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Have a date with your listeners and cater to their needs.

VIEWPOINT

Be – Do – Have

T "HOW AM I DOING?" Former New York City Mayor Ed Koch would sometimes shout out that question to his constituents as he walked around his beloved city. He wanted feedback on his leadership. With seven months of the Toastmasters year



gone, it's a good time to assess your results so far. I hope you have achieved a large part of your personal goals, whether it's an achievement in the education track, the leadership track, a speech contest or simply building your confidence. If you are in a leadership position, what results have you reached? Are you on track? If not, what are you going to do differently in the remaining five months? Is there a key to achieving the results you want?

Fifteen years ago a career counselor gave me a powerful insight into the secret behind all achievement. The counselor showed us that the foundation for having what we want is being who we are capable of becoming. Having is a result of doing, and doing is a result of being. It could be expressed in a formula: Be (thoughts) x Do (actions) = Have (results)

So the bottom line is this: If you want to change your results, then change your thoughts. Leaders - if you want your followers to have better results, help them change their thoughts. Right thoughts lead to right actions, which lead to right results.

Charles Haanel, one of the pioneers of the self-improvement movement, said this in his classic, The Master Key System: "... the world within is the cause; the world without the effect. To change the effect, you must change the cause." Haanel then says: "Most men try to change effects by working with effects. They fail to see that this is simply changing one form of distress for another...All growth is from within...The error of the ages is in looking for strength or power from without."

Your current results are a reflection of your actions, and those actions are a result of your dominant thoughts. If you are not happy with the results vou've achieved, there is no sense in working harder at doing something that is not working. What Haanel challenges us to do is to examine "the world within" - our thoughts, and then adjust the thoughts so that we have the results we want. If the "Be" (thought) is right, then the "Do" (action) will give us the "Have" (result).

If you are happy with your results, congratulations! Keep it up! If you are not satisfied with your results, you have sufficient time to change your thoughts, your actions and your results.

Think the thoughts that empower you to be the person you want to be. The harvest of your thoughts will be your desired results. BE - DO - HAVE. I look forward to celebrating your results with you at the Hall of Fame at the International Convention!

Dilip R. Abayasekara Dilip Abayasekara, DTM

International President

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The Toastmasters Vision:

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

The Toastmasters Mission:

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

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

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

LETTERS

Viva la Difference!

I read with great interest the article, "Communicating Across Cultures," in the October magazine. My job has taken me to 13 different countries on five continents, and my ability to communicate accurately with sometimes angry customers is critical to a successful trip.

The article said, "A warm, friendly smile goes a long way toward conveying sincere interest in others." I have found that a smile can also be misinterpreted in some European cultures. This was pointed out to me during a visit to France after I commented that Americans and French often view each other as rude. The response I got was that the difference is in the use of a smile. The French are much more reserved. They view a stranger with a smile as someone who is trying to con them. So when we smile to a stranger, the French get suspicious and when the French are slow to warm up to us, we consider them rude. It is nothing more than a cultural difference!

Thank you for the article. As our economy becomes more and more global, the ability to understand cultural differences will become very important to future successes in business and other interpersonal situations. Dan Laird, ATM-B • Videojet Classic Toastmasters Club 8033/30 Wheaton, Illinois

Linguistic Obfuscation

I meant to read the cover stories in the very interesting October 2005 issue: "Talking to International Audiences," but I did not get to it in time for my meeting with a group of county officials of American Indian descent in southern Arizona. After a satisfactory meeting, I referred to the successful construction project we had just completed by sharing what I thought was an encouraging allegory: "This project is certainly our Indian rabbit for future successful enterprises" (*Conejillo de Indias,* in Mexican Spanish). Everyone stared at me for a couple of seconds and a profound silence invaded the room. Fortunately, my co-worker, also a Mexican native speaker, corrected my very regional expression and said: "You meant 'guinea pig,' of course."

I recovered from the funny incident, and as everyone exchanged friendly farewells, I was sheltered with sympathetic smiles, thanks most likely to my non-English native status rather than to my contribution to the project! Had I read Mr. Ramez Naguib's recommendation to "avoid slang" before that meeting, I would have not "stumbled over that rock." David Diaz • Downtown Toastmasters Club 2853 San Antonio, Texas

A Religious Turn-on

International President Dilip Abayasekera's Christmas message (December) was one of the best I have read recently. He did not sanitize the Christian message of Christmas to gain political correctness and at the same time brought in unity by drawing in the other religions. Having grown up in a culture similar to Dilip's, I empathize with his sentiments. I also thought his message most noteworthy: "Caring to build."

Toastmasters to think of focusing on the needs of up-andcoming members rather than leaving the club after accomplishing our own goals.

Dan Perera, ATM-G • Motivated Menai Toastmasters Club 6320 NSW, Australia

Mistakes that Drive Translators Mad!

For several years, I have acted as an interpreter for Do you bave something to say? Write it in 200 words or less, sign it and send it to **letters@toastmasters.org.**

speakers from America, Australia and New Zealand, translating their speeches into Malay. Herbert Lee's article, "Lost in Translation" (October 2005), brought a smile to my face as I recalled two common mistakes these speakers made that drove me crazy.

Many speakers usually forget that I am standing beside them to interpret what is being said. They get carried away and when they finally remember me, they stop abruptly, apologize and say, "Your turn;" expecting me to remember all that was said in the last 10 minutes and to interpret it all in a matter of seconds!

I agree with Herbert's advice to avoid colloquial phrases. "You can lead a horse to water but you can't make it drink," doesn't mean much to my audience here on the island of Borneo whose knowledge of horses is limited to a few pictures and the occasional Western movie.

When speaking with an interpreter, please remember to keep your message simple, speak slowly and stop after each point or sentence. Your interpreter will love you for it!

Peter de Run, ATM-B · Hornbill City Club 6231-51 Kuching, Sarawak, Malaysia



"I'm going to be late for work this morning. I was listening to my motivation tapes and suddenly found myself driving farther and faster than I ever imagined I could!"

Language schools equal speaking opportunity.

Complacent No More!

Complacent – a fine Word of the Day at a club meeting, perhaps, but I wouldn't aspire to fit that description. Yet there I was, two years and counting at Rockridge Toastmasters in Oakland, California, spitting out sevenminute speeches to some 25 friendly members, slipping into smugness. Then my club received this

challenge via e-mail:

"EF International is a residential language school teaching English as a Second Language to approximately 100 students from Southeast Asia, Europe, South America and Mexico. The school offers a weekly guest lecturer series to our students, and needs speakers who can provide students with a broader perspective on American culture and an opportunity to improve their English skills. The lectures (45-60 minutes) are a listening and speaking activity which also serve as an opportunity for the students to hear different voices."

"Just remember to speak slowly," advised a fellow Toastmaster, who had recently given a lecture to the foreign students. "You can't speak slow enough," I was cautioned, before being cast to the hungry crowd of 20-somethings who preferred I'd hurry up so they could get to lunch.

My words slurred. Sixty minutes of this? I scanned the audience for clues. Did they understand what I was saying? Some were whispering and giggling. I droned on. Two students escaped through the back door. This was nothing like my polite Toastmasters group. Where was my friend Complacency? Whose idea was this anyway?

Good question. Whose idea was this? Take 100 international travelers,

motivated to learn a new language, gathered weekly in the school's auditorium. Add members of Toastmasters International, dedicated to improving public speaking skills, seeking new forums. Equals?

"A match made in heaven," says Jennifer Lettieri, Lecture Coordinator at EF International, whose job it is to book speakers 52 weeks a year. She doesn't know, however, who made the original match.

Even if you don't live near Oakland, California, the opportunity is out there. For instance, every EF International Language School provides a lecture series as part of the learning experience. Of course, different schools around the world take a unique approach. Why not introduce yourself as a prospective guest speaker, standing by with interesting topics to discuss? Check **ef.com** to locate a language school in your area.

Beyond EF International await hundreds of similar language schools. A quick look on the Internet reveals sites advertising multiple languages worldwide. Did you know you can study English in Malta? Arabic in Jordan? French in Guadeloupe? Try searching **languagesabroad.com** or **searchlanguage.com**. Alternatively, if there are no language-specific schools in your region, try contacting the language department at a community college or vocational school.

The next step is to convince these schools that they need you. Keep in mind, this should be easy - you're promoting the most perfect match since peanut butter and jelly.

Consider these advantages: First, your service is free, and at the same time, professional. As a Toastmaster, you want the practice, so you're willing to lecture for no charge. Plus, Toastmasters are known for being cooperative, enthusiastic and hard-working, which assures a polished presentation. EF's Lettieri acknowledged that if a qualified speaker called her at random offering a free speech, it would be a dream come true: "That's what I live for in my job."

Second, you are fulfilling a need. Teachers welcome a break, and students benefit from hearing different voices. One administrator mentioned that they show movies for this purpose. Nonetheless, while attending a Spanish Language Immersion program in Barcelona, I would have enjoyed hearing a local resident talk about a current cultural topic.

Third, you're creating something new. If the schools aren't actively recruiting speakers, this means no competitors. You're first in line!

What are you waiting for?

Nearly a year has passed since my sluggish first performance at EF International. I learned that "slow" doesn't necessarily mean "robotic." In fact, I was invited for a second attempt, which was apparently more relaxed and natural. (No runaways, either.) Moreover, this experience stimulated my interest in foreign language education. I now teach a conversation class for ESL students at a vocational school.

Which reminds me, whose idea was this, anyway? I owe thanks to that mystery matchmaker who united Toastmasters with language schools. It's a sure cure for complacency.

Kathy Hrastar, CTM, is a member of the Rockridge Toastmasters club in Oakland, California. Reach her at wegiveup@juno.com.

TOASTMASTER TESTIMONIAL

From Toastmaster to Wine Expert

By Chuck Blethen, ATM-S

How to enjoy travel, good wine and food – and get paid for it!

few years ago, I began to get more serious about my hobby of making wine. We had purchased a wonderful old home in Scottsdale, Arizona, solely because it had a basement (a rare thing in this part of the country), a wine cellar and a vineyard to provide stock for the cellar bins. But making wine does cost some money even if you grow your own grapes – items such as yeasts, MLF inoculants, energizers, sterilizing

solutions and corks are but some of the required ingredients for the wine-making process.

So I decided to combine my speaking skills with my hobby to see if I could earn some extra money to help offset the costs of making wine. I was making annual trips to the Hunter Valley in Australia's New South Wales to work with several winemakers there to improve my craft, and I had shared my interest

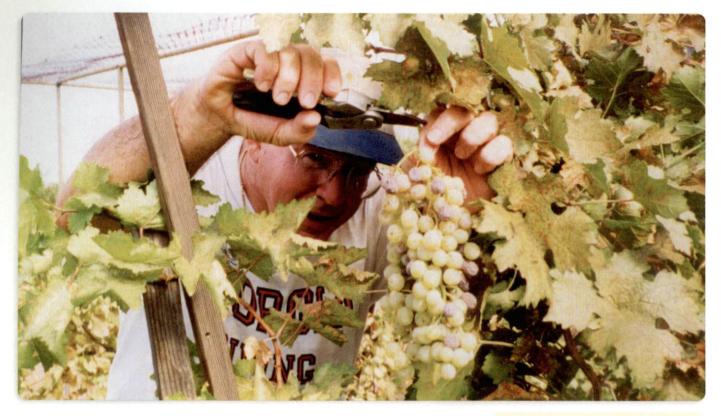


 Chuck Blethen teaches wine etiquette aboard the American Queen paddle boat in 2005.

in teaching winemaking with them. I had developed more than 250 PowerPoint slides and they reviewed them for technical accuracy. I had the background knowledge in place.

My first step was to make up a few calling cards announcing to the world that I was a winemaker and a speaker. That was soon followed by bookings with the City of Scottsdale Parks and Recreation Department to teach winemaking for the city. The

> rules of using government property for classes posed a challenge: Alcohol was not allowed on any city premises. You can not learn to make good wine if you do not know how to evaluate wines - that requires some training by actually drinking it and using the training tools that I planned to provide as part of the classes. I finally solved this dilemma by teaching the wine tasting/ methodology in the



city classroom, and, after class, continuing at a local wine bar where we could look, swirl, sniff and sip all we wanted without breaking any rules.

I started by teaching winemaking classes four times a year. Soon I was also teaching wine classes for the Scottsdale Community College Adult Education Department. The college winemaking course required three classes of about 2.5 hours each evening. My classes involved using PowerPoint slides that I generated on my Apple PowerBook G4 and projected through my own high-resolution Sony digital projector. Speaking non-stop for 2.5 hours - with a 10minute break half way through - was a real challenge. It made my Toastmasters club speeches look like a walk in the park!

After a while, my former students started asking if I would offer a class in wine etiquette. I spent about a year researching that topic and then approached the City of Scottsdale about introducing the wine etiquette class – a one-night, two-hour session followed by a trip to a local bar where we would practice with real wine. It was the most popular class I have taught so far! All the classes have been full – some even had a waiting list.

I began receiving phone calls from various organizations wanting to book me as a luncheon or dinner speaker. They paid me, fed me, and provided me with a whole new speaking venue. My Toastmasters skills were put to the test. Each club and organization had a different makeup of people. I tried to learn as much as possible about the group before I spoke, so I could tailor my comments to add spice and flavor relevant to each group.

Some places offered microphones. Others had none, so I really had to project my voice. Soon I was working toward my Accredited Speaker Award.

My newfound avocation took a very interesting turn in February of 2005. My wife had suggested I send my wine experience/resumé to several cruise lines to see if they would consider hiring me as a lecturer for a Food & Wine Cruise. I was immediately hired by the Delta Queen Steamboat Company to be the wine lecturer on its bi-annual Food & Wine cruise up the Mississippi. What fun! Imagine – a week on the river

▲ The author at harvest time in his vineyard in Scottsdale, Arizona.

on the American Queen paddleboat with 450 people who love good food and wine. I was able to share a billing in that venue with several well-known chefs and restaurant owners. It was a wonderful experience.

I recently I had to turn down a two-week cruise across the Atlantic as a lecturer on the Queen Elizabeth 2 – I had made previous engagements for the same week. But there will be other opportunities.

I am grateful for my Toastmasters experience and all those speeches I gave toward my ATM – they were excellent preparation for my new speaking venues. My wife loves my hobby even more now that I can travel, drink good wine, and enjoy great food – and get paid for it! Thank you Toastmasters International!

Chuck Blethen, ATM-S, CL, is an area governor for District 3 and a member of the Communi-Cats Club. He lives in Scottsdale, Arizona, at his vineyard and personal winery. Contact him at **Blethen@RoadNews.com.**

Have a date with your listeners and cater to their needs.



Remember what it's like to go on a date? Dating is all about getting to know someone better and to assess whether or not he or she is a good or interesting person. Thinking about the difference between good dates and bad dates can potentially improve your speaking endeavors.

Pemember them

The worst dates are one-sided, where one person rambles on and on about herself – spewing mundane details and bragging about accomplishments. It's as if you aren't even there! We all have a basic need to be liked by others, and some people fulfill this need by trying too hard to impress. Relate this to your speaking experiences. Sometimes speakers are so concerned about doing well that they forget the most fundamental aspect of public speaking: the speech isn't for the speaker, it's for the audience. Remember that your audience is in the room and that they are here to learn from you.

Know your audience. In a recent radio interview, actor David Spade said that when he does stand up comedy, he asks the host for the name of the local grocery store so he can use it in his material. Something as simple as the name of that grocery store made the audience believe the routine was tailored for them.

Remember the audience, learn who they are and use that knowledge to make them feel like participants in the presentation, not simply spectators.

rganize

Have you ever been in a situation where you are listening to a person talk and talk and talk, but really have no idea what he is saying? Talk about a bad date! Likewise, listening to a speaker who rambles on without any apparent structure is pure torture! By organizing your speech into memorable parts, the audience will be able to not only understand the arc of your argument or the point of your presentation, but they will also be more likely to remember what you said long after you've said it.

The old rule is to divide your speech into three easy-to-remember parts or clever mnemonic devices. Of course, this depends on the length of your presentation. The more your speech or presentation is like a long, unorganized rant, the more likely your audience members are to think, "What!?" Get into your audience's head. Ask yourself what it would feel like to be an audience member listening to your presentation. Does it make sense? Will it be remembered? Organizing your content so the audience can learn from it is the mark of a savvy and trustworthy presenter.

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onitor

Recently, a friend confided that she had gone on a blind date with a very good-looking man. She described the evening and seemed excited about the prospect. Then she told me about his yawning habit. He kept yawning and yawning – but she rationalized that he was just tired because he was a very hard worker. More likely, I said, he was bored. And you know, he never called again. Not to be harsh, but what more does a person need besides a neon sign that says "I'm uninterested!"

As a speaker, your audience will give you the same signs. The audience is a constant source of immediate feedback on how you are doing. Use them as your main resource. Remember, they are there and they are listening. Use their nonverbal cues to modify or maintain. For instance, if your audience members are lolling their heads back and forth and "resting their eyes," use this as a clue: You're boring! At this point, you'll need to modify by spicing up the presentation. Of course, this isn't the easiest thing to do.

Some good advice is to have a backup plan, a reliable insert that you can add to your presentation at a moment's notice to "get your audience back." Think about past presentations, either your own or another speaker's. What was it that made you interested and engaged? What was it that made your audience laugh or participate? On the other hand, let's pretend that your audience members are laughing and participating - they are fully engaged, nodding their heads, leaning forward, agreeing - then keep on doing what you're doing. If you maintain your enthusiasm and interesting dynamic, your audience will appreciate your energy and might even ask you out again.

sk Questions

People love to talk about themselves. You love to talk about you and I love to talk about me. It's not conceit; its human nature. Think about a successful date. Did your partner ask you questions? Was he or she interested in your life? Ironically, the most interesting people are those who direct the focus onto you. It's the same with presentations. The speaker who is the most interesting and who has the most control is the speaker who can shift the perspective

onto the audience from time to time. Getting audience members involved by asking questions is a valid and effective way to keep them engaged.

ever Say NO

Once you've asked a question, whether to a specific person or to an audience in general, wait for the answer. People need time to think. When an audience member responds to a question – never respond negatively or you will lose rapport with the audience. You can always twist a response to reflect a positive answer even if the response is incorrect or not on the track you are heading.

For instance, in response to an incorrect or off-topic answer you might say, "What a unique perspective!" "How interesting! Does anyone else have any ideas?" When there is a pattern of negativity, it is more difficult to keep the audience engaged and involved. The listeners may walk away feeling a visceral sense of disapproval.

Just like a successful date, the more a person validates your ideas and the less s/he negates your perceptions, the more likely you are to remember the experience as pleasant and valuable.

apture Them with Content

Predictable romance isn't romance at all. Fresh ideas, humor and spontaneity are always more romantic than foreseeable, dull outcomes. This is true in dating and in speech-making. Now that you've planned a speech structure that will help your audience remember what you've said, it's time to fill that structure with interesting content.

> It's one thing to "know your stuff," but it's quite another thing to communicate your knowledge in a way that won't bore your audience. You may know every single minute financial detail of the new real estate project you are presenting, and that's a good thing. Now, how can you communicate your ideas so the audience will understand the major points, remember what they need to remember. and find you interesting? It's about how you present.

Add humor where you can. Use

more appealing and easier to

metaphor to make examples

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grasp. Tell brief personal stories where appropriate. And use your knowledge of your audience to relate the material to their lives – keeping them involved and engaged. How you frame those minute financial details will make all the difference when it comes to your audience's level of interest.

nergize

It may seem obvious that enthusiasm and dynamism are attractive, but think back to Mr. Boring. You know the guy – monotone voice, unconfident posture, dull personality, predictable sense of humor, humdrum stories and an overall lackluster persona. Or maybe you don't remember him because he was so ultimately and completely forgettable.

It's the same with speakers. It's amazing how unforgettable a presentation can be if you convey a sense of enthusiasm and encourage your listeners to feel energized tenseness and edginess. Learning how to prepare and rehearse speeches helps to reduce the intensity of the delivery and helps shift the focus onto the enthusiasm with which it is delivered.

Hopefully, your presentations will have a sound organizational pattern and interesting content, but no matter how great your patterns or content are, a lack of energy from you translates into a lack of energy from your audience. There isn't anything more pitiful than a room of uninterested, unenthused, unengaged people listening to an uninteresting, unenthused, unengaged speaker. On the other hand, there isn't anything more exhilarating than a room full of involved, engaged, and excited people learning from and interacting with an involved, engaged, and energized speaker – except maybe a really great first date!

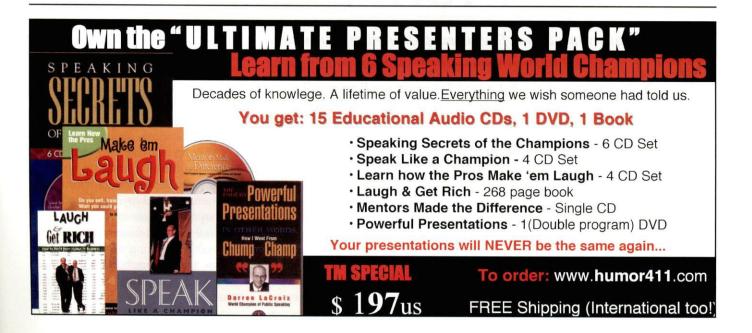
Romance isn't always about your interpersonal relationships. Using the same ideas you would use to impress a

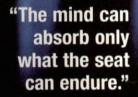
"Using the same ideas you would use to impress a date or the same standards you would use to dump a date can be useful when considering your audience."

as well. Actually doing this can be difficult, especially for novice speakers and apprehensive leaders. But the good news is that once you've prepared a solid organizational structure, filled that structure with appealing content and rehearsed your presentation to your comfort level, energy is inevitable.

Sometimes, speakers get so caught up being anxious about that one little detail, being nervous about those pesky verbal tics, or being tense and edgy about that one fact or figure that they forget the audience is in the room and that they, too, begin to feel the anxiety, nervousness, date or the same standards you would use to dump a date can be useful when considering your audience. The more you think about your audience, the better your own speaking abilities will become. Romancing your audience is about remembering your audience and catering to their interests, their knowledge-level, and their most basic human needs. After all, it really isn't about you, it's about them.

Michele Caldwell-Kelly teaches public speaking and small group communication at the University of North Carolina Charlotte. Reach her at **caldwellmichele@yahoo.com**.





Reading Your Listeners' By Charles R. McConnell Nonverbal Signals

bile you stand before a group delivering your wellprepared talk, can you gauge how well you're going over with your listeners? Let your audience tell you bow you're doing, not in so many words but with no words at all. Learn to read what listeners are telling you with their faces and bodies. "Listen" to the wordless messages they are sending.

As you talk you will of course apply all you've learned about public speaking. You already know as much as is practical about your audience to ensure that your language is neither over-simplistic nor over their heads. You are well prepared and practiced. Next, consider adding another "p" to

your speaker's toolkit: Perception that is, your perceptions of your listeners and their expressions, positions and movements.

Many listeners, especially those with little or no speaking experience, have no idea how much an experienced speaker can perceive from the

front of the room. Your listeners see mostly just you, but from your position you can see as many faces and bodies as there are people seated before you. You're looking at your audience, moving your gaze over the faces in the room, making fleeting eye contact with everyone but staring at no one. You are talking to them, never past them or over them.

There's an old saying reminding us that the eyes are the windows of the soul. As one instructor, well experienced in speaking on unpopular topics, said: "I watch the eyes. Those who don't want to be there, or don't want to hear, will nail me with an expressionless stare. When combined

with tight facial muscles, the riveting stare, usually reserved for non-persons, fairly screams *hostility*."

Blatant hostility aside, *are your listeners all looking directly at you*? Do they glance from you to your visuals, if you're using any, and back to you when they should? Interested audience members will be watching you and showing signs of listening, while those who are there unwillingly are more likely to give the appearance of taking notes while actually doing something else. The more you can

keep them looking directly at you, the better your chances of having them hanging onto your words.

A couple of *frowns* here and there might mean nothing, but a generous sprinkling of frowns throughout the group may tell you you're not well understood or that some people don't buy what you're saying. Your response to a field of frowns: Pause where you are and say something along the lines of, "I feel that maybe I'm not being clear, or that some of you have a problem with what I'm saving. What can I clarify or explain?" This will often net you a constructive question or two and give you the chance to get back on track with a number of listeners.

A frown can also indicate boredom, as can obvious visual inattentiveness with listeners looking about the room instead of at you, or peeking at watches or stifling yawns. When boredom seems evident, first make certain you're not exceeding your allotted time. Time is a strange variable in public speaking. For a new, inexperienced speaker a few minutes can be an eternity, but for an experienced, enthusiastic speaker time passes far more swiftly than it does for the audience. Handle boredom by asking a question or two, varying your vocal tone, perhaps speeding up your delivery and physically moving about.

Watch for head movements, especially the slight *nodding or shaking of the head* by those who are approving or disapproving of your message. Lots of nods, you're on the right track. Excess of negative head shaking, it's again time to alter your approach.

A few signals are often so obvious they're almost funny. Most noticeable is the open-eyed *skyward glance*, the skeptical "heaven help us" look that communicates volumes, most of it unfavorable. Sending essentially the same message is the *conspiratorial glance*, the sideways look passing between acquaintances seated together. Many audience members have no spotlights two or three people. These are always my best prospects; often I'm safe in asking one of them directly, but just as often one or more will volunteer at this point. This process also has proven reliable for identifying the strongest informal leaders in the group.

Some of the "loudest" nonverbal signals coming from an audience occur when you are – or perhaps should be – winding down toward completion. These signals become evident when enough listeners are

> starting to feel you're belaboring your topic and

"Some of the 'loudest' nonverbal signals belab coming from an audience occur when you are - or perhaps should be -

idea how much

the speaker can perceive from the front of the room, and often their fleeting eye movements clearly identify them as listeners you need to try harder to reach.

Reading my listeners' signals has helped me identify audience volunteers when I need them. I always begin by simply asking for volunteers. Once in a while this works, but usually, I have no such luck. I learned early that with some groups I could ask repeatedly and only waste time and risk the resentment of some listeners. Also, people would start to worry that I'll appoint "volunteers" if none came forth.

So now I ask just once for volunteers and watch the faces of the group. When I ask, most eyes in the room always briefly shift away from me; these people don't want to volunteer and some downright fear being chosen. Only a few audience members typically keep looking my way.

In as light and friendly a manner as possible, I ask: "Most of you seem to know each other – are there any willing talkers in the group? Debaters? Folks who like to argue?" This always elicits a few smiles, but it also causes a number of attendees to look toward a few certain people. In a group of, say, 20 to 25, this usually speaking at too great a length. These signals will be glaringly evident if you were expected to conclude by a certain time but are crowding or surpassing that time. Without looking at the clock you can tell when it's time to vacate the podium.

winding down toward completion."

As we all know, the cardinal sin of public speaking is long-windedness, carrying on beyond the allotted time or belaboring the topic. The effective presentation is concise, using few excess words, wasting no time: *Be brief, be sincere and be seated.* As someone so aptly put it, "If the speaker won't boil it down, the audience must sweat it out."

Signs of "We've had enough!" include yawns, glances at the time, folded arms and the not-too-subtle act of putting away pens, closing notebooks and overall squirming in seats. You can't afford to ignore the "fidget factor" or people will just stand up and leave. *The mind can absorb only what the seat can endure.*

Learning to read and respond to the simplest of nonverbal signs and signals will always help you deliver a stronger, more effective presentation.

Charles R. McConnell is a freelance writer living in Ontario, New York.

MANNER OF SPEAKING

Confessions of a Political Speechwriter

By Michael Scroccaro

The recipe for a great speech begins with a compelling story.

he candidate is talking to the Association of Romanian Businessmen tomorrow. I need you to write a 20-minute speech for him. You've got two hours."

"What should I write about?"

"I don't know...Romanian businessmen stuff."

As the old saying goes, "If you want to keep enjoying politics or sausages, you should probably never see either of them being made."

So begins the confession of a political speechwriter. For years, I have written speeches for some of North America's most powerful politi-



cians. I have also helped turn big crises into smaller ones (like the northeastern blackout of 2003) and kept countless other crises from ever appearing in the news (naturally, I can't talk about those).

The world of political communications and speechwriting runs on pure adrenaline. Yes, we talk as fast as the people on TV's The West Wing and ves, we never stop moving, but on the other hand we don't have carefully-aimed lighting that casts dramatic shadows across our perfectly madeup faces, and we certainly don't have the kind of time and resources you see on The West Wing. While that show may appear to clip along at a blistering pace, the truth is that the real world of politics moves much faster, has fewer resources, is less organized, and has fewer talented people to rely on.

In other words – we generally make things up as we go along.

That includes speeches. What do you do when you don't know a thing about Romanian businessmen and you have to write a speech for this audience that will make them not only believe that your candidate understands their issues, but that he cares deeply about them? What if your assignment is to convey a single theme – captured in one soundbite – that leaves the audience thinking "he gets us...he really gets us," while making them laugh with a tailormade 'inside joke' that strikes the exact right tone and has your audience eating out of your boss' palm after the first 10 seconds?

Well, before you even begin to attempt those feats, you have to do one thing, perhaps the most important task before sitting down to listen to whatever speech you're there to deliver.

Second, I let you know that I have some "insider information" to give to you. Any time you stand before an audience and open your mouth, there is the unspoken question hanging in the room: "Who is this person to be saying such things?" Establish your credibility early. Don't rely on other people to deliver long-winded introductions that sound like your resumé action." Make sure your audience leaves the room all pumped up and ready to do something that you've empowered them to do.

So here is my challenge to you. You want to be a better speechwriter? (You're a Toastmaster, so I'm guessing the answer is yes.) All right, I want you – right now – to find your telephone book, go to the business pages, close your eyes and touch your finger down on one name. Whatever it is – a plumber, a butcher,

a coalition of babysitters – research that

"Demonstrate that you have an insider's account to share, a secret to tell,and you will

write

any speech, and

have the room's full and undivided attention."

that is: *research*. From research, all good things shall come. Each of us is a walking, talking

storehouse of experiences, ideas, memories and tidbits of information that our brains have been collecting since the day we were born. Sure, you might not know anything about Romanian businessmen, but when you go on the Internet and start researching these people, or when you call the organizer and simply ask "What are you about?" or "What are your top issues?" or better vet, "Tell me about yourself," the information you uncover then shakes loose disparate thoughts and memories from every corner of your mind. Trust yourself. Make those connections. Take what you know, weave it together with what you've just learned, and write - not a speech - but a story.

Wait a minute, how does one write a story?

Well, for starters, go back to the beginning of this article and read it again. See, this is not just a column, it is a lesson in itself. What did I do at the beginning of this story? **First, I got your attention**, and I did it with humor. I took you into a moment, hopefully made you smile, and made you want to know what happens next. I used dialogue, two people talking, a story captured in midstream. Stories. Our brains are wired to love them. We've been telling stories since the dawn of language. Tell your audience a story, and they will being read like a laundry list. Demonstrate to your audience, early on, that you know what you're talking about. Demonstrate, as I did to you, that you have an insider's account to share, a secret to tell, and you will have the room's full and undivided attention.

Third, I made a connection with you. I could have said, "Remember that scene in *Wag The Dog* when Robert De Niro leans over to Dustin Hoffman and says 'blah blah blah?' That's what I do." Truthfully, that would have been a more accurate representation of what I do, but I know that more of you have come in contact with *The West Wing* than have watched the movie *Wag The Dog*, so I used *The West Wing* instead. That's an effective way to make a connection.

Fourth, I gave you something of value to take away and use in your own life: the idea that research is the first step in any good speech. I then empowered you with the understanding that, no matter who you are, you too can tap into the wonderful reservoir that is your mind, make those connections, and write a truly great speech. This fourth element satisfies the ever important, "What's in it for me" question that runs through the minds of your audience.

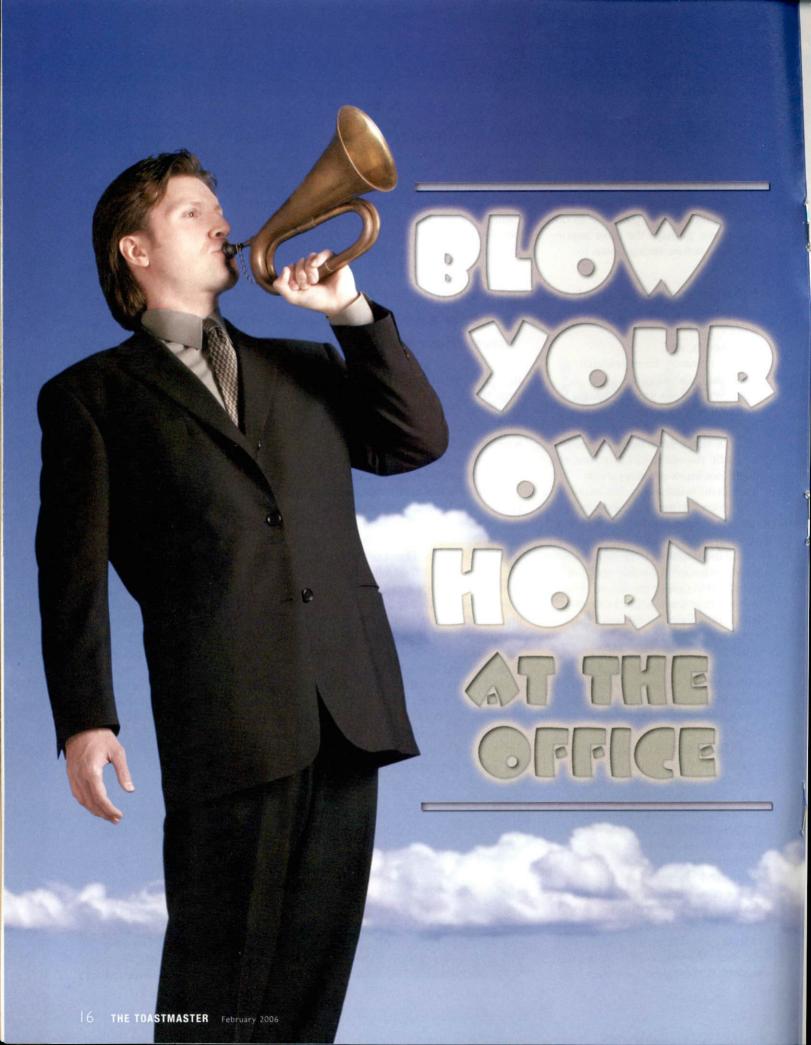
Which brings us full circle. Now, do you end a speech just like that? Never. The last stage in most good speeches is a "call to group and write a speech for them as though you were a politician delivering the keynote address at their annual convention. I guarantee that, as you look deeper into the world of the butcher or the babysitter, you will find connections, interesting things to talk about and humorous stories that will help you build rapport with your audience. You will find something valuable to say to these people, some way to enrich their lives.

You know what to do: research, grab your audience's attention, establish your credibility, make a connection, give your audience something of value, and leave them with a call to action. That is a recipe for a great speech, and in case you didn't notice, I've added one extra ingredient, a garnish, if you will: Repetition!

Everything I've shared with you in this article has been repeated several times. In politics, that's called "message discipline," and "getting your message out." I hope that, by being disciplined and by using repetition, my message today has found its way to you.

Michael Scroccaro is the Director of Sterling Communication, serving high-profile clients in the U.S. and Canada with public relations, crisis management, advocacy campaigns and speeches for politicians and CEOs. He can be reached at: **michael@sterling-communication.com**

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Take credit for what you do and get the recognition you deserve.

By David Boyce, ATM-B, CL

s a Toastmaster, you are reaping the tremendous benefits of learning better communication and leadership skills in all areas of life, but are you taking full advantage of these skills in the workplace? If your supervisors remain unaware of your accomplishments in Toastmasters, then you may be missing out on valuable opportunities. Recall the old question, "If a tree falls in the forest and nobody hears it, does it make a sound?" There is a strong argument in favor of no, it does not make a sound, because sound is the perception that results only after the energy from the fall has reached someone's ear. In much the same way your accomplishments in Toastmasters

must reach the "ear" of someone in order to be recognized. So, what can you do to ensure you get the recognition you deserve?

Give Manual Speeches. The first thing you must do is actively participate in Toastmasters by attending meetings, performing meeting roles and speaking regularly - applying your speeches to projects in your manuals whenever possible. Applying your speeches to manual projects helps you stay focused on attaining your achievement goals and helps you better learn the elements of making quality speeches. Make every speech count toward an achievement - whether you are speaking in a regular club meeting, a contest, or presenting a campaign speech during your club's officer elections. If you are currently working on an advanced achievement and do not have a manual project with objectives that will work for one of your presentations, start another CTM and use your speech for one of those projects. This will not only benefit you by helping you review and improve your speaking skills, but will also benefit your club by contributing to its Distinguished Club Plan.

While you are working on your Toastmasters achievements, you can maximize your learning potential and effectiveness by working on some projects simultaneously. For example, the completion of the High Performance Leadership module is required in order to achieve Advanced Leader. This module requires a leadership project and may be completed during the time you serve as a club or district officer, or when you coordinate a project such as Speechcraft. Not only will you gain by completing the High Performance Leadership module, but the people in your club or project will benefit by your enhanced quality of leadership.

• What about mentoring a new member? I am sure you agree that mentoring a new member is a worthy calling, but did you also know that mentoring a new member for his or her first three speeches is one of the requirements for ATM-Gold? In Toastmasters practically everything you do counts for something, so it is important to take advantage of the opportunities that may come your way. If your club's vice president education (VPE) has not yet assigned you to mentor a new member, let him or her know your desire to do this. Not only will the VPE appreciate your enthusiasm and willingness to assist a new member to get a good start, the new member will feel encouraged to know you and your club are interested in and committed to helping him succeed.

These are just a few examples of the many ways that you can excel and earn recognition for your participation inside the Toastmasters organization. So when you are on track and learn the habits for getting recognition inside Toastmasters, how do you get the credit and recognition you deserve outside of Toastmasters? If your place of employment is like mine, communication and leadership skills are very highly valued. Those who take the initiative and work at improving these skills will make a positive impression on their superiors. So go ahead, "toot your own horn" and make your

participation, accomplishments and contributions in Toastmasters known to those who are in positions to reward you for your efforts. If nothing else, you may find that your superiors at work see you in a more favorable light. To me, that is worth the effort to ensure they know as much as possible about what I am doing in Toastmasters.

Unless you keep track of your accomplishments, however, you will not remember all of them. I suggest keeping a log of everything you do in Toastmasters. For example, when you

participate in contests, whether you are a

contestant or a role player, write it down in the log. When you win a contest, write it down. When you participate in off-site activities such as leadership training, club demo meetings or conferences, write them down. Also list your officer titles and duties in support of Toastmasters. In a year's time your list of accomplishments can add up to be fairly significant and will help tremendously when your supervisor asks you to submit a report describing your accomplishments. Listing your progress in Toastmasters along with your other achievements at work indicates to your employer that you are actively pursuing your own self-improvement.

Did you win a contest? Make sure your supervisor knows of this accomplishment! Take advantage of the opportunities that contest season provides to engage your supervisor in conversation about your competition experiences. Such casual conversations create the benefit of allowing important dialogue and face-time between you and your supervisor that is not strictly job-related. It is also much easier to begin talking about your accomplishments when someone else initiates the conversation by asking questions and showing interest in what you are doing.

• Have a recognition letter sent to your supervisor. When your club's VPE submits your award application to Toastmasters headquarters, he or she will point out that you have the option to have Toastmasters International send a letter in recognition of your achievement to your supervisor. Do not be shy about doing this! You might even show some moxie by having the recognition letter sent to your supervisor's superior or to one of the other superiors higher up the chain of command. This can maximize your recognition as the letter makes its way down the chain of command until it reaches your immediate supervisor.

Make your significant accomplishments as widely known as possible. Work with your vice president public relations

to have your achievements showcased in the company newsletter and other forms of media avail-

able at your place of employment. This not only increases your recognition throughout your company, it also provides valuable publicity for your club.

> A great number of career positions require strong communication and leadership skills. It is possible that you will gain much more experience in these skill areas through your participation in Toastmasters than you will gain merely through the regular course of your job. If you are an active participant in your club, you perform

public speaking on a regular basis and communicate ideas using visual aids such

as flipcharts, overhead projectors, and computer presentation software such as PowerPoint. You are gaining a variety of speaking experiences that you can list when applying for job openings.

If you are an officer in your club or district, you can also list leadership experience that is relevant, useful and in demand. As an officer you can claim that you schedule members' activities and that you motivate, inspire, coach and encourage a group of people to become better communicators and leaders. This type of leadership experience is very valuable because many companies need leaders who do not really have authority over their peers but can take on leadership roles and mobilize people to get things done.

If you are an active participant in Toastmasters, you are working very hard to improve your communication and leadership skills. Make sure that when you participate you get the credit and recognition you deserve, first within the Toastmasters organization and then in your work place. Then when those proverbial trees fall in the forest, you will know that they are making sounds because those who are in positions to help you progress in your career are hearing them.

David Boyce, ATM-B/CL, joined Toastmasters in 1999 and is a member of AgMasters club 518 in Kansas City, Missouri. He is currently serving as Area L3 Governor in District 22. He works for the U.S. Department of Agriculture as a Lead Information Technology Specialist and he can be reached at **dboyce18@comcast.net.**

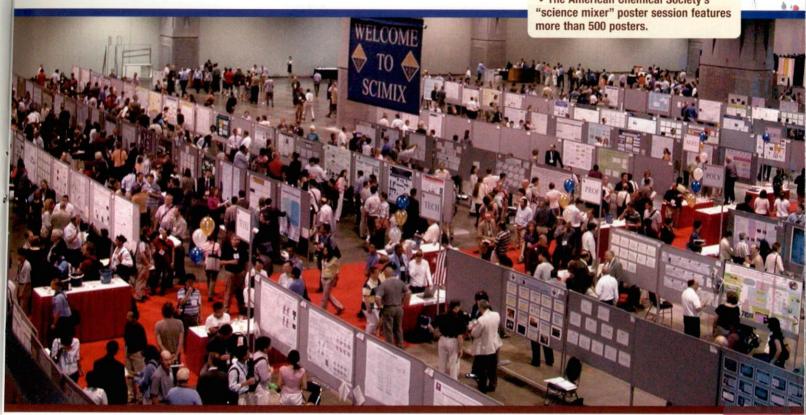
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practically everything you do counts for something, so it is important to take advantage of the opportunities that may come your

"In

Toastmasters

The American Chemical Society's



This informal alternative to conventional speeches is popular at conferences.

By John K. Borchardt, ATM-G

Try Poster Presentations

oster presentations have become an interesting alternative to conventional speeches at business and technical conferences. During poster presentations, speakers discuss their subject with people who stop in front of their poster and express an interest in the topic – they don't present a speech to a large group all at once. Poster presentations are more like a conversation than a

speech or conventional PowerPoint presentation. It's more informal, so comments and questions may come at any point during the presentation.

Toastmaster Virginia Duya of Houston, Texas, has given both PowerPoint presentations and posters at national conferences. Comparing the two, she says, "I enjoyed the poster presentation more. It's more personal, more of a one-on-one conversation. Also, it's less stressful

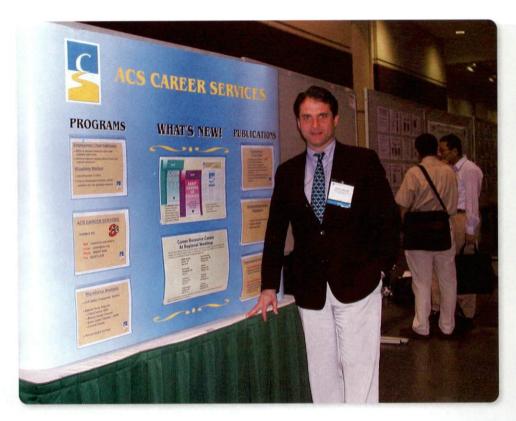
because you aren't standing in front of a large group of people with everyone watching you."

In this type of business presentation, posters are set up next to each other on bulletin boards placed in long rows in the meeting room. Speakers stand next to their posters discussing their topic with people who stop to look at the posted information. This enables many speakers to present their posters simultaneously, so conference organizers can schedule a large number of poster presentations in the time that just a few regular PowerPoint presentations could be given sequentially. Many organizations, such as the Institute of Certified Financial Planners, American Public Health Association, American Association for the Advancement of Science and the American Library Association now include large poster sessions in their annual meetings.

Applying your Toastmasters skills can enable you to be a successful poster presenter. Here are some of the advantages of a poster presentation:

Viva La Difference

When making a regular presentation, conference speakers have a strict time limit to present their informa-



tion and audience members have the same limited time to understand it. Conference attendees must proceed in lock step with the speaker's pace. Thus it is difficult for audience members to stop and mull over something the speaker has said. Doing so, they miss the next part of the presentation. Audience members typically ask questions only after the speech ends.

"Placing a wallet-sized photograph of yourself on the poster will

There are no

such time constraints on poster presentations. Posters are typically set up for two hours or more with the presenter standing next to them. This gives the presenters much more time to explain their subjects and audience members to understand them and explore their implications.

By asking questions, audience members can control the pace of a poster presentation. They can ask the presenter to skip over more elementary material, stop to consider a point or ask a question without having to wait for the end of the presentation. Extended conversations provide opportunities to discuss points at length; both audience members and the speakers can gain new insights.

Speakers can meet people working in their own field, exchange business cards and develop new and possibly fruitful contacts. It is much more difficult for these activities to occur in the context of a traditional conference session.

The biggest disadvantage of poster sessions is their length. Sessions

typically last about two hours with the speaker expected

on the poster will let attendees identify you in a crowded traints on ntions. Posters are poster session."

to be present during this time. Speakers will present their posters several times as audience members move off to attend other posters and new audience members arrive. As a result, poster presentations are more tiring to deliver than speeches.

Poster Session Facilities

Poster sessions are usually held in large ballrooms or halls with twosided poster boards arranged in long aisles. You have one side of the

board for your poster and someone else has the other. There is often little room between your poster board and the ones to your left and right. This means that people are close together and the noise of other conversations can be distracting. Effective listening skills are a must.

Preparing Your Poster Presentation

In designing your poster presentation, the same steps should be followed as when preparing a Toastmasters club speech. These include:

- Determine the objectives of your presentation.
- Analyze the audience. What are their needs and expectations? In doing this, consider both specialists and people interested in the subject but without a deep knowledge of it.
- Organize the information in the poster to achieve your goals while meeting the audience's needs.
- Prepare your presentation materials. Many presenters use PowerPoint software to prepare their slides. Toastmaster David Wallace of Houston, Texas, notes that it takes more time to prepare a poster than to prepare PowerPoint slides. He explains, "This is because it's harder for a poster to tell a good story" than it is to do it with a speech.

Closely follow the directions provided by the conference organizers in preparing your poster. Typically these include poster dimensions, requirements for print size and other information. Your materials should be legible at a distance of six feet.

Keep your text to a minimum. Remember, the main transfer of information will be verbal as the presenter "talks through" the poster to people who have stopped to view it. However, be sure your objective, conclusions and visual materials such as graphs are explained adequately. The presentation materials should tell an interesting story.

Arrange the poster contents to be visually attractive and in a logical order. Preparing a scale drawing of the layout of your poster will help you create a nice layout. will let attendees identify you in a crowded session.

Presenting the Poster

You'll find that the oral component of a poster presentation takes less time to prepare than a conference speech. Present the poster information using your visual materials to illustrate your points.

While questions and discussions can lengthen your interactions with

some individuals, your

"Your materials should be legible at a distance of six feet."

Arrive at the poster session early to set up your poster. Come prepared with your own pins, Velcro, tape, transparent tape (should anything be torn while setting up your poster) and a scissors. Placing a wallet-sized photograph of yourself on the poster your "canned" presentation should last

no more than five minutes. The environment of poster sessions shortens many people's attention spans. Careful preparation and a rehearsal prior to the meeting will enable you make a concise and polished presentation. The more prepared you are, the more confident you'll be and the better your presentation will be.

Because your presentation may be interrupted at any time with comments and questions, you must be able to respond to audience members and then return to your presentation at the point where you left off. This can sometimes be difficult. When you receive an unanticipated question, it may seem like a Table Topics session rather than presenting a speech.

Many speakers, including Toastmasters Duya, Wallace and I, have found poster sessions to be more enjoyable than oral presentations because of the interesting discussions the poster format makes possible. We recommend you try it and find out for yourself.

John K. Borchardt is a freelance writer and member of Westhollow Toastmasters in Houston, Texas.

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The Yoga of Public Speaking

By Caren Neile, ATM-S

These two disciplines have more in common than you might think. t first, I thought it was simply an interesting coincidence that the room in which I take yoga is adjacent to the room where my Toastmasters meetings are held. But it's not a coincidence, since my club's president was the person who first told me about the yoga class. In fact, long before starting yoga, I had seen people flexed in graceful poses on my way to my weekly meeting.

But one morning, in the middle of attempting the crow position, it suddenly hit me: This makes perfect sense! I am no yogi, but I do a lot of public speaking. And the more I think about it, the more I am convinced that there are a number of important similarities between the lessons learned in the two endeavors that can enhance our appreciation of both. Here are just a few:



• Keep your balance. In yoga, this refers to keeping yourself from falling over during a pose, as well as striving to achieve a balance of mind and body. In public speaking, it means staying objective, open-minded and balanced in our perspectives and in our treatment of others.

How often have we heard a persuasive speech that got just a tad too polemical, that didn't take into account other points of view or the possible objections of the audience? By being balanced, a speaker can appeal to many kinds of people and win them over with quiet confidence and a well-reasoned argument.

Make relatively slow, thoughtful

moves. Some schools of yoga are more energetic than others, but yogis don't tend to do jumping jacks or run marathons as part of their practice. Similarly, Toastmasters shouldn't behave rashly. I have found this to be wise advice particularly in matters of leadership, with regard to decisionmaking and conflict.

It's so easy to jump to conclusions when dealing with people we don't know very well, especially here in South Florida, where Toastmasters come from all over the globe. By thinking before we speak and listening to the other person, we can avoid many complications and hurt feelings.

Smile, and keep breathing. The practice of yoga depends heavily on careful, controlled breathing. Smiling, too, is a way to settle the mind and spirit. If a Toastmaster breathes in this way, s/he will find it easier to support the voice and master stage fright. We are regularly encouraged

to take a deep breath before beginning to speak. I have always been told that, if appropriate, I should smile. It can create an instant bond between speaker and audience, and it helps create a pleasant atmosphere.

• Make it a regular practice. With yoga as with public speaking, practice makes all the difference. There are poses and moves I couldn't reach just a short month ago that I find myself improving at. One of these is "the crow," which requires us to balance on our hands while resting our knees on our elbows and keeping our feet off the floor.

If you'd asked me at my first Toastmasters meeting if I ever thought I'd be speaking at a national convention six years later, I probably wouldn't have been able to even answer out of shyness. But I attended meetings every week for years. It wasn't long before I had my CTM and was speaking outside the club.

Strive for flexibility. A flexible yoga student can attain extraordinary physical positions through constant, focused stretching. A flexible speaker can reach extraordinary career positions, particularly if she or he is willing to s-t-r-e-t-c-h talents and abilities.

Richard and Marlene Oliner of West Boca Toastmasters were recently asked to speak to a group of caregivers of patients with Alzheimers disease. When they arrived, however, they were told that the program was slightly changed: They would now be speaking to the patients themselves! They quickly reworked their program, and when Richard saw a piano, he sat down and played the sheet music that Marlene found for him. The presentation was a success, largely because the experienced presenters were as flexible as yogis.

Work toward strength and use it

well. Strong arms and back make yoga positions easier to maintain. A strong speaker with a strong spirit can move mountains (and people). However, power shouldn't be used just for the sake of it. Neither a yogi

nor a speaker throws his or her weight around indiscriminately.

The best leaders I have seen, both in and out of Toastmasters, are those who do more listening than speaking. And when they do speak, it's usually to draw out the wisdom of the people around them. Rarely do they criticize or give orders. When they do, they are polite, to the point and brief.

• Acquire the right tools and know how to use them. Yoga students rely on a mat, a belt and other things for comfort and flexibility. Toastmasters use lecterns, stepladders (if necessary) and microphones. Video cameras and cassette recorders are also useful tools that help us achieve our goals.

Some people dislike having their club speeches videotaped, but I find this practice extremely helpful for learning what works and what doesn't in my presentations. I'll never forget the time I read on a club evaluation that I made smacking noises with my lips. What on earth was that about? Then I saw it on tape. You can be sure that I never made that annoying sound again! Recording speeches has a great fringe benefit, as well. More than once, I've sent the better tapes to prospective clients.

• Wear appropriate clothing. Comfortable clothing is a must for yoga. Business or business casual is a speaker's fashion statement. The first is for our own benefit; the second makes a valuable first impression on our listeners and enhances our credibility. Even in casual South Florida, we find that shorts and rubber sandals do not make a speaker look particularly authoritative.

• Ask for help. The yoga teacher and experienced students can help finetune postures. The club president, vice president education, mentors and other leaders and fellow members can help fine-tune speeches and presentations. Thoughtful evaluations are among the most valuable resources a speaker can have.

Years ago, a Toastmaster I admired tremendously wrote me a long note, filling up the entire evaluation form. I tacked that slip of paper over my desk and looked at it every day until I had learned the lessons it contained.

Be mindful. Mindfulness refers to being in the moment, that is, concentrating and appreciating what we are doing while we are doing it, as well as what is occurring around us. This is one of the fundamental principles of yoga, and it applies to public speaking equally well. If we want to really connect with our audiences, we need to be fully present, to watch and listen and react to their responses.

When I started public speaking, I couldn't understand how I could possibly concentrate on my face, body, voice, speech and audience all at the same time. Then I realized, it's a lot like breathing, walking, talking and looking at the view all at the same time. Little by little, when we become more comfortable with what we're doing, we can widen our scope of attention to contain more elements. (At that point, the trick becomes not to take things so much for granted that we don't pay attention at all.)

Perhaps the most important benefit we receive both from yoga and from Toastmasters is a deep knowledge about ourselves: What are our strengths, weaknesses and opportunities, and what to do with them?

Throughout my years in Toastmasters, I have learned more about myself and my abilities than I would ever have imagined. In important ways, my life is strikingly different from what it was when I joined in 1998. I have not done yoga nearly as long, but I suspect that it will have a similar effect.

I am by no means the first to claim that yoga is an exceptional activity for body, spirit and mind. But for Toastmasters, there is an additional plus. The practice of yoga enhances creative energy, inspiring us with all kinds of new ideas and insights. Case in point: This article!

Caren S. Neile, Ph.D., ATM-S/CL, directs the South Florida Storytelling Project at Florida Atlantic University and is a member of the Boca Raton Toastmasters club.

How to turn adversity into advantage.

By Victor Parachin

fter earning her doctorate in sociology and teaching for nearly seven years at a university, Francis (a pseudonym) came up for tenure review by her school's faculty committee. Her department head recommended tenure. Francis' students gave her excellent

ratings for her commitment and skill at teaching. In addition, she had published two books and several professional articles. Nevertheless, the tenure committee deemed her publications "not scholarly enough" and discounted the recommendation of the department director and the student evaluations. Francis was denied tenure and that obligated her to leave the university.

"When I first learned I didn't receive tenure, I was really hurt, but I quickly decided that I would not permit the rejection by my colleagues to be a fatal blow," she explained to a friend. "I made the intentional decision to learn from the experience and to seek out a position at a school which shared my interests." Not surprisingly, a few months later she was offered a tenure-track position at a college that emphasized teaching – her true passion. The hiring committee as well as the school president assured Francis she would have sufficient time to do the research that interested her. In addition, her new colleagues were as enthusiastic about their commitment to teaching as she was.

That professor is an excellent example of someone who did not allow one experience to devastate her and destroy her dream. She chose to tower over failure. The fact is that

every person will, at one time or another, experience the missing of a mark, a failure in achieving a goal, a disappointing conclusion, a downfall. That reality, however, must be bal-

anced by this greater reality: Failure is never final. By doing some re-thinking and taking a few creative steps, a setback can be transformed into a comeback. Here are seven key ways to rise above failure.

Look for the lesson. People who make it a habit to study the psychology of failure are unanimous in their declaration that failure provides vital, positive lessons that cannot be found in other experiences. Og Mandino, author of numerous inspiration and self-help books, including *A Better Way To Live*, notes: "There is nothing better than adversity. Every defeat, every heartbreak, every loss contains its own seed, its own lesson on how to improve."

A popular Japanese proverb declares: "Failure teaches success." American philosopher and writer Ralph Waldo Emerson said, "It is defeat which educates us." And writer Elbert Green Hubbard wisely notes that the only true failure is the person who doesn't learn the lesson from the experience: "A failure is a person who has blundered but is not able to cash in on the experience," he says.

A good way to begin the process of learning from the experience is by analyzing your circumstances. Ask yourself these kinds of questions:

- Why might this have happened?
- Could I have done anything to anticipate it or prevent it?
- Am I politically naive?
- Are there flaws in my work and approach that need correcting?
- Was I working in the wrong environment for my style and interests?
- How can I use this experience to positive advantage?
- Where can I improve myself as a result of this experience?

Be careful not to use this self evaluation in a negative, harsh way. Simply and objectively look back at the experience to gain insight and then decide how to do things differently in the future. **2** Turn a crisis into a coup. As soon as you experience the blow of failure, resolve to transform the adversity into advantage. Every event, no matter how initially distasteful and disappointing it feels, can be helpful if viewed that way. Defeat can create greater resolve; endings can open doors to new beginnings. Make a failure work for you, not against you. Be guided by these words from poet Arthur Gutterman, "In life as in football, fall forward when you fall."

Consider what happened to Michael Fowler, who turned a layoff into a financial gain. When he was laid off, he was

"Don't be seduced by the idea that a single failure means you are a complete failure."

earning \$40,000 a year as a technical editor in San Jose, California. Within a year his salary jumped to \$90,000 as a technical writer, and he was doing more enjoyable work. As a result of the layoff, "I've more than doubled my salary," Fowler says. "It (the layoff) forced me to take big leaps. While it's been stressful, it's been exciting. Finally, I have a little bit of money in the bank. It's been liberating.

 $3^{\mbox{View failure as merely one of life's hurdles to overcome.}$ The next time you are feeling discouraged about a

The next time you are feeling discouraged about a personal or professional setback, consider the hurdles Erik Weihermayer has overcome. Erik has worked as a middle-school teacher, run marathons, and performed acrobatic skydiving stunts. He's also a scuba diver, downhill skier, and long-distance bicyclist. Those are impressive accomplishments for any 32-year-old.

However, Erik has been blind since age 13, when a degenerative eye disease destroyed his retinas. Being blind has not prevented him from embracing all life has to offer. Recently, Erik hit a new personal high by becoming the first blind climber to reach the top of Mount Everest, the tallest challenge in the world for any mountaineer. "I just kept telling myself: 'Be focused,'" Erik explained to a news reporter. "Be full of energy. Keep relaxed. Don't let all those distractions – the fear and the doubt – creep into your brain, because that's what ruins you up there." That's great advice for climbing any mountain, whether it's made of stones and rocks or something more personal and emotionally painful.

4 If you fail once, simply try and try again. That is a formula that worked very well for the famous playwright George Bernard Shaw, who said, "When I was young, I observed that nine out of every 10 things I did were failures, so I did 10 times more work."

5Protect your mind. Don't be seduced by the idea that a single failure means you are a complete failure. Avoid compounding one failure into many by shaming and blam-

ing yourself unduly. Protect your mind by monitoring what you think. Accentuate the positive and modify the negative. Such positive thinking contributed greatly to Arnold Palmer's success as a golfer. Although he has won hundreds of trophies and awards, the only trophy in his office is a battered little cup he received for his first professional win at the Canadian Open in 1955.

In addition to that cup, he has a lone framed plaque on the wall. That plaque explains why Palmer has been successful on and off the golf course. It reads:

If you think you are beaten, you are. If you think you dare not, you don't. If you like to win but think you can't, it's almost certain you won't. Life's battles don't always go to the stronger woman or man. But sooner or later, those who win are those who think they can.

Speak in ways that empower your mind. The words we use have a tremendous impact on our quality of life. Some words diminish and destroy us while others expand and empower us. Choose to think and speak with words that move you from a victim to a victor. Here are some examples:

Rather than say I should, say I could.
Rather than say I hope, say I will.
Rather than say It's not my fault, say I am responsible for my life.
Rather than say It's a big problem, say It's a big opportunity.
Rather than say Life is a struggle, say Life is an adventure.

Rather than say *This is terrible*, say *This is a learning experience*.

Rather than say If only, say Next time.

Rather than say It's hopeless, say I will find ways to open a new door.

Rather than say, *This is a bitter experience*, say *I want* to learn and grow from the experience.

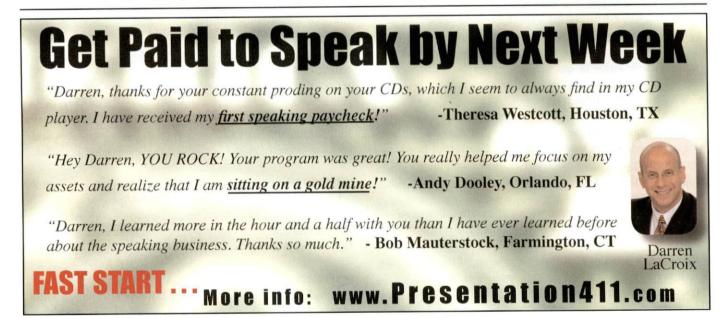
Recommit to your goals. Failure is not falling down. True failure is remaining where you have fallen. Do not allow yourself to be frozen in place because you have experienced a failure. Rise up, recommit to your goals and go at it again.

"A failure is not someone who has tried and failed; it is someone who has given up trying and resigned himself to failure; it is not a condition, but an attitude," observes journalist Sydney J. Harris.

When Dr. Laurence J. Peter first submitted his manuscript, *The Peter Principle: Why Things Always Go Wrong*, to McGraw-Hill Publishers in 1964, an editor wrote back: "I can foresee no commercial possibilities for such a book and consequently can offer no encouragement." In spite of that negative response to his work, Dr. Peter continued to query publishing houses. Thirty publishers and 30 rejections later, William Morrow & Company paid a mere \$2,500 for the manuscript and ordered a printing of 10,000 copies. It sold more than 200,000 copies in its first year, was on the *New York Times* best-seller list through 1970 and was translated into 38 languages. The lesson is clear: Those who see their dreams come true are those who renew their dedication to their goals.

Finally, it is important to remind yourself that failure is not the finish line. It ought to be viewed for what it really is: a setback, a temporary event and ultimately, a situation that can be regulated, rectified, remedied, repaired and risen above.

Victor Parachin is an ordained minister and freelance writer from Tulsa, Oklahoma.



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MEMBERSHIP BUILDING

Helping guests make the decision to join is a collective role for *all* members.

Turning Guests Into Members

Your club's vice president public relations has done a great job getting the word out, and visitors are pouring in to every meeting. You're halfway there: By their attendance, guests are showing that they're interested in knowing more about improving their communication and leadership skills. How do you "close the sale" and convince them to join? Here are a few ideas:

• Greet guests right away: Walking into a roomful of people who you don't know, and who all know each other, can be an intimidating experience. Welcoming guests is every member's role, but consider assigning a weekly greeter just to be sure – someone to "break the ice" at the door of the meeting room. Guests really do get cold feet and turn around at the last minute!

• **Provide name tags:** The simple stick-on types are great to help guests mingle comfortably, and they help members converse with guests.

• Keep a club guest book: A guest book can serve as a register of all guests, and a good reference for coordinating follow-up. Guest books are available through the Toastmasters Web site (item #84).

Provide a guest information kit:

Give guests a package with basic material about Toastmasters, such as *All About Toastmasters* (#124). Include your club's unique information, plus testimonials from prominent former and current club members for additional effect.

• Seat them strategically: Try to ensure that all guests are seated next to experienced Toastmasters who can answer questions and explain details.

• **Involve guests:** Invite guests to deliver a Table Topic or take a light functionary role at their first meeting. (But be sure to explain everything in advance and have a knowledgeable member seated next to the guest to help if necessary.)

Put on a good show: Run a great meeting, demonstrating all that can be learned through Toastmasters. Speakers don't need to be perfect – in fact, guests may be intimidated if they think speakers are too good. Instead, feature a diversity of speaking skills and highlight your club's positive, comfortable learning environment.

• Mingle at breaktime: If your club has a snack break at the meeting's midway point, be sure guests don't sit on the sidelines. Involve, engage, enlist!

• Get guest comments: Invite guests by name to give their reaction at the end of the meeting. Guest comments often lead to guest commitment to join – or at least to attend again.

• **Invite them to join:** Don't overlook this seemingly obvious point! Ask each guest to join the club.

• "How do l join?": Make *sure* the guest knows who to see to sign up, and make sure that person has a membership application and knows how to complete it! As a courtesy, advise of Toastmasters' requirement to vote in new members.

• Follow up: Proper follow up can be the most critical factor in determining whether a guest will join or not. Within a week of their visit, consider calling guests, or send them a note or postcard.

Glance in the mirror now and then: Is your club warm, welcoming and supportive? Consider running the "Moments of Truth" module of the *Successful Club Series* (#290). The module can help any club identify and correct any weak points it may have.

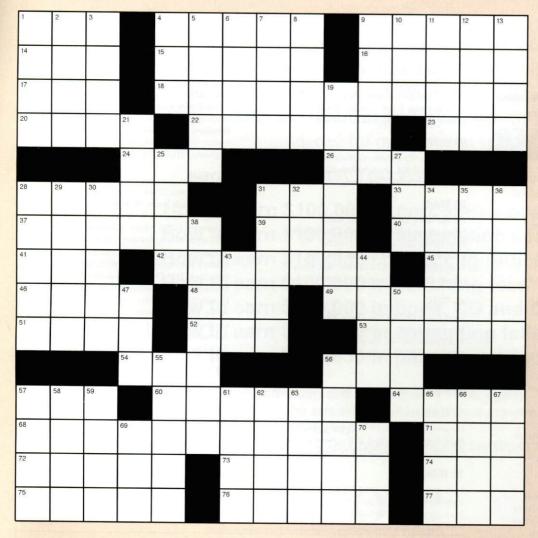
• **Practice your sales pitch:** Consider running the "Closing the Sale" module of the *Successful Club Series* (#293), to exercise your powers of persuasion and convince guests to join.

• **Display:** Have a table of Toastmasters educational and resource material set up at every meeting, so guests can browse and see more of what Toastmasters has to offer. Include advanced manuals, educational modules, *The Toastmaster* magazine, and whatever else may be appropriate.

Helping guests make the decision to join is a collective role for *all* members. Lively, motivated clubs that offer a supportive environment for learning should have no trouble converting most visitors into new Toastmasters!

Carl Duivenvoorden, DTM, is a member of three clubs and served as District 45's Governor in 2004-2005. He lives in Upper Kingsclear, New Brunswick, Canada.

Presenting the **President**



Across

- 1 Watch pocket
- 4 One word of his theme
- 9 Purplish flower
- 14 _____ League
- 15 Strange
- 16 What a boring speaker does
- 17 Profit
- 18 One appellation for him
- 20 Pulled
- 22 Large collection or group
- 23 Fuss
- 24 Shoe dimension
- 26 So-so grade
- 28 One word of his theme
- 31 Seven to Caesar
- 33 One word of his theme
- 37 Acts theatrically

- 39 Grain
- 40 European eagle
- 41 Insect trap
- 42 Slight
- 45 Sweet ending for lime
- 46 S-shaped curve
- 48 Empire State Building site
- 49 Desired
- 51 Discover Agency
- 52 Pub drink
- 53 Imitators
- 54 QU separator
- 56 Mean person
- 57 _____ Alamos
- 60 Where he was elected
- 64 One word of his theme
- 68 Another appellation for him
- 71 Place of PA and MA

- 72 Transit currency
- 73 Quails
- 74 X
- 75 Holdup
- 76 $\underline{\qquad}$ out of, (to avoid a duty)
- 77 Retired flier

Down

- 1 One word of his theme
- 2 Opposite of 35 down
- 3 Digital unit
- 4 Low spirits
- 5 Rush to wed
- 6 Costa ____
- 7 Dole and Kerry, abbr.
- 8 Adam's grandson
- 9 Confused
- 9 Comu
- 10 Lanka

By Dana LaMon, DTM

Test your clue IQ with this Toastmasters crossword puzzle.

- 11 180 grains, in India
- 12 Oklahoma city
- 13 Take back, slang
- 19 Statement of facts
- 21 Cushion seam
- 25 Paradise
- 27 Potato or pea part
- 28 Victory shout
- 29 Last of a series
- 30 Clothes
- 31 One word of his theme
- 32 Ending for Boston or Washington
- 34 Present pompously
- 35 Opposite of 2 down
- 36 Parts for 58 down
- 38 Musical composition
- 43 10,000 liters, abbr.
- 44 Kauai feast
- 47 Ring holder
- 50 Agile
- 55 Not enough
- 56 Magna _
- 57 Thin wood strip
- 58 Musical instrument
- 59 Fermented rice drink
- 61 Compass points
- 62 Related
- 63 Valley
- 65 Ins's partner
- 66 Employs
- 67 Wild talk
- 69 ____ man
- 70 Solicit

Dana Lamon, DTM, is a Toastmasters Accredited Speaker and the 1992 World Champion of Public Speaking. He is an administrative law judge for California's Department of Social Services, a motivational speaker and author.

See page 30 for the answers.

OF FAME L

The following listings are arranged in numerical order by district and club number.

DTM

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

Chris L. Gregory 11-1, Long Beach, California Don Wells 5942-1, Los Angeles, California David R. Robinson 691841-1, Torrance, California Ted Pawlikowski 4705-3, Mesa, Arizona Roberta R. O'Connell 7153-3, Phoenix, Arizona Frank T. Chen 2943-4, Sunnyvale, California Jim A. Verdugo 2257-16, Midwest City, Oklahoma Darla R. Welch 7813-19, Des Moines, Iowa John E. Morris 2938-21, Vancouver, Canada Lindy A. Edgett 8031-21, Nanaimo, Canada Elmer J. Thiessen 965-21, Abbotsford, Canada James P. Bignell 3109-23, Roswell New Mexico Barbara Morris 9646-25, Bedford, Texas Shushan M. Bartholomew 7776-27, Springfield, Virginia Ronald Rogers 3345-31, Foxboro, Massachusetts Hector Noguera Trujillo 9435-34, Veracruz, Mexico

- Fred E. Owens 5440-44, Abilene, Texas Amelia L. Abad 451-46, New York, New York Connie Suttice 4858-50, Dallas, Texas S. K. Ratnam 4934-51, Subang Jaya, Malaysia
- Sharian L. Brown-Taylor 932-56, Houston, Texas Fred Broughton 2298-58, Columbia, South Carolina Suzan Y. Widener 913-58, Columbia, South Carolina Christian Schweiger 7701-61, Montreal, Canada Ronald C. Marble 4022-63, Knoxville, Tennessee Robert Basham 9485-64, Winnipeg, Canada Jack Tsai 704229-67, Chung Li, Taiwan Tjin-Shing Jap 8057-67, Taipei, Taiwan Barbara F. Richardson 1444-69, Redcliffe, Australia Simon Austin 9405-72, Horowhenua, New Zealand Lynette A. Horrigan 3717-73, Ballarat, Australia Takeru Toki 2244-76, Kobe, Japan

Mohammed I. Murad 7492-79, Dubai, United Arab Emirates

Lawrence Quek Wan Teck 814101-80, Singapore, Singapore



65 YEAR Gopher 183-6, Minneapolis, Minnesota

60 YEAR

Lewis-Clark 369-9, Lewiston, Indiana Brandywine 359-18, Wilmington, Delaware Plus-Two 349-25, Fort Worth, Texas Speakers Forum 371-30, Chicago, Illinois Treasure State 347-78, Missoula, Montana

55 YEAR

Paul Bunyan 922-6, Brainerd, Minnesota Farmers Ins 458-22, Overland Park, Kansas Charter Oak 931 53, Glastonbury, Connecticut

50 YEAR

DuPage Valley 156-30, Wheaton, Illinois Independence 1907-38, Flourtown, Pennsylvania Sears-Halifax 1555-45, Halifax, Canada S E C Roughriders 1876-46, New York, New York Cosmopolitans 2655-46, Whippany, New Jersey Lyceum 1993-65, Rochester, New York

45 YEAR

Creve Coeur 1267-8, Creve Coeur, Missouri Sierra Sunrise 2318-39, Reno, Nevada West Toronto 3057-60. Toronto, Canada Hilltoppers 3232-77, Mobile, Alabama

40 YEAR

Mid-Day 1802-40, Columbus, Ohio

35 YEAR

Dynamic Forcemasters 587-F, Downey, California Naval Postgraduate School 2032-4, Monterey, California Mallinckrodt Noontoast 1822-8, St. Louis, Missouri

30 YEAR

Presidencial Fronterizo 772-5, Tijuana, Mexico Undersea 888-5, San Diego, California Noon Flight 1062-16, Tinker AFB, Oklahoma

West Wichita 1543-22, Wichita, Kansas Central Business District 3549-50, Dallas, Texas Spaceland 745-56, Houston, Texas Firetalkers 3321-57, Novato, California Golden Triangle 2015-68, Beaumont, Texas Otumoetai 3511-72, Tauranga, New Zealand

25 YEAR

Apollo Portunus 1754-U, Gander, Canada Big Foot 306-2, Seattle, Washington Talking Chips 3088-4, Santa Clara, California Pacemasters 1428-6, Fridley, Minnesota Woodwinds 2919-6. Woodbury, Minnesota Springfield 3825-7, Springfield, Oregon Saturday Morning 797-12, Riverside, California Early Risers 3135-19, West Des Moines, Iowa Discovery 2460-21, Vancouver, Canada Phoenix 1369-33, Fresno, California Mather 2695-39, Sacramento, California Owahgena 2153-65, Cazenovia, New York Malahide 2360-71, Dublin, Ireland Iloilo Executive 2712-75, Iloilo, Philippines

20 YEAR

Toastmasters Elite 448-8, St. Louis, Missouri Sundowners 4684-14, Columbus, Georgia Helen Burkett 3551-27, Fairfax, Virginia Paideia 4195-34, Guadalajara, Mexico Potosino 6106-34, San Luis Potosí, Mexico Eloquent Albertans 6110-42, Edmonton, Canada Winners Circle 6104-54, Normal, Illinois Tamuk 4973-55, Kingsville, Texas Quarry 5209-64, Stonewall, Canada Deloitte & Touche 4627-74, Sandton Tvl, South Africa

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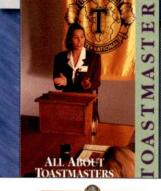
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Nembership Growth Materials

All Toastmasters clubs need new members. Even though your club may currently enjoy a healthy membership roster, a few months from now that could change as members move, change employment, or reach their speaking and leadership objectives. Toastmasters International has created a variety of materials to help:

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See your club's copy of the Toastmasters International Supply Catalog for complete details about each item.

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10.01	to	20.00	4.90	150.01	to	200.00	15.15
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