46
 Staten Island, New York
Electric Toasters, 9649-47
 Orlando, Florida
Penguins, 9650-47
 Orlando, Florida
Calabasas, 9655-52
 Calabasas, California
North Stadium, 9653-56
 Houston, Texas
Bechtel Refiners, 9670-56
 Houston, Texas
Baraban, 9681-57
 Walnut Creek, California
Bay City, 9657-62
 Bay City, Michigan
MARO Speak Easy, 9667-66
 Norfolk, Virginia
Alice Springs, 9651-69
 Alice Springs, NT, Australia
Rising Stars, 9656-73
 Belmont, WA, Australia
Umhlanga, 9652-74
 Umhlanga Rocks, Natal, South Africa
Chuckle 'N Chirp, 9671-74
 Somerset West, Cape Province, I
 South Africa
Blue Knights, 9683-75
 Davao City, Philippines

TOOLS FOR DYNAMIC CLUB MEETINGS!

Does your Club have the tools it needs to conduct dynamic, effective Club meetings – meetings that create an atmosphere of learning for your members and entice new members to join your Club?

All Clubs should have these tools:



DON'T DELAY ORDER TODAY!

COUPON

Payment Must Accompany Order



Mail to: Toastmasters International
P.O. Box 9052
Mission Viejo, CA 92690 U.S.A.

Please send me:
QUANTITY

___ 216-V @ \$14.95	___ 1502 @ \$1.25	___ 1324 @ \$14.00
___ 216-P @ \$14.95	___ 1167-D @ \$5.00	___ 1504 @ \$2.00
___ 1312 @ \$3.00	___ 1315 @ \$5.00	___ 1160 @ \$5.00
___ 403 @ \$1.25	___ 1316 @ \$6.50	___ 1162 @ \$5.00
___ 900 @ \$1.95	___ 1317 @ \$6.50	___ 1167 @ \$2.00
___ 1114 @ \$2.25	___ 1415 @ \$3.00	___ 1167-A @ \$8.75
___ 1310-H @ \$8.00	___ 1211 @ \$2.00	___ 1550 @ \$45.00

Standard Domestic Shipping Prices

TOTAL ORDER		SHIPPING CHARGES	TOTAL ORDER		SHIPPING CHARGES
\$0.00 to	\$2.50	\$1.10	35.01 to	50.00	\$5.80
2.51 to	5.00	2.05	50.01 to	100.00	6.80
5.01 to	10.00	2.65	100.01 to	150.00	8.95
10.01 to	20.00	3.65	150.01 to	200.00	10.95
20.01 to	35.00	4.95	200.01 to		— Add 6% of total price

For orders shipped outside of the continental United States estimate Airmail at 30% of total, surface at 20% (minimum \$1.50). Any excess will be billed through your Club's account. California residents add 7.75% sales tax.

Merchandise Total _____

Shipping _____

CA residents add
7.75% sales tax _____

TOTAL _____

Check or money order enclosed: \$ _____ (U.S. currency)

Charge my MasterCard/VISA (circle one)

Credit Card No. _____

Expiration Date _____

Signature _____

Club No. _____ District No. _____

Name _____

Address _____

City _____ State/Province _____

Country _____ Postal Code _____

If ordering from this advertisement, please use this coupon. Coupon expires 6/1/94. See the Supply Catalog for complete descriptions and list of other materials to help make your Club a success.

- | | | |
|---------------|---|---------|
| 216-V | MEETING EXCELLENCE VIDEO CASSETTE | \$14.95 |
| 216-P | Helps new or established Clubs conduct excellent Club meetings. A must for every Club! Available in VHS (216-V) or PAL (216-P). | |
| 1312 | MASTER YOUR MEETINGS | \$3.00 |
| | Everything you need to know to have great meetings, all in one place. | |
| 403 | MEMBER INTEREST SURVEY | \$1.25 |
| | (Quantity of 25) Plan your Club programs around the needs and interests of members | |
| 900 | PROGRAM ASSIGNMENT NOTICE | \$1.95 |
| | (Quantity of 75) Postcard to remind members of their assignments | |
| 1114 | TOASTMASTERS CHECKLIST | \$2.25 |
| | (Quantity of 50) Step-by-step outline with spaces provided for the names of each participant | |
| 1310-H | CLUB OFFICER HANDBOOK SET | \$8.00 |
| | (Set of seven manuals - one for each Officer)
All Clubs should keep a set on hand for reference | |
| 1502 | QUARTERLY PROGRAM ASSIGNMENT SCHEDULE | \$1.25 |
| | (Quantity of 20) Plan Club program assignments month by month | |
| 1167-D | A TOASTMASTER WEARS MANY HATS | \$5.00 |
| | Every member should have one of these informative brochures | |
| 1315 | THINK FAST! TABLE TOPICS HANDBOOK | \$5.00 |
| 1316 | STAND UP & SPEAK! TABLE TOPICS GAME | \$6.50 |
| 1317 | STAND UP & SPEAK II TABLE TOPICS GAME | \$6.50 |
| 1415 | WORD OF THE DAY | \$3.00 |
| | Large cards with pronunciation, definition and use in a sentence | |
| 1211 | SPIRIT OF SUCCESS AWARD | \$2.00 |
| | (For five members) Recognize members during their first six months of membership | |
| 1324 | CLUB ADMINISTRATIVE MATERIALS KIT | \$14.00 |
| | Contains all the forms you need to keep accurate financial and administrative records | |
| 1504 | COMMITTEE MINUTES RECORD | \$2.00 |
| | (Quantity of 25) For recording Committee minutes | |
| 1160 | MEMBERSHIP BUILDING KIT | \$5.00 |
| | Collection of promotional and membership growth materials | |
| 1162 | NEW MEMBER ORIENTATION KIT | \$5.00 |
| | (For five new members) All new members must be oriented. Contains everything your Club needs | |
| 1167 | TOASTMASTERS & YOU KIT | \$2.00 |
| | Designed to give to new members upon joining | |
| 1167-A | PACKAGE OF FIVE TOASTMASTERS & YOU KITS | \$8.75 |
| 1550 | CLUB REFERENCE FILE | \$45.00 |
| | 40+ of the most used educational material | |