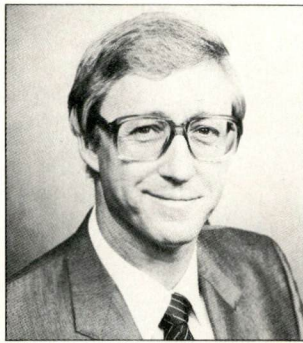


THE Toastmaster

MAY 1988

**TALKING YOUR WAY
TO THE TOP**





The Homestretch

The "Homestretch" is a magical part of a horse race where all the competitors have made their last turn and begin to run furiously toward the finish line. Excitement, fatigue, exhilaration and determination all come together in a flurry of emotions. The goal is in sight and the inner desire to achieve drives each participant to strive for victory.

Toastmasters are like champion thoroughbreds. We entered our "maiden race" when we joined a club. Preparing for our icebreaker was like taking practice runs around the track. Developing timing, pacing and endurance seemed critical. We experienced victory after giving our first speech.

A club can be compared to a race track. Our fellow Toastmasters provide the surging roar of the crowd, cheering us on, bringing out in us spectacular and unbelievable efforts. Whether it is giving a speech or serving as a club officer, each "race" we enter in our club provides the opportunity to meet new challenges and enter the winner's circle of personal success.

Toastmasters provides many "race tracks" of opportunity. Beyond the club, you can develop leadership skills by becoming an area or district officer. Running the track of leadership means you are not only racing for your own improvement, but you are riding to ensure the success of fellow Toastmasters.

Last July, almost 2,000 Toastmasters from all walks of life accepted the challenge to serve as district officers. From area governor to district governor, they entered the race and bolted out of the starting gate with the goal of giving their district "distinguished" status.

What is the Distinguished District Program? Like the Grand International or the Kentucky Derby, it is a championship race. To win, districts establish new clubs and help existing clubs build membership. They also help clubs establish excellent educational programs.

When members receive their CTMs, ATMs and DTMs, they are working to achieve their full potential. Our educational programs increase the odds for success in the race we call "life." The Distinguished District Program is dedicated to helping men and women capture their own "Triple Crown" by learning the arts of speaking, listening and thinking.

Our district officers are now in the homestretch of the district year. They are galloping toward the finish wire of June 30 and a record-breaking performance. Waiting for them in the winner's circle is the victor's prize—knowing they have achieved the success of bringing more people to Toastmasters this year than ever before.

*"Somebody said it couldn't be done,
But he with a chuckle replied
That 'maybe it couldn't,' but he would be one
Who wouldn't say so till he'd tried."*

Edgar Albert Guest

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International President

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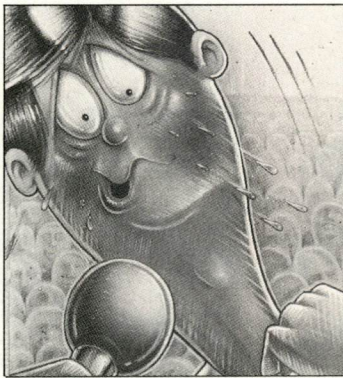
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by Jeffrey Koegel



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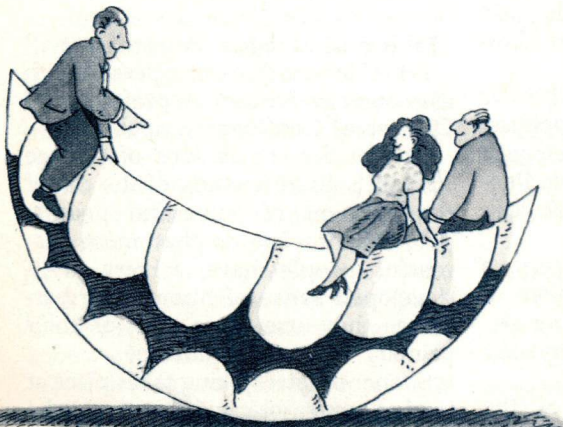
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JOKING AROUND AT WORK

Humor is an important aspect
of office politics.

BY MAGGI PAYMENT, CTM

Remember when First Lady Nancy Reagan was continually criticized for her taste in expensive china and designer clothes? Finally, when the time was right, she told a crowd of reporters she was not taking on queenly airs. "After all," she explained, "a tiara would surely muss my hair."

Have you ever wished for a snappy comeback to defend yourself, or to build your image? You have daily opportunities at work for using jokes to influence others, to diffuse hostility, to build rapport, and to smooth over awkward situations. In addition, jokes can be used to squelch a topic, or to initiate a frank discussion of an otherwise sensitive issue.

Take a look at the following myths about joking at work, and challenge your beliefs.

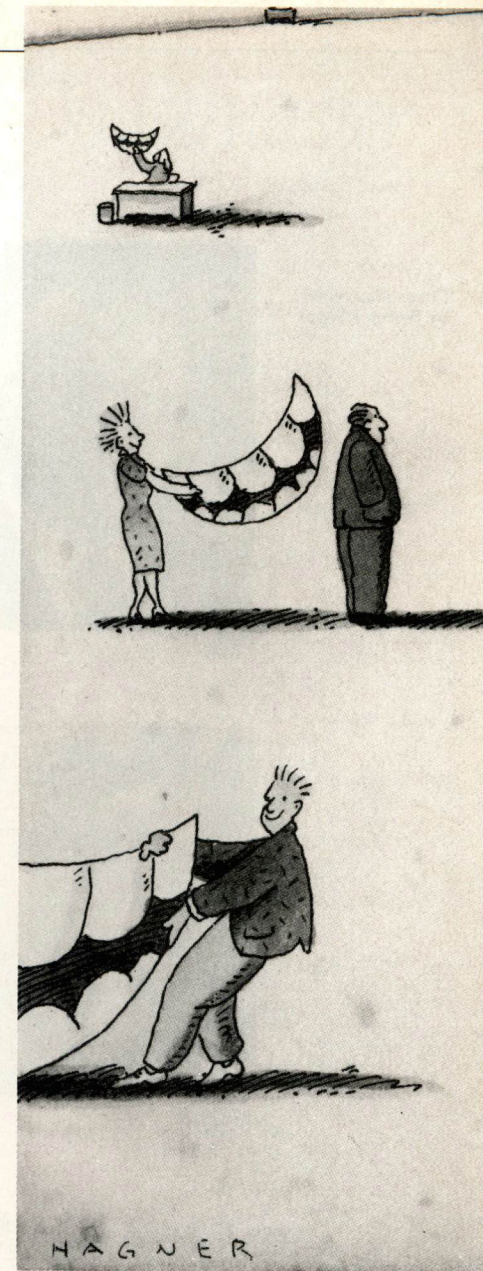
"Jokes are inappropriate at work."

Who said so? Who said you have to be mean to mean business? Who said the punch line can't be close to the bottom line?

Researchers have found that humor is an important aspect of office politics. Women who are secure in their jobs joke as much as men do at work. People who are less secure in their jobs avoid joking.

People who retreat behind a serious demeanor underrate the power of humor. All business contains an element of funny business and everybody laughs at something.

Matt Weinstein, founder of the



Berkeley-based training and consulting firm Playfair, Inc., is fond of asking, "How many times have you heard someone say, 'Someday I'll look back on all this and laugh'? We at Playfair like to ask, 'Why wait?'"

"Joking diminishes my authority."

What do you think of a person with easy outward humor? Unprofessional? Offensive? Confident? Capable?

One of the conclusions of George Vaillant's 40-year study of the career development of successful people, *Adaptation to Life*, is that most successful people have a very well-developed sense of humor. Furthermore, they use it as one of their primary coping mechanisms.

Sooner or later, joking takes place at work. Because joking is supposed to be



ILLUSTRATION BY DIRK HAGNER

fun, it is often considered frivolous. Women, in particular, tend to view joking as more likely to damage their image than strengthen it.

"I'm afraid my employees won't take me seriously if I joke with them," says one female manager. On the other hand, men and women who acquire a reputation for taking themselves too seriously are described as being weak in interpersonal skills, and they aren't promoted.

The workplace is a hotbed of conflicts and tensions, the inevitable result of combining people with differing backgrounds and preferences. Rampant joking to cope with workplace problems is one alternative to rampant substance abuse.

Still, joking can be inappropriate at work—if the jokes are inappropriate.

For example, self-disparaging humor can boomerang and reinforce racial and sexist stereotypes.

Undoubtedly, joking to soften assertive behavior or statements undermines authority. However, a joke to make your demands more acceptable is good joke strategy.

People who constantly make jokes are probably leaking power and eroding their authority. Yet, if people know that you can be light about yourself and serious about your work, your image is in good shape.

"Joking requires no planning."

Something which our mothers didn't teach us, and isn't taught at Harvard Business School, is the ability to make and take jokes, especially in a professional setting.

First of all, no one, not even a good joke teller, should blurt out a joke simply because it comes to mind. A joke at work must be told *on purpose* and *for a purpose*.

Jokes should always be appropriate for the listeners. When any doubt exists, don't tell the joke. If something is funny to you, fits your style, and fits the occasion, go for it.

Or, play it safe and plan ahead to be spontaneous. Many workplace situations are predictable. "Planned spontaneous" jokes work.

Change your borrowed joke in any ways you can to make it relevant and believable. Find ways to personalize it. Put yourself, your company or your coworkers in the joke.

Different jokes are for different folks. Strive to laugh *with* others, never *at* others. You'll be respected for choosing jokes that are appealing to everyone and appalling to no one.

Practice your joke out loud ahead of time. Proper timing of your delivery is critical. So is remembering your punch line.

Keep it brief.

Avoid setting yourself up by announcing that you're about to tell a joke. Maintain your usual tone of voice and vocabulary as you move into telling your joke. The bigger their surprise, the bigger their laugh.

After your joke, don't explain it. Enjoy the laughter, then move on. Some people review their jokes after telling them: "That was a good joke, wasn't it?" Don't!

Going for a laugh is always a risk, even for the pros. Failure is "deadly." You could "bomb," or "die." Or worse, you could lose your job.

These are not however, good excuses for avoiding jokes at work. So memorize a safe line to tell in case of joke failure.

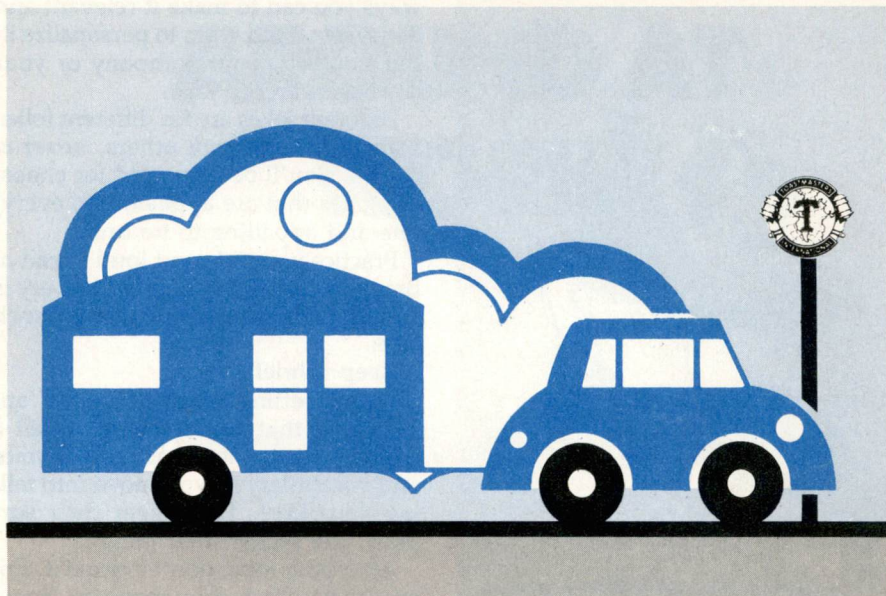
Remember, five work days without jokes make one work *weak*. □

Maggi Kirkbride Payment, CTM, is a member and past president of Laughmasters Club 4727-5, a humor specialty club, and a member of Articulates Club 5046-5 in San Diego, California. She is a writer, speaker, trainer and consultant who specializes in career and personal development. She presents training and special-event programs about "Humor Matters" at workplaces, meetings and conventions.

Take Your Club on the Road

Here's how to get more mileage out of Toastmasters.

BY AL COOPER, CTM



The entire presentation takes just 20 minutes, but it etches the concepts of Toastmasters in the mind of everyone who attends.

We often hear the cliché, "Toastmasters is the best kept secret in town."

In our club, we realized that we needed to do something to increase our membership, give us an opportunity to speak outside the Toastmasters environment, and provide us more visibility in the community. We knew that the service clubs in our town, such as Kiwanis, Lions, Rotary, Venture and Soroptimist, are continually seeking new and different programs for their weekly meetings.

Specifically, these organizations seek twenty-to-thirty-minute programs which involve local people with whom their members can relate, and which provide information of interest to the membership. So, it seemed to us that we could solve our problem and, at the same time, provide a solution to the programming needs of local service clubs.

We did some brainstorming and the result was a fast paced, 20-minute "Road Show," telling the story of Toastmasters in a time frame tailored to the program format of our local clubs. The "Road Show" program expressed here is very similar to the program described in the Community Contact Team brochure (Code 1020), but requires fewer people and can easily be tailored to the needs of a community organization. Here is how it works:

A four-person demonstration team is formed from the Toastmasters club membership. One person serves as the Toastmaster, one is the "featured speaker," another is Table Topicmaster, and the fourth member is the evaluator. Three members of the team serve double duty as Table Topics speakers. Since many Toastmasters are members of local service clubs, it is easy to approach the appropriate club president or program chairman and get on the club's program schedule.

Basically, the demonstration will explain what happens at a typical Toastmasters meeting, introduce the service club members to Table Topics, demonstrate a poorly delivered speech, let the audience participate in the evaluation process, and conclude with a smooth, highly polished speech which demonstrates public speaking at its best.

Before the meeting, 3-by-5-inch index cards are placed at each seat. At the beginning of the meeting, the president of the club asks each of the members to write a subject for an extemporaneous speech on the index card and sign it. (Having the cards signed tends to eliminate submission of inappropriate material and lends a sense of legitimacy to the process.)

The index cards are collected, placed

Editor's Note: When "taking your club on the road," if time permits, be sure to bring along a copy of the Membership and Extension Slide Presentation (Code 376), available through the TI Supply Catalog.

in a container and used for the Table Topics portion of the program. At the appropriate time, the sponsoring club president or program chairman introduces the Toastmaster, who then introduces the other three members of the team, gives a two-minute introduction to Toastmasters, explains how the program will be conducted and introduces the Topicmaster.

The Topicmaster gives a short introduction to Table Topics and asks the president of the sponsoring club to draw one of the index cards from the container, read the name of the person submitting the topic, and the topic.

Members of the sponsoring club are invited to time the speaker and to begin their applause at the end of 60 seconds.

The Topicmaster then assigns the topic to a Toastmaster, who immediately rises and gives a 60-second Table Topics speech, displaying all the attributes of a polished Toastmaster. This process continues until all three Toastmasters have participated.

Finally, the Topicmaster invites the audience to participate. This usually elicits looks of fear and panic, and rarely results in any takers. However, if a member of the audience does choose to participate, the Topicmaster must be certain to lead a positive round of applause for the participant regardless of the quality of the speech. At the end of the allotted five to seven minutes, the Topicmaster returns control to the Toastmaster.

The Toastmaster then thanks the audience for their participation and sets the stage for the "featured speaker." He or she briefly introduces the speaker and announces that the speaker will demonstrate how *not* to give a speech.

The speaker presents a 90-second speech during which every rule learned in Toastmasters is broken. (Your club members can develop ideas for flaws to demonstrate during this speech. Examples can include excessive use of "ah," "you know," improper posture, speaking monotonously, mumbling and lack of eye contact.

The audience may not find many of the speaker's flaws to be humorous because they may see their own mistakes manifested in the speaker. Usually, however, the speaker will be able to evoke a fair amount of laughter or at least some chuckles. The Toastmaster takes control of the meeting after the speech, thanks the speaker and introduces the evaluator.

In the few minutes allocated to the evaluation phase of the program, the evaluator gets the audience to participate by soliciting their comments as to what errors were committed by the speaker and what the speaker should have done. To demonstrate that Toastmasters International is a "caring organization," the evaluator gives a brief "Toastmasters-type" evaluation of the speech. Now that the audience knows what was done incorrectly, the speaker is reintroduced by the Toastmaster and the speech is given in a smooth, polished, professional manner.

Members of the audience have now heard excellent examples of extemporaneous speaking, the wrong and right ways of speaking, as well as how positively we present our evaluations. Most importantly, they have had fun in the process. It is on this high point that the Toastmaster reiterates what happened during the program, reminds the audience of the purpose of Toastmasters, and invites them to visit the Toastmasters club at the next regular meeting. He then returns control of the meeting to the sponsoring club's president.

The entire presentation takes just 20 minutes, but it etches the concepts of Toastmasters in the mind of everyone who attends, and gives your club many well qualified leads for new members.

In addition to serving as a publicity and marketing tool for your club, participation in the development and presentation of the "Road Show" tends to develop greater cohesiveness within your club and gives members an opportunity to speak in a "non-Toastmasters" environment. Some of your members may even be able to count their participation as a "non-Toastmasters" speech in one of the advanced manuals. Finally, the composition of the presentation team can be rotated among your club members so that everyone in the club can participate and gain valuable experience.

Taking Toastmasters on the road was a new and entertaining project for our club. It worked for us and it will work for you. Try it, and take your club on the road to success. T



Al Cooper, CTM, president of Oak Harbor Club 514-2 in Oak Harbor, Washington, is a retired Lieutenant Commander of the U.S. Navy.

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TALKING YOUR WAY TO THE TOP

Keys to success in the exciting field
of professional public speaking

BY KATHLEEN A. BISHOP, ATM

Famous people get paid a lot of money to stand up and give speeches at lunches, breakfasts, dinners, seminars and rallies. They've taken their professional and personal experiences and turned them into speeches that have produced money, fame and personal rewards.

Cavett Robert is one of those people. Co-founder of the National Speakers Association, he is a 51-year Toastmasters veteran, a recipient of Toastmasters Golden Gavel Award and winner of Toastmasters International Speech Contest in 1942. Cavett went from being an attorney and realtor to success as a professional speaker.

"I made my first professional speech when I was 61 years old," Robert, 80, recalls. "I tried to retire and found out that I was just dying on the installment plan. So I finally decided I was going to retread instead of retire. I started to make speeches and realized that the adrenalin started flowing. I felt twenty years younger."

During his career Robert has averaged about 200

speeches a year. Each audience has had the opportunity to hear his homespun brand of wisdom.

Shannon Barnett is another professional speaker who made an incredible career climb from sales representative to director of sales and marketing to professional speaker and consultant. Barnett was in charge of a 12,000-member organization of independent sales people for 13 years. Now she's speaking nationwide to 130 groups a year, sharing her message of "Wings and Roots."

"I met Cavett Robert and many other speakers while I was director of sales and marketing," she says. "I hired them and they asked me, 'Why don't you get out and speak?' I thought that was all very nice, but I wanted to know what they did for a living."

Wings and Roots

Three years ago, Barnett finally took their advice seriously. Today she is one of the top speakers in the United States and plans to expand

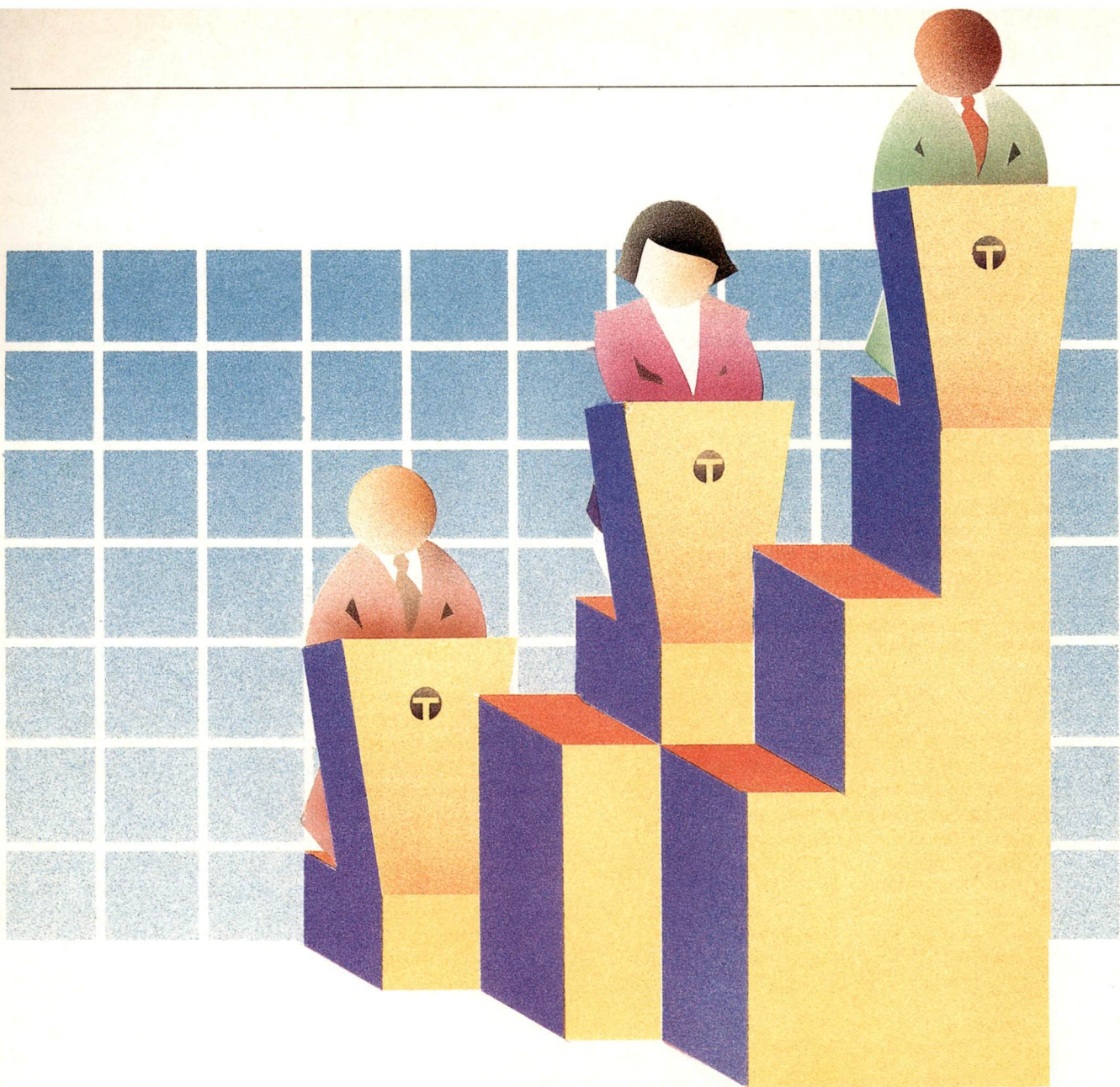


ILLUSTRATION BY JEFF KOEGEL

her speaking circuit to include Australia, Singapore and Canada.

What could she possibly have to say that would interest people around the world? Barnett gives motivational speeches. Her "Wings and Roots" message is about positive thinking.

"You've got to have positive thinking; that's your wings," she says. "And you've got to balance it with positive action; that's your roots. The blending of the two makes your success. One without the other is no good."

She has chosen a popular subject, which she surrounds by Texas tales and tall stories that make her speeches fun, interesting, thought provoking and memorable.

However, speaking is not all huge audiences and big paychecks. It's a tough business, often discouraging and ego-bruising. And sometimes a short speech requires long travels.

Nine Tips on Professional Speaking

Do you have a message that would be of in-

“
It's
only when
you speak
from your
heart that
you will
reach your
audience.”

Cavett Robert

terest to other people? Are you a success or an expert in a particular field? If so, you can take your personal and professional experiences and turn them into a profitable speaking business by following these tips from Cavett Robert and Shannon Barnett.

1. Select a message.

You need a message, Robert says. "One that cries for expression, one that you believe in, one that you can express humorously and interestingly. Remember, it can take years to develop a good speech. People are more interested in your feelings than your words. You've got to believe in your message."

2. Join Toastmasters.

How are you going to be a good speaker? Begin by joining Toastmasters International to perfect your speaking skills, Robert advises. "Toastmasters teaches you how to write your first speech, and helps you with delivery techniques, such as

body language, vocal variety and hand gestures. Once you've mastered these basic skills, sign up for your club's Speakers Bureau and spread the news about Toastmasters to local organizations in your community. That will give you plenty of speaking experience and will give you a reputation as a speaker.

"Get all the practice you can at Toastmasters. Enter club contests and work your way up to area, district and division contests. Put your skills to the test. If you think that speaking before a Toastmasters audience is difficult, try speaking before an audience that's paying you a lot of money and expects you to be funny, intelligent, entertaining and the world's foremost expert on your topic."

3. Write a speech.

Once you feel confident about your skills, write a 30-40 minute speech that you can extend to into a two-hour seminar. Tape-record it, Robert suggests.

"Play it over and over until it becomes a part of your subconscious mind. You get knowledge from your conscious mind, but you get feeling from your heart. It's only when you speak from your heart that you will reach your audience. Do not try to be all things to all people; pick a topic or subject and stick to it. You want to be remembered for your own special message."

Once you've decided on the message, Barnett says you must remember that, as a speaker, "you're leading people down a path. Would you follow that path? Your credibility is on the line. It's important that people are able to relate and identify with you. You must ask yourself: 'Can I live by my message?' and 'Am I willing to allow people to identify with me?'"

4. Create a brochure.

You must have a promotional brochure. Robert believes that although a brochure will never get you a speaking engagement, you'll never be considered a professional until you have one.

Dr. Robert Anthony, in his book, *How to Build a Lucrative Paid Speaking and Seminar Business*, says, "If used properly, your brochure can be one of your most effective prospecting tools."

Find a professional writer to help you and print about 500 copies. In the beginning, you'll need to revise your brochure every year or even more often.

5. Make a demo tape.

You need a cassette tape to send to prospective clients. They'll want to hear a live presentation that you have made to another group. Choose a speech for which you received many laughs, much applause and lots of audience feedback.

Dr. Anthony says, "Most people will hesitate to hire you until they've heard you first. After all, you're in the speaking, not the writing business; the clients must hear your voice if you want to win them over. In reality, this should be called an audition tape. That's exactly what it is. Just as

"It's important that people are able to relate and identify with you."

Shannon Barnett

in auditioning for a play, your performance determines whether you'll 'get the part.'"

You are probably wondering how you can do that if you've never been paid for a speech. Send out letters to local Rotary, Kiwanis and Elks clubs asking to be a guest speaker at one of their meetings. Bring your tape recorder and record your presentation. After you've done a dozen speeches or so, you'll find one you can use as a demo. However, don't make the tape longer than 15 minutes, even if your speech was longer. Choose the best parts of your speech for the demo.

Every large town has a sound studio that can copy your tapes for you, and every printer has labels that can be personalized with your name and contact information.

6. Market a product.

You need a cassette album or product to sell. Robert says, "If you get up and give a good speech, the audience won't remember 10 percent of it the next day. Next month they won't remember two percent, and six months later they'll ask, 'What's the name of that crazy old guy we heard speak?'"

Begin thinking of ideas for a cassette tape series that relate to your speech topic. You can have the tapes recorded live during your speeches, or done professionally in a sound studio.

7. Write a book.

That may sound like the impossible dream, but it really isn't. If you've got a message that you're compelled to speak about, then you've got the beginnings of a book.

I wrote my book following the advice of Dr. Robert Anthony. He says, "The best way to write a book is to write two or three pages a day, no more, no less. The discipline of doing two or three pages a day, every day, will enable you to produce your first manuscript within 90 days." Believe it or not. He goes on to say, "The next step is to have your book published. You'll waste an incredible amount of time and energy looking for a publisher. Only one out of 10,000 manuscripts received by publishers ever gets into print. You can't afford the odds and you haven't got the time." Self-publication is the way to go.

8. Market yourself.

At last you're ready to enter the world of professional speaking. Now's the time to begin marketing yourself. Go to your local convention bureau and find out about conferences or conventions to be held in your community. Write the organizations and ask to speak at their conventions. Mention your fee and offer to send them complementary cassettes. Don't forget to include a copy of your brochure. Several days later, follow up with a phone call.

Shannon Barnett advises that with this phone call, "you've got to sell them on the idea that you're a results-oriented speaker. The audience will leave not only feeling good, but being

educated as well."

Patricia Fripp, past president of the National Speakers Association, always asks the meeting planners this question: "What do you want in the minds of your people after I'm through speaking?" If you can fulfill their answer, you're the speaker they've been looking for.

After completing the engagement, follow it up with a letter to every chapter of that association or every branch office of that corporation. Let them know that you would love to speak to them as well. You're now on the road to getting engagements by referral. Each time you do a good job for someone, you should get additional jobs just from word of mouth and follow-up correspondence.

9. Join the National Speakers Association.

The next thing you must do is to join the National Speakers Association (NSA). Cavett Robert and several of his colleagues found out it wasn't enough to be a good speaker; you had to market yourself as well. "You can be the best speaker in America, yet be the best kept secret and go to your grave with your music still within you," Robert says. He and his associates formed the National Speakers Association to share the knowledge they had gained with other professional and aspiring professional speakers around the country.

Mark LeBlanc of St. Paul, Minnesota, says, "joining the National Speakers Association is by

"You've got to sell them on the idea that you're a results-oriented speaker."

Shannon Barnett

far the greatest investment I've ever made in advancing my professional career." Rosita Perez of Brandon, Florida, believes that "every fee I now earn, every skill I've honed, every sound decision I've made for my business, can, in some way, be attributed to NSA membership." Burt Decker of San Francisco says, "The meetings are totally stimulating and renewing. NSA is truly an amazing resource."

The Birth of a New Profession

Cavett Robert really believes that a new profession has been born and people soon will quit saying to him, "Yes, but what do you do for a living?"

When I asked Robert to what he attributes his great success, he said, "It's hard, hard work. You've got to make sacrifices and keep your priorities in order. It's having the passion of a lover, the fire of a crusader, the dedication of a saint and the perseverance of a martyr. You've got to give up other things in order to get it."

You who desire to share your message with the world can begin today to talk your way to the top.

Kathleen Bishop, ATM, a member of Plantation Club 2582-47 in Plantation, Florida, is president of K.A. Bishop and Associates, a communications consulting firm. A member of the National Speakers Association, she has been nominated to the 1988 World Who's Who of Women for her accomplishments in the speaking profession.

Don't Miss the Boat on Club Building

Port of Call—Santa Ana, California
Every Toastmasters club strives to bring new members aboard and introduce them to our programs. Why not take that one step further and help start a new Toastmasters club in the community or business world around you?

By sponsoring a new Toastmasters club, your crew will receive the following bounty:

- Founder's Award banner patch
- Club building credit on the Club Management Plan
- Credit towards a DTM for two individual sponsors
- Pride of sharing a Toastmasters club experience.

Targets for new clubs are currently docked at:

- Communities without at least one morning, noon, and evening club
- Local companies and government agencies
- Hospitals, police departments, office buildings
- Real Estate Boards, professional associations
- The opportunities are limitless!

Don't wave bon voyage to the chance to build new clubs. Be stern, ship a new club off to World Headquarters, and take your bows. Your district officers and TI Membership and Club Extension Department are ready to anchor your effort. It's smooth sailing from here. Full speed ahead.

DISCOVER YOUR SPEAKING

Style

Don't just mimick other speakers.

BY ROBERT ALAN BLACK, PH.D., ATM

What a great speaker. I wish I could speak like that." You often hear this statement, or one much like it, after a particularly good presentation. People are usually a little envious of a good speaker.

The first advice a Toastmaster gives people who make such statements is to attend a Toastmasters meeting. After they attend, we suggest that they join a local club. As new members, they usually learn by mimicking the better speakers in the club.

This is basically fine. Too many members, however, grow only to the level of the experienced members. If the older members are continually growing, everyone grows. If the older members are resting on their laurels, little progress is made. In order for all Toastmasters to grow and progress toward their potentials as speakers, they need to discover their own unique strengths and styles.

Just as we all have our own specific thinking, learning and problem solving styles, we also have our particular speaking or communication style. Some individuals favor rational methods while others prefer intuitive and flamboyant techniques. Still others prefer systematic and logical deliveries and some prefer very personable approaches. These represent four basic speaking styles.

MEDITATIVE
(Rational)

INTUITIVE
(Flamboyant)

DIRECTIVE
(Systematic)

NEGOTIATIVE
(Personable)

No one uses one of these styles exclusively. We all tend to use a mixture of the four. Generally, we favor one style or combination of styles over the others. For most people, one style dominates, a second supplements and the other two are basically not used.

Meditative

Speakers with this style use facts and figures while being logical and rational. There are no holes in their presentations and no unanswered questions. These people concentrate on facts, logic and proof, using graphs and charts as visuals. Often the audience must listen very closely to catch all the important data.

Intuitive

These speakers use imagery, props and audio-visual presentations. They involve the audience in seeing new ways of looking at issues. They stress possibilities and potentials, emphasizing uniqueness. They often have "aha" experiences during their presentations, creating while they speak. When these people's intuitive powers are strong, their speeches become exciting for both

the speakers and their audiences. Creativity is always present.

Negotiative

These speakers use a friendly, personable and audience-oriented conversational approach. They like to involve members of the audience, even if they are strangers, and prefer to use names of people in the audience. They tend to personalize their humor, and usually illustrate their main points with anecdotes. They often deliver motivational, emotional speeches.

Directive

Speakers with this style use a very systematic and easy-to-follow approach, using facts and figures quoted from experts and authorities. Often they provide audiences with outlines on handouts so they can follow the structure and content of the speech. They emphasize reliability, detailed specifications and accuracy. They prefer accepted speaking methods and approaches and use them like formulas. Their speeches are specific and clear.

Find Your Style

If you're interested in discovering your preferred style or combination of styles, fill out the questionnaire accompanying this article. Remember, there is no "perfect" speaking style. Speakers maximize their abilities and skills when

MIND DESIGN Questionnaire

This questionnaire has been developed to examine learning, thinking, problem-solving and communication styles. MIND DESIGN was designed to illustrate individual differences that produce infinite personal styles. Circle one response per question only.

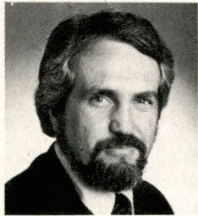
- 1) Would you describe yourself most as:
A) organized B) analytical C) interpersonal D) innovative
- 2) When you work on projects or assignments:
A) you attack them logically with facts and rationale
B) you prefer to be a team member
C) you play with ideas and often rely on hunches
D) you use step-by-step procedures
- 3) When/if you have time for hobbies you prefer:
A) hobbies you do alone to use or develop your creativeness: photography, painting, sculpture, arts and crafts, writing or reading.
B) hobbies you do with close friends for competitive reasons to win trophies/awards: boating, cards, fishing, bowling, spectator sports.
C) hobbies you do alone and strive to improve your skills at: golf, woodworking, home improvements, reading.
D) hobbies just for fun: fishing, baseball, bowling, or being a collector who is active with other collectors of stamps, coins, memorabilia, etc.
- 4) If you had to group people, which of the following would you use?
A) 4 categories—creative, O.K., boring, rigid
B) 4 categories—intelligent, strange, too stiff, too emotional
C) 1 category—all potentially good if they try and are supported
D) 4 categories—those that must be: supervised, organized, controlled, guided
- 5) If someone saw your office or work place, they would say you are:
A) Sharing space with others B) neat and orderly
C) #\$\$%&@#! D) highly organized
- 6) Which aspect of your job do you enjoy the most?
A) concepts and innovation B) technical and problem solving
C) organizing and administering D) teamwork
- 7) If your spouse or a friend chose one word to describe you, it might be:
A) friendly B) dreamer C) thinker D) reliable
- 8) Do you experience motion sickness on amusement rides, at sea, or in moving vehicles?
A) always or most of the time B) sometimes, but can control it
C) never D) once or twice
- 9) I am...
A) a loner
B) generally with people, or wish I was or could be.
C) not comfortable with overly emotional or too friendly people.
D) a loner when I choose to be and *not* when I choose not to.

After answering the questions, transfer your answers to the scoring sheet.

©Robert Alan Black, Ph.D., 1985

they match their efforts with their individual styles.

As Toastmasters, we can benefit by capitalizing on our own speaking styles and not simply mimicking other speakers. In turn, we can better assist new and beginning Toastmasters by helping them discover and maximize their own natural styles. [1]



Robert Alan Black, Ph.D., ATM, is a member and past president of Athens Club 1779-14 in Athens, Georgia. A former college professor, he is a management and marketing consultant specializing in programs for business, industrial and government clients.

marketing consultant specializing in programs for business, industrial and government clients.

SCORING SHEET

Circle your responses from the questionnaire. Add up the points under M, I, N and D. Please notice that question 2 is worth three points and 6 is worth two points. All others are worth one point.

	M	I	N	D
1)	B	D	C	A
2)	A (3)	C (3)	B (3)	D (3)
3)	C	A	D	B
4)	B	A	C	D
5)	B	C	A	D
6)	B (2)	A (2)	D (2)	C (2)
7)	C	B	A	D
8)	D	A	B	C
9)	A	D	B	C

— + — + — + — = 12

M I N D

Your M,I,N,D scores should add up to 12. If they do not, check to see if you answered all nine questions and that you counted the scores for questions 2 and 6 properly. Questions 1,3,4,5,7,8 and 9 are worth 1 point each. Question 2 is worth 3 points and question 6 is worth 2 points.

For more information about the use and application of MIND DESIGN contact: Robert Alan Black, Ph.D.

957 Baxter
P.O. Box 5805
Athens, GA 30604
(404) 543-9355

Toastmasters Salutes ITC

As International Training in Communication (ITC)—formerly called International Toastmistress Clubs—celebrates its 50-year anniversary this year, Toastmasters International salutes this organization and its leaders. We recognize the common heritage and cause of our two organizations, and are proud of ITC's success.

In 1938, when Toastmasters International accepted only male members and virtually no educational organizations existed for women, the wife of a Toastmaster formed the first Toastmistress club.

The founder, Italian-born Ernestine F. White, a secretary, part-time model and actress, often accompanied her husband to Toastmasters meetings in their home town of San Francisco. It was at one of those meetings, held at the YWCA, that the female desk clerk suggested to Mrs. White that they form their own group.



Ernestine F. White

Mrs. White was the right woman for the job, as her husband, George, had been instrumental in assisting Toastmasters' founder, Dr. Ralph Smedley, in forming San Francisco's first Toastmasters club. The first Toastmistress club soon was formed, receiving overwhelming response and membership inquiries.

It was Dr. Smedley, one of the new women's organization's staunchest supporters, who suggested they "go international."

Mr. White, a patent attorney, prepared the articles of incorporation, and the organization's first international convention was held jointly with Toastmasters in San Jose, California, on



Production Manager Larry Langton is honored for his 20 years of service by Executive Director Terrence McCann.

WHQ Manager Celebrates 20-Year Anniversary

Larry Langton, World Headquarters' 40-year-old manager of Production, has spent half of his life working for Toastmasters International.

"The best thing about the past 20 years is the past 20 years," Larry said when presented with a commemorative

plaque and a clock for his long-time service at a recent staff luncheon in his honor.

This statement is typical of Larry, a quiet man whose manner of speech is short and succinct, but whose sense of humor and dedication to work is praised by Executive Director Terrence McCann and his co-workers.

Continued on page 20

August 10 through 12, 1939.

As founder Ernestine White then became the first president of International Toastmistress Clubs, she was presented with a gavel used by the Vice President of the United States. In her acceptance speech, she said: "Our purpose must be the betterment of our acts and words; the enhancement of our faculty to influence others; elevation toward leadership; control and direction of our every act and word for bringing about waves of activities that

will attain the best possible results for the individual and for the whole."

ITC has come a long way since that day almost 50 years ago. Today, the organization has 25,000 members—both men and women—in twenty-five countries. Toastmasters International congratulates International Training in Communication for its success in implementing its goal of "hoping through better communication to achieve greater understanding throughout the world."

A Question of Leadership

I sincerely enjoyed Peter Crabtree's February article, "Leadership, An Elusive Quality" (February 1988). One item did jump off the page, though, and I feel I should bring it to your and Mr. Crabtree's attention.

The author gave an example of leadership as not being afraid to be out in front. I definitely agree. I disagree, however, with one of the examples given, John Brown. Brown not only believed that slavery was evil, he was evil. I will give some examples of this from a Time Life book. Obviously, I have no way of determining the validity of anything in the book, but by reading from several other writings on the same subject, I believe it!

Brown's group called on the James Doyle family on May 24, 1856. They took all except the youngest son out on the prairie, killed them with their swords, split the boys' skulls like melons, then sliced the arms off one of the corpses. They did not kill Mrs. Doyle, but she got to watch!

He was a failure at 15 business ventures in four states and weathered numerous lawsuits and accusations of dishonesty.

John Brown was an accomplished speaker, evidenced by the fact that he rallied people to join his bloodthirsty gang.

I'll close with a quote from this maniac: "Better that a whole generation of men, women and children should pass away by a violent death than that a word of either (the Bible or the Declaration of Independence) should be violated in this country."

Everett Harvey
Woodman Club 681-11
Indianapolis, Indiana

Even Reagan Needs Practice

The article entitled "You are the Message" (February, 1988) was one of the most interesting articles I have ever read in *The Toastmaster*.

It is always fascinating to know what goes on behind the scenes in the White House. But what was most interesting was that even a well-known, experienced speaker such as President Reagan still needs a confidence booster now and then. Furthermore, this article showed how a good speaker must

go through the preparation and practice to leave a lasting impression on the audience.

The article by Roger Ailes and Jon Kraushar was a good example of how a presentation is made with overall body communication, not just words.

Jeff Werwie
JCI Energetics Club 1595-35
Milwaukee, Wisconsin

Evaluate, Don't Criticize

I really enjoyed reading the February issue of *The Toastmaster*. The subject of leadership was dealt with in many fine articles.

However, I was somewhat disappointed with one section of the lead article written by Peter Crabtree. The author suggests that the leader "be open to criticism" and use that criticism "while in a position of power." It seems to me that criticism of performance, whether it be giving a speech or leading a group of people, is not the way to get the "best" from ourselves or from others. Simply, the concept of criticism seems to me so un-Toastmasters-like.

We grow from evaluation of our performance, not criticism of the same. Mr. Crabtree made many fine points in his article; it was worth reading. It just seems to me that any reference to criticism as being useful to personal growth is out of place, and might have been edited out.

David Keen
Red Barn Club 5144-2
Seattle, Washington

Drinking Is O.K.

I write this letter to express my disagreement with one of the March, 1988 letters to the editor, and to offer my support to your decision to mention beer, wine and drinking buddies in *The Toastmaster*.

Whether people such as Pat Eatherly like it or not, an occasional alcoholic beverage or two is an important part of life for many responsible people, including Toastmasters and others in leadership positions, and including this writer; and "drinking buddies" are closer to each other than most people who meet for the first time.

In fact, drinking together is one way men in our society get close. And

whether or not people such as Pat Eatherly agree, I think it's entirely appropriate for *The Toastmaster* to recognize this.

Michael J. Lee, ATM
Sunrise Club 1829-4
Salinas, California

Ghostly Cover

I usually just look a second and third time and let it go, but this time I'm going to write—I think the March cover of the magazine is horrid! It is definitely "offbeat," original and ghostly!

I just thought I would warm up my fingers to let you know how one member reacted, but maybe no one cares. I have been looking at *The Toastmaster* covers for many years, but this is about the most unlikely one I've seen, if you'll pardon me for saying so.

Barbara J Mueller
Koffee N Toastmasters Club 105-F
Redlands, California

Articles Appeal to New Members

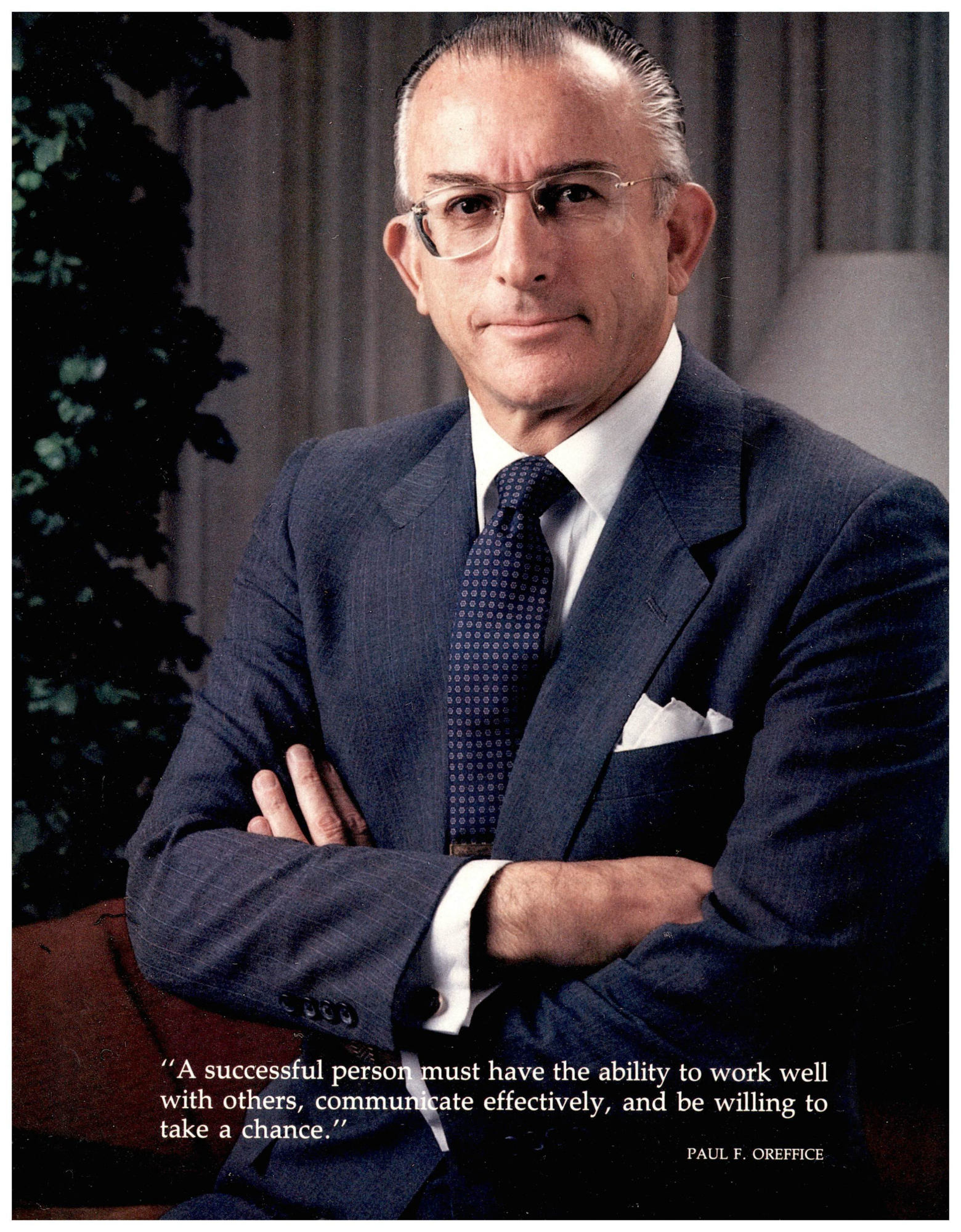
It's great being a member of Toastmasters. I've had the unique opportunity of joining a brand new chapter. After reading the October 1987 issue of *The Toastmaster*, I realized how fortunate I was.

International President John A. Fauvel, DTM, reminded members how important it is to make guests feel welcome, because walking into a meeting of an established Toastmasters club can be very intimidating. Since our whole membership is new, we all had fun learning together. The ability of our group has improved a hundred-fold since our first meeting on October 27, 1987.

I look forward to *The Toastmaster* each month to learn more about what is happening in other clubs. There's a certain joy in reading the articles and realizing how they relate to us. For example, the October article already mentioned, and "Viewpoint" in the December issue by John Fauvel, who stressed that we "promote camaraderie."

Greeting each member and guest at every meeting could be a very strong foundation upon which to build a club.

Mariana Meurer
North Orange County Board of Realtors
Club 5543-F
Fullerton, California

A professional portrait of Paul F. Oreffice, a middle-aged man with short, graying hair, wearing glasses, a dark blue pinstriped suit jacket, a white dress shirt, and a blue patterned tie. He is seated with his arms crossed, looking directly at the camera with a slight smile. The background is a dark, textured wall with some foliage visible on the left side.

“A successful person must have the ability to work well with others, communicate effectively, and be willing to take a chance.”

PAUL F. OREFFICE

PAUL F. OREFFICE:

DOW'S DYNAMIC LEADER

BY JULIE BAWDEN

When you speak with the chairman of the board of The Dow Chemical Company, it's hard to believe that he once suffered from "painful shyness" and found it difficult to express himself. Paul F. Oreffice answers questions directly and in an organized manner, and has no discomfort with the spoken word.

"In college, I took a speech course and had trouble opening my mouth," he says. "When I graduated in 1949, a friend told me about Toastmasters. I was very interested and joined the club in Lawrenceberg, Indiana. It did a tremendous thing for me—it made me loosen up and taught me how to speak in public. I'm considered a very good speaker nowadays, and I don't think I could have gotten there without Toastmasters."

Where this charismatic, well-spoken businessman has gotten is to the top of one of the United States' largest chemical companies. In May 1978, he was named president and chief executive officer (CEO) of The Dow Chemical Company and in May, 1986, he became chairman of the board. The former two positions he held until just recently. He remains chairman.

In 1953, when he began his career with Dow at their headquarters in Midland, Michigan, he helped found the town's first Toastmasters club, the still active Tittabawassee Club 1655-62. He felt, and continues to believe, that good communication skills are necessary to succeed in business.

"The best ideas aren't worth anything if you don't know how to communicate," he says. "Throughout the years I've suggested Toastmasters membership to young people who I felt were bright, but lacked good communication skills, because that organization is one of the best vehicles for learning how to speak. It also teaches you to think on your feet and that's helpful,

because that's the way the real world is. If someone asks you to give a short speech, you don't have time to sit and think."

During his lengthy and colorful career, he has thought on his feet a number of times. As CEO, president and chairman of Dow, Oreffice has faced his share of challenges. In the early 1980s, the company had some financial difficulties and dealt with controversy over the production of certain types of chemicals.

"The early 1980s were the most difficult time financially for the company in thirty years," says T.K. Smith, Dow's vice president of government and public affairs, who has known Oreffice for 15 years. "I think that was the most strenuous time I've seen him [Oreffice] undergo. It was a difficult period for him both personally and professionally, because if you're the chief executive, you feel like you're supposed to lead the company through the dark valleys to success. I think he remained optimistic that we would pull through and be even more successful, which turned out to be the case."

Rather than shying away from publicity and speaking engagements during this trying time, as some company executives might do, Oreffice spoke with newspapers, appeared on network television and presided over press conferences.

In their book, *The Big Boys*, which includes a chapter on Oreffice, Ralph Nader and William Taylor mention how Oreffice was willing to discuss just about any topic. They also note his excellent speaking skills, crediting Toastmasters with his training.



Dow's corporate headquarters in Midland, Michigan

By speaking his mind during Dow's early 1980s crisis period and putting his business sense to work, Orefifice did turn the company's financial picture around; something he considers his greatest career accomplishment. He did so by diversifying.

"I took this company, which was strictly in the basic chemical business, and moved it to a more diversified chemical company," he explains. "We now produce pharmaceutical and consumer products and don't just sell to industry. We're seeing the company set new records financially every year now."

Consumer products, such as Ziploc Bags and bathroom cleaners, make up almost half of what Dow markets, a goal Orefifice set for the company in the early 1980s. The idea was not popular, though.

"Many people thought diversifying was a very difficult thing to do," says Orefifice. "But what has made it successful is that we've remained in the chemical business, which is what we understand. Although we've diversified, everything we do is chemically related."

After 35 years with Dow, Orefifice has become an integral part of the company. When he says *we*, he is truly correct.

"Orefifice is a part of Dow and Dow is a part of him. They're inextricably linked," says Smith. "He is such a strong proponent of the company and of the company's people that he views any outside challenge as an attack on his 'family.'"

His dedication to Dow and the chemical industry has won Orefifice several honors. In 1981, he received the prestigious Chemical Industry Medal from the Society of Chemical Industry, and in 1987 he received the Centenary Medal from SCI. He also sits on numerous boards and is currently a director of CIGNA Corporation, The Coca-Cola Company, Northern Telecom Limited and Morgan Stanley & Co.

Although he maintains that a host of qualities make a person successful, Orefifice cites three traits that are essential for success. A person must have the ability to work well with others, communicate effectively, and be willing to take a chance.

"The ability to make others work with you—to delegate and form a team—is absolutely essential for success," says Orefifice. "But you need to delegate and trust people once you've done so. Let them do their own thing and don't look over their shoulders all the time. There is nothing that makes people grow more than doing things by themselves. In business you have to let people make their own decisions and mistakes. Individual stars don't succeed in big organizations. Intelligent people who can work with a team are most successful."

Smith notes that creating a team atmosphere is one of Orefifice's strong suits. "His ability to mold and inspire a team, despite adversity, is outstanding," says Smith. "He's inspiring, motivational and willing to give people a lot of latitude. For example, when I was working in the financial area

"I'm considered a very good speaker nowadays, and I don't think I could have gotten there without Toastmasters."

with another employee, we went to him [Orefifice] with a crazy idea that other financial investors weren't doing, and he said to try it. We did, and made money for the company."

Another critical component of success that Orefifice stresses time and again is the ability to communicate both orally and in writing. He also promotes brevity. Ten years ago at Dow, he issued an edict which stated that individuals could only write one- or two-page memos.

"Busy people don't read 20-page reports, but they will read a one-page memo," says Orefifice. "Being as succinct as possible is something else that Toastmasters teaches very nicely. It's often easier to make a 30-minute speech than a five-minute one."

Throughout his career, Orefifice has mastered speeches of various lengths and his timing is impeccable. "He is a superb speaker," says Smith. "He's told me a speech would take 19 minutes and it took 19 minutes and five seconds. It was a speech for a video-taped year-end summary and he covered about 15 subjects. To the best of my knowledge, he hadn't even rehearsed it. He very seldom uses a script. He will have an outline in his mind and key points on paper in nearly illegible handwriting."

Another quality that Orefifice feels makes both individuals and companies succeed is a willingness to advance new ideas. "The comfortable thing in business is to sit back and let events carry you," he says. "But the most successful people are those who occasionally rock the boat with an idea and carry it forward. The status quo is almost a sure failure; it usually leads you backwards. It really makes me mad when I ask someone why they do something a certain way and they say it's because they've always done it that way. That's a sure sign that they ought to try something different."

Orefifice questions the competitiveness of some U.S. industries, noting their reliance on the status quo. "Our business, the chemical industry, has stayed competitive, but many industries have fallen behind," he says. "They didn't investigate new technology and kept doing things the same way, while someone else passed them by. Many have changed, but they've been slow. The terrible thing about inertia is that the more you sit on your butt, if you pardon the expression, the more you stay there."

Orefifice has never been inactive. During his 35 years with Dow, he has had successive international assignments in Switzerland, Italy, Brazil and Spain. In the United States, he's lived in Florida and he started his career in Midland, Michigan, where he now works.

During his career, he has moved swiftly up Dow's corporate ladder, climbing from financial vice president in 1970, to president and CEO in May, 1978 and chairman of the board in May, 1986. He holds honorary degrees from several educational institutions, including Purdue University from which he graduated in 1949 with a Bachelor of Science degree in chemical



Whether speaking with employees in the cafeteria, to stockholders or board members, Oreffice "adds an element of informality that helps make the atmosphere more casual, yet not too informal," according to T.K. Smith, Dow's vice president of government and public affairs.

engineering. In 1976, the school presented him with an honorary doctorate in engineering. He also speaks six languages, which has helped him greatly during his career.

Born in Venice, Italy, on November 29, 1927, Oreffice first came to the United States with his family at the age of 12. It was not a pleasant journey, however. They were forced to flee their home.

"We ran out of Italy because my father was beaten and jailed by the fascists," says Oreffice. It was obligatory to become a fascist, but his father refused, so they jailed and tried him. People testified in his defense and he was released, but the family was closely watched. They finally got temporary visas to the United States and boarded a ship just days before Italy entered World War II. The vessel, which was supposed to carry 800 people, transported 2000 on that voyage. Oreffice and his family slept on cots in the ship's ballroom. A few months after they arrived in the United States they received permanent visas to Ecuador, where Oreffice attended high school.

Such a traumatic childhood experience certainly left its mark on Oreffice. He hints at its influence when he says gravely, "a little diversity is good when you're growing up—you learn from it and grow."

Oreffice also attributes his success to the location in which he chose to pursue a career—the United States. "I was an immigrant and this wonderful country gave me a chance," he says. "In most places around the world it would be difficult for someone like me to succeed. But here in the U.S. we're such a nice melting pot of people. It's your own dedication and work that allows you to succeed."

"It really makes me mad when I ask someone why they do something a certain way and they say it's because they've always done it that way."



Oreffice puts equally great stock in his family as he does in his work. In his office, he exhibits pictures of his wife and two children, a son and daughter in their twenties.

"Successful people also meld their careers with a family life," he says. "Despite my work, I've always found time for my family and that's something I really pride myself on being able to do. This weekend, for example, I'm taking off and going to a basketball game with my son. He lives in Washington, D.C., and I'm in Michigan, but we're going to meet in Indiana."

Oreffice formerly coached his son's Little League and soccer teams. "Today, even though my children are grown, we take family vacations together," he says.

Oreffice also believes in finding time for hobbies and community activities. He is an avid tennis player; he and his son have competed in father/son tournaments. "I carry my racket every

PAUL OREFFICE

Continued from page 19

place I go, and I try to sneak in a game whenever I can," he says. When he visits his second home in Scottsdale, Arizona, he blissfully plays tennis for three to four hours a day.

"He is a superb athlete," says Smith, who plays tennis with him. "He is more than ten years older than I am and often beats me. He also plays competitive soccer and golf. He keeps himself in really good shape. He rarely, if ever drinks, eats in moderation and doesn't smoke. He is a good role model for Dow executives.

Oreffice devotes a great deal of time to education. He talks regularly to schools, often giving commencement addresses on how to succeed.

Not only does he find time for his family, hobbies and education, he's always willing to assist fellow employees. "On a number of occasions he's been more than happy to give me advice," says Smith. "In 1978, I had an opportunity to move to Hong Kong to be the director of marketing for Dow Pacific and I consulted with him about it."

Over the years, Dow's top executives have made it a point to be accessible to employees.

According to Smith, the informality traces back to the days of Carl Gerstacker, who retired as chairman of Dow in 1976 and who Oreffice says greatly influenced him. "It was quite common for Gerstacker to come and sit down at your table in the cafeteria, even though he didn't have any idea who you were," says Smith. "It didn't make any difference to him whether you were a new employee or a secretary, he would sit down and start talking and see what you were thinking about."

UPDATE

Continued from page 14

"Larry is an outstanding performer who has greatly contributed to the improvement in printing quality and production efficiency," McCann said. "He is a great team player."

John Feudo, manager of Membership and Club Extension, agrees. "Larry is the cog that makes our wheel turn. He has a way of lightening up any conversation with his charismatic personality."

At age 20, Larry began working for Toastmasters as a receiving clerk. He

then became a bindery clerk, worked his way up to pressman, and in 1978, was promoted to his current position. Today, he supervises seven employees and is in charge of the printing, binding, receiving and warehousing functions of WHQ.

In addition to keeping the busy printing department operating on schedule, Larry is responsible for the maintenance and security of the headquarters building.

"Larry is the only person I know who would come to work at 3 a.m. to shut off a burglar alarm," said Finance

Manager Frank Chess.

The organization has undergone many changes during Larry's tenure. Staff, membership and printing needs have doubled in size, and technology has evolved. The printing department now has three state-of-the-art presses, capable of printing 100,000 impressions a day. But the most radical change, Larry said, occurred in 1976 when women were allowed to join Toastmasters without any restrictions.

In 1979, he married Nancy, WHQ's manager of Merchandising and Policy Administration. They now have three children and live only three blocks away from their work.

Larry enjoys his job and the camaraderie among co-workers. Since the printing department doesn't have much direct involvement with the membership, Larry said a highlight of his work has been "to attend the annual International Convention and interact with so many nice people.

"It is very satisfying to work for an educational organization such as this one," he concluded.

The terrible thing about inertia is that the more you sit on your butt, if you pardon the expression, the more your stay there."



Julie Bawden is a full time freelance writer residing in Orange, California, who specializes in human interest stories and personality profiles. Her three columns, "OC Careers," "OC Insight" and "OC Couples" regularly appear in Orange Coast Magazine.

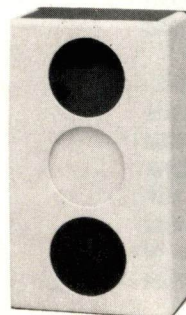
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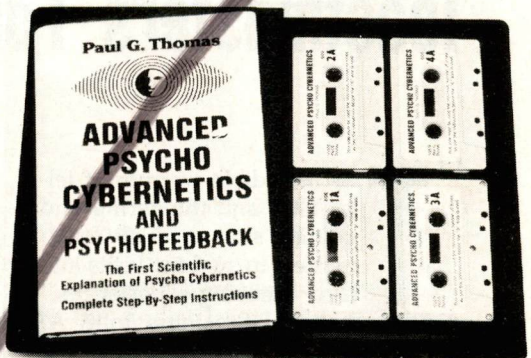
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Toastmasters Focus on Membership Retention

The incredible warmth of fellowship and the caring and interest shown by all Toastmasters turned my visits into truly amazing experiences," said International President John A. Fauvel, DTM, as he summarized the events of the past year to the Board of Directors at their February meeting.

President Fauvel's observations, gleaned from his visits to many businesses and community groups, provided a framework for much of the three-day meeting at the Disneyland Hotel in Anaheim, California.

"The name of Toastmasters International and a basic knowledge of our program and its intent, are certainly well known and established throughout the corporate world and, to a lesser extent, in the communities," Fauvel noted.

He also said he was pleased to see the eagerness and commitment displayed by fellow Toastmasters. "Words will never fully explain or describe their hospitality. These visits, above all else, stamp the major differences between my year as President and my years as an officer."

President Fauvel visited six districts—32, 53, 43, 13, 52 and 16—in 1987, traveling 32,458 miles in 30 days from his home in New Zealand. He met with Arkansas governor Bill Clinton, two city mayors, key business executives and representatives from various chambers of commerce, hospitals and schools.

The media covered his visits in several newspaper articles, 15 minutes of television air time and in an unprecedented 236 minutes of radio time.

"The leaders I met with all had a knowledge of our programs and were only too willing to allow a follow-up visit by Toastmasters from that district," Fauvel said. "A new club was chartered almost immediately following my visit to Washington Women's Employment and Education, Inc., in Tacoma, Washington.



International President John A. Fauvel presides at a Toastmasters' 1987-88 Board of Directors meeting at World Headquarters.

"I cannot speak too highly of those Toastmasters who organized each of my visits," he continued. "Each visit was well prepared and the people were ready to meet with us at the appointed times. I now look forward with great anticipation to my 1988 visits with districts 41, 29, 66 and 15."

Executive Director Terrence McCann reported to the Board the organization's commitment to focus on membership retention and growth.

While continuing to help fulfill members' educational and self-development needs, he said the organization will research new ways of "making sure that people don't leave Toastmasters clubs before fully benefiting from the program."

McCann said that "the old solution to the problem of membership retention has been to add points to one program or another," rather than focusing on the club, its meetings and the quality of its leadership.

"It's time to turn the searchlight inward and analyze the operation of our premiere showpiece, the club itself," he noted.

Recognizing the many improvements in the organization's educational and awards programs during the past several years, McCann said, "We have taken a marketing approach to growth level in well over fifty-four clubs. These improvements to our existing programs were important, and undoubtedly have contributed to helping keep members active."

McCann informed the Board that 216 clubs were chartered from July to December, 1987, bringing the total number of Toastmasters clubs to 6215. Membership in the organization grew from 124,486 to 131,557 last year, marking a 5.7 percent increase.

"Our organization has never been stronger, so there is no reason to fear the future," McCann concluded. "But the future does bring a change in attitudes, values and personal needs. Since we are strong, it seems reasonable that we take the time to look inside, and determine where change will enhance performance."

The Board of Directors will meet next on August 16, at the International Convention in Washington, D.C.

Board of Directors' Actions

When the Board broke into its component committees—Education, District Administration and Programming, Executive, and Policy and Administration Review—and reconvened, they took these actions:

- Approved division of District 36 into two districts effective July 1, 1989.
- Approved division of Founder's District into two districts effective July 1, 1989.
- Approved a policy on limited fundraising activities at the club and district level.
- Revised Article IV, Section 4, of the Club Bylaws to clarify the wording dealing with credential and proxy card procedures. Sentence two was amended to read "The Club shall select its representatives in sufficient time for the President or Secretary to validate the proper credentials for them." Sentence four was amended to read "Such representative or proxy shall be

an active member of Toastmasters International."

- Revised Article II, Section 4, of the Club Bylaws to "The dues of this club shall be \$_____ per member per _____, payable in advance at such time as the club shall designate."
- Reviewed Article X of the District Constitution and Article IV of the Bylaws and reiterated that no Toastmaster may carry proxies for or cast more than two (2) votes (three (3) votes if a district officer), regardless of the number of clubs to which a member belongs.
- Reviewed the Club and District Bylaws and amended all references to "of the members present" to read "of the members present and voting" to make it consistent throughout the documents.
- Recommended a change to Article XII, Section 1, of the International Bylaws, subject to the approval of the delegates at the 1988 International Convention. This allows for assign-

ment of available numbers between Founders and District 75 to newly formed districts.

- Granted Territorial Council status to the undistricted clubs of Taiwan, ROC.
- Reviewed the participation requirements for the International Taped Speech Contest to determine if members of prison clubs, disabled members and others with special situations who belong to districted clubs may participate in the contest. The Board recommended there be no change in the present program.
- Reviewed the proposed improved distinguished club recognition program and recommended that World Headquarters proceed with the program. The Board also recommended that World Headquarters rename the proposed Club Management Plan the "Club Success Program."
- Discussed the proposal to change the club administrative year from January 1 through December 31, to July 1 through June 30, and recommended no change at this time.
- Reviewed the proposed Club Officer Record System and recommended that World Headquarters proceed with developing the system.
- Discussed the behaviors that must be present in each club to improve club effectiveness and member retention and satisfaction.
- Reviewed districts' growth over the past three years.
- Approved the concept of a division and area recognition program.
- Discussed the training needs of division, area and club officers and how to encourage participation in training.
- Reviewed club effectiveness in regards to member satisfaction/retention.
- Examined International Director visits as part of a program to encourage district growth. Recommended changes to make these visits even more effective.



The Board discusses new ways to continue to fulfill members' educational and self-development needs.



J. DICKENSON

ILLUSTRATION BY JOHN DICKENSON

TAKING THE TERROR OUT OF TALK

Thinking in terms of communication rather than performance helps us calm our biggest fear.

BY MICHAEL T. MOTLEY, PH.D.

Surveys show that what Americans fear most—more than snakes, heights, disease, financial problems or even death—is speaking before a group. This is surprising, in a way, since even a dreadful speech isn't as serious as illness, poverty or the grave. Yet about 85 percent of us feel uncomfortably anxious speaking in public. Even professionals aren't immune. Some of our most successful politicians, evangelists and entertainers suffer extreme stage fright, or, to use its more formal label, "speech anxiety."

While it's comforting to realize that such anxiety is almost universal, a magic formula to dispel it would be even more comforting. There is no such formula, but recent research that helps us understand speech anxiety better also suggests ways to control it.

The most familiar aspects of speech anxiety are its physical symptoms. Most people report some combination of sweaty palms, dry mouth, increased heart rate, shaky hands, weak knees, shortness of breath and butterflies in the stomach. Laboratory measurements add increased

blood pressure and muscle tension to the list of symptoms. With all of this going on, it's no wonder the experience is unpleasant—for some, so unpleasant that they avoid public speaking completely, whatever the cost. I have treated attorneys, ministers and public relations executives who were ready to quit their professions to avoid public speaking. Other clients were losing chances for advancement by passing off speaking assignments to colleagues.

Irrational fear

Physical symptoms are just one component of speech anxiety. More important is how people interpret the symptoms. A few speakers, the confident ones, see their physical reaction as a positive sign that they are emotionally ready for the speech. Most of us, however, interpret the feelings as fear. To justify this fear, we need something to be afraid of, so we begin to imagine what will happen if our speech is less than perfect. These imagined consequences are usually exaggerated and irrational. People say, for example, "The audience will ridicule me if I make a mistake. I'll be embarrassed to death." In fact, audiences usually ignore errors and awkwardness as long as they get something out of a speech.

These irrational fears and physiological symp-

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toms often feed on each other—the fears increase the symptoms, which in turn increase the fears—until extreme physiological arousal combines with thoughts of catastrophe. Heart rates can approach 200 beats per minute in speakers convinced that they will make fools of themselves.

Excessive anxiety is especially common among people who view speeches as performances, in which they must satisfy an audience of critics who will carefully evaluate gestures, language and everything else they do. Though they can't describe precisely what these critics expect, people with a performance orientation assume that formal, artificial behavior is somehow better than the way they usually talk. Research has shown that expecting to be evaluated, or being uncertain about the proper way to behave, arouses anxiety in almost any situation.

Share ideas

A much more useful orientation, and a more accurate one, is to view speeches as communication rather than performance. The speakers' role is to share ideas with an audience more interested in hearing what they have to say than in analyzing or criticizing how they say it—a situation not very different, at least in this regard, from everyday conversation.

I see speech anxiety as a three-stage phenomenon that develops well before the speech is to be delivered: the performance orientation, the physiological arousal it triggers and the thoughts that justify interpreting the arousal as fear. Other aspects of anxiety develop during the speech itself. For example, performance-oriented speakers often assume that the audience sees how nervous they are, a belief that can have a snowball effect. An only slightly exaggerated scenario might go like this: "Oh, my gosh, they can tell that my voice is quavering...now they know that my hands are shaking...now they can tell that I've fainted!"

Studies on how well an audience perceives anxiety should comfort nervous speakers. Researchers have found that most people report noticing little or no anxiety in a speaker. Even when individuals are trained to detect anxiety cues and instructed to look for them, there is little correlation between their evaluations and how anxious the speakers actually felt.

Physical signs

Most speakers are familiar with two phases of physiological arousal that go with making a speech. Arousal usually increases substantially in the few minutes before the speech, as we anticipate making it, and there is another, even greater surge as we actually start speaking. Heart rates during the anticipatory phase usually range from around 95 beats per minute to somewhere in the 140s, compared to normal resting heart rates in the 70s. Then, as we confront the audience and begin to talk, heart rates usually jump to somewhere between 110 and 190.

Au-
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ignore errors
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something
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speech.

There is a third phase of arousal many speakers aren't familiar with, one that should be comforting. The tremendous "confrontation" surge doesn't last long. Arousal begins to subside within about 30 seconds, gradually returning to anticipation levels or even lower. The confrontation reaction is so memorable, however, that many speakers don't perceive the dropoff.

There are two lessons here for anxious speakers. First, it helps to realize that the confrontation reaction is short-lived. Preliminary studies suggest that speakers who constantly monitor this adaptation can make it happen even sooner—a sort of "I'm better already... better yet... still better" reaction. Second, even people who aren't very anxious have these anticipation, confrontation and adaptation reactions. While they can't be eliminated completely, we can learn to modulate and accept them as normal signs that we are ready to do our best.

How to control anxiety

A number of techniques are being used successfully to control anxiety. One popular approach, systematic desensitization, is aimed specifically at lessening physiological arousal. The technique involves training in muscular relaxation, coupled with visual imagery. People are taught to relax as they imagine giving a speech, the assumption being that physiological anxiety doesn't go with physical relaxation. Typically, people start by imagining an event fairly remote from the planned speech, such as being in the audience for someone else's speech. Once they achieve relaxation with that image, they repeat the process while imagining events closer to giving the speech, until they finally visualize their own speech, still feeling relaxed.

Another popular approach, rational emotive therapy (RET), works on irrational thoughts that contribute to anxiety. RET and its variations try, in particular, to get speakers to realize that many of their fears are ill-founded. After people explain precisely what they fear, the therapist points out flaws in the reasoning and helps them adopt a more realistic attitude.

In my public speaking courses, for example, students will often say that what they are afraid of is getting a bad grade on the impending speech. If this were the real problem, my offer to leave the room and allow the speech to remain ungraded would eliminate the anxiety. It doesn't, of course, since the fear of audience evaluation remains.

Other speakers will mention some more generalized fear, such as "I just never seem to speak well," or make self-fulfilling prophecies, such as "I'm going to bore them to death." The therapist helps them replace such statements with more positive and reasonable ones, such as "Since this information is interesting to me, I can make it interesting to others."

Another approach I find effective shifts the speaker's orientation away from performance

Continued on page 29

DTM

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

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- Robert M. Davis**, Encore 1339-19, Ames, IA
- Raymond E. Brown-John**, Vernon 1929-21, Vernon, BC, Canada
- Trudy Brown**, TGIF 4679-22, Overland, KS
- Curtis Wilson**, TGIF 4679-22, Overland, KS
- A. Richard Brazis**, Business Men's 281-24, Omaha, NE
- Richard Hawley**, Sentry 4596-35, Stevens Point, WI
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ATM SILVER

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

- Colette Gardner**, Newport Center 231-F, Newport Beach, CA

“It is not sufficient to know what one ought to say; one must also know how to say it.”

ARISTOTLE

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- M. Coleman Hull**, Penn Square 2106-16, Oklahoma City, OK
- Arlene Smith**, Enid 5514-16, Enid, OK
- Richard Boyd**, Apex 6146-16, Boley, OK
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TAKING THE TERROR OUT OF TALK

Continued from page 26

and toward communication. "Communicative pragmatics orienting" works to persuade people that effective public speaking is more like ordinary communication than like a public performance. Once people genuinely view making a speech as communication, they can think of it in terms of their normal, everyday conversation rather than in terms of past anxiety-ridden performances. I have found that with this approach, speech anxiety almost always subsides and the speeches almost always improve.

Focus on communication

One implicit goal of a "performance" is to get a positive evaluation from the audience. This focus on evaluation is bound to produce anxiety. It is better to concentrate on other goals. For example, I belong to a jazz combo that recently played its first date. As we waited to go on, we started talking about the stage fright most of us were feeling. I managed to eliminate much of the anxiety by suggesting that our real goal was to encourage the audience to have fun. Since that was most likely to happen if we had fun ourselves, we should stop worrying and simply enjoy playing our music. It seemed to work.

I remember listening to a high school valedictory address in which a young man employed considerable oratorical flair. When I later asked another member of the audience what she thought of the speech, she told me, "I really didn't understand what he said, but it certainly was a good speech, wasn't it?" Someone with a performance orientation might agree, but from the standpoint of communication, the answer is no.

Maintain a conversational style

By far the most important quality of a speaker's delivery is to make the members of the audience feel that they are truly being spoken with, rather than spoken at. People who perform at concerts, plays and dance recitals are expected to have

Effective public speaking is more like ordinary communication than like a public performance.

unusual skills and to show them off. But if a speaker's purpose is to communicate, all he or she needs are the gestures, the vocal inflections and the facial expressions used in everyday conversation.

The primary differences between conversation and public speaking are simply that public speakers talk longer before their "turn is up," and that they need to spend much more time selecting, organizing and clarifying their thoughts before they talk. Preparing the content can be hard, but if it is done well, the actual speaking should be the easy part.

There is an exercise I use to demonstrate the point: As the speaker approaches the podium, I dismiss the audience temporarily and begin a "one-way conversation" with the speaker. I tell him or her to forget about giving a speech and simply talk spontaneously to me, using the speech-outline notes as a guide. In this situation, most people feel rather silly orating, so they start to speak conversationally, using natural language, inflections and gestures. I ask the speaker to maintain this conversational style while the audience gradually returns, a few people at a time.

The speakers usually do this successfully as the audience returns. When they don't, the transition from talk to speech is invariably identified later by the audience as the point when effectiveness began to decrease, and by the speaker as the point when anxiety began to increase.

All the speech-anxiety therapies I've mentioned involve more than I have described here, of course, and require qualified therapists. For most of us, giving a speech is an important and novel event. It's natural and appropriate to feel some anxiety. A speaker's aim should be to keep this natural nervousness from cycling out of control: not to get rid of the butterflies but to make them fly in formation. □

Michael T. Motley, Ph.D., is professor and chair of the department of rhetoric and communication at the University of California, Davis, and has a private practice as a communication consultant.

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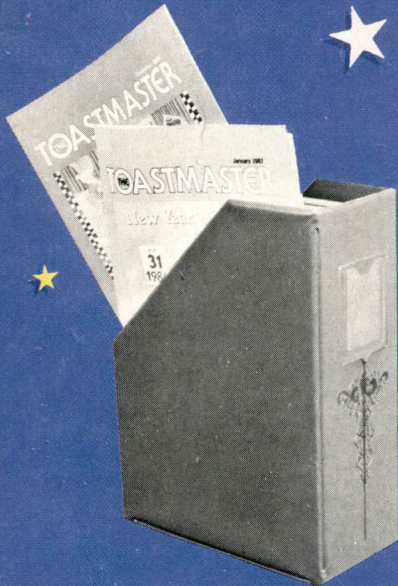
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