

December 1986

THE TOASTMASTER



The Care and Feeding of Club Members

VIEWPOINT

TI OFFICERS AND DIRECTORS

Keep the Spirit Alive!

A year ago when I decided on my theme I had no idea that 'spirit' would become so popular. It seems the spirit is everywhere. One of the major religious denominations is currently using "Catch the Spirit" as its slogan. One of the



network television stations in my home area uses "Share the Spirit" for the promotion of their programs. On a plane home from a recent district visit, I noticed a teenager wearing a bright yellow sweatshirt with a large circular Native American design embroidered on it, the words "Catch the Spirit" in the center. And, if this isn't enough, a current popular song by Michael McDonald has as part of its lyric the exact words of my theme, "Keep the Spirit Alive."

In all these uses I believe there is an underlying message—just as my theme, "Keep the Spirit Alive," also has an underlying message. I will try to tell you what I think it means for Toastmasters, for you and your club.

For several years our organization has enjoyed some of its greatest successes. I believe the reason for our continued success comes from the great spirit of our members. The source of this spirit begins at the delivery point of Toastmasters International . . . the club. It is in the club where we are first introduced to the benefits of belonging to and participating in the Toastmasters program. When clubs have enthusiastic, participating members who are fulfilling their personal goals, I call these "high spirited clubs," for they have developed a strong spirit through the careful nurturing of their members.

The individual Toastmaster is the spirit of our great organization. Several years ago in an article I wrote for my district bulletin, I used a slogan that was formerly used to promote the state lottery: "You Gotta Play To Win." I stated that if a member wants to achieve his or her personal goals, then they must "Play To Win." This means that participation, involvement and enthusiastic helping of fellow members in the club is vital to each member's success.

I have seen and heard about the positive results many of our members have achieved. Our founder, Dr. Ralph C. Smedley, often stated that "Ours is a simple program; we learn from each other." This was true years ago and is true today. I say that if our members' spirit is to stay alive, then we must "play to win."

Jerry Lauzon, Governor of District 68, clearly understands the importance of "playing to win." During a recent visit to District 68, Jerry commented to a corporate executive that "the success of the Toastmasters program relies heavily upon members supporting each other in a positive manner." Jerry is a Toastmaster who has the spirit . . . just as so many Toastmasters do throughout the organization.

Together our spirit will take us into the next decade as a stronger and more vital organization. A wise philosopher once stated, "He who influences the thought of his times, influences the times that follow." The Toastmasters spirit of today will influence the success of Toastmasters now and in the times to follow. I ask for your commitment to keep the spirit of achievement, growth, enthusiasm and success alive in your clubs through participating and helping others to grow.

A handwritten signature in black ink that reads "Theodore C. Wood".

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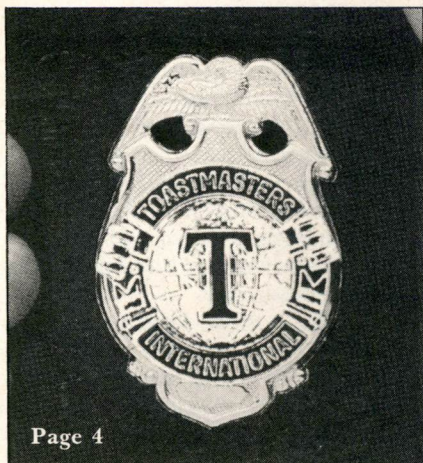
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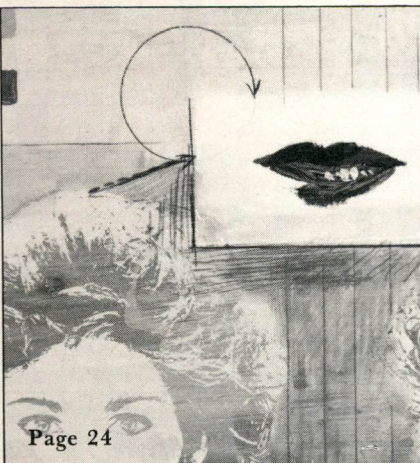
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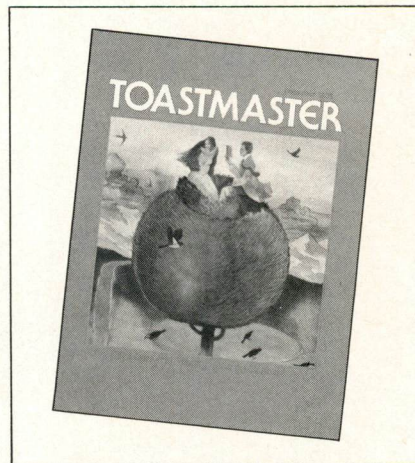
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COVER

Club members, like all thriving 'birds of a feather,' constantly hunger for more. Help your club provide the warm, nurturing atmosphere of a nest, for with the proper care and feeding, members will take off and fly high. *Cover illustration by Geoffrey Krueger.*

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ARREST PUBLIC ATTENTION

BY VALERIE ORLEANS

It's a crime more people don't know about Toastmasters! Using the SWOT strategy, you can end the crime wave and capture new members.

Your press releases are flawless. Media coverage of your events is excellent. You have the flashiest brochure in town. But membership in your club is dwindling and you're having problems recruiting new members. So what's wrong?

Chances are, you aren't marketing Toastmasters to its best advantage. Good writing skills are essential in publicizing your club's activities, but these skills alone won't give you an edge. Good writing combined with the ability to market, or target, your audience will give you that added advantage.

For years, marketing has been equated with selling, a theory that isn't completely accurate. Marketing is also a research function. You need to discover what consumers want, what they're willing to do to get such a product and how you can best provide it for them.

Assess your club's beneficial qualities, research the markets and maximize these qualities for your exchange.

Develop a SWOT Plan

Using your particular club as an example, determine which groups of people you want to attract. Look at your own members. Are they mainly business people? Housewives? Salespeople? Plumbers? Teachers?

What's their age breakdown? How did they find out about Toastmasters and what prompted them to show up for that first meeting? And why did they subsequently choose to join?

Briefly survey your fellow members to find the answers to these questions. Based on their responses, plus your own assessment of the club, prepare what is known as a SWOT plan.

Take a sheet of paper and separate it into four separate areas. In the upper left-hand corner, list the strengths you believe your club has achieved. Is it active in the community? Are your meeting hours flexible or convenient? Are you centrally located and easy to reach?

In the upper right-hand corner, list

your club's weaknesses. Be totally honest. Remember, you're not going to show this list to anyone else. But unless you deal directly with these trouble spots, chances are they will persist or possibly worsen.

Ideally, you want to do what you can to eliminate or reduce weaknesses. Do visitors to your group feel excluded? Do members tend to stick together and hesitate to talk to new guests?

When was the last time your club did something innovative? Has your group gotten bogged down with details? Are meetings lively or have they gotten a little humdrum?

In the bottom left-hand corner of your paper outline your club's opportunities. Are you in a growing community? Are members prominent in the community? Do members have outgoing personalities? Are you initiating new programs?

Finally, in the bottom right-hand corner, list 'threats.' These are competitors for members. Keep a file on them; include brochures, ads and fliers they've produced. This information will help in your 'competition analysis.'

Analyze the Competition

To successfully analyze the competition, ask yourself: Which organizations promote similar programs in the immediate vicinity? What are their strengths and weaknesses? Future plans? Recruitment strategies?

Do local schools and colleges offer comparable services? At what cost? Which groups hold meetings at the same time your club meets (signalling competition for the same time slot)?

Once you've answered these questions on your grid sheet, you basically have a SWOT plan (strengths, weaknesses, opportunities and threats). Granted, it's not a thoroughly researched marketing strategy, but it's a start.

You now have an indication of what to capitalize on (your strengths), where to improve (your weaknesses), how and what to promote (your opportunities) and how to devise a game plan vis-a-vis competitors (your threats).

Next you're ready to set some goals for marketing your club, but make sure they're realistic and specific. Set priorities and judge tasks with these in mind.

When marketing your club, consider exactly what it is you're offering. Define your purpose in the broadest sense possible. Rather than limiting your focus to Toastmasters as an organization, think more generally in terms of Toastmasters' involvement in the large field of communications.

Toastmasters teaches better listening, speaking and thinking skills, which all

have multiple applications in the communications arena (i.e., public speaking can be broken down into speaking on TV, radio, etc.) and in most other fields.

When you look at Toastmasters in this broader sense, you can see the many angles that could be promoted.

Keep current on the latest communications trends. As the world changes, you need to assess your club's service and see how Toastmasters' principles can be adapted to fit the latest service demands.

To succeed at this, you'll need to read widely to keep up not only in the field of communications, but also in such areas as technology, business and industry.

In analyzing your market, bear in mind that most people act out of self-interest. This doesn't mean we're all fiendishly selfish! But what it does mean is that you must tailor your message for people to recognize the benefits your organization holds for *them*. This area of focus involves exchange analysis.

Exchange Analysis

Basically, two questions are considered in exchange analysis: What is it we have to offer? What do our targeted audiences want?

Each person weighs the benefits when choosing a product or service, whether consciously or unconsciously. So the key is to show potential members how they can gain from your particular club.

Learn to view your club's features as potential benefits. That is, interpret these features in terms of their advantages to prospective members. Stress elements of your program that have been most wanted or needed.

Also consider timing. When is the best time to promote these benefits in your community? During the summer vacation or in September when school has started? Determine when your audience is most likely to make use of your service, and gear your publicity accordingly.

And always remember that in our high-tech society, people hunger for the personal touch—hand-written notes, a cheerful voice on the telephone, a genuine interest in them and their needs.

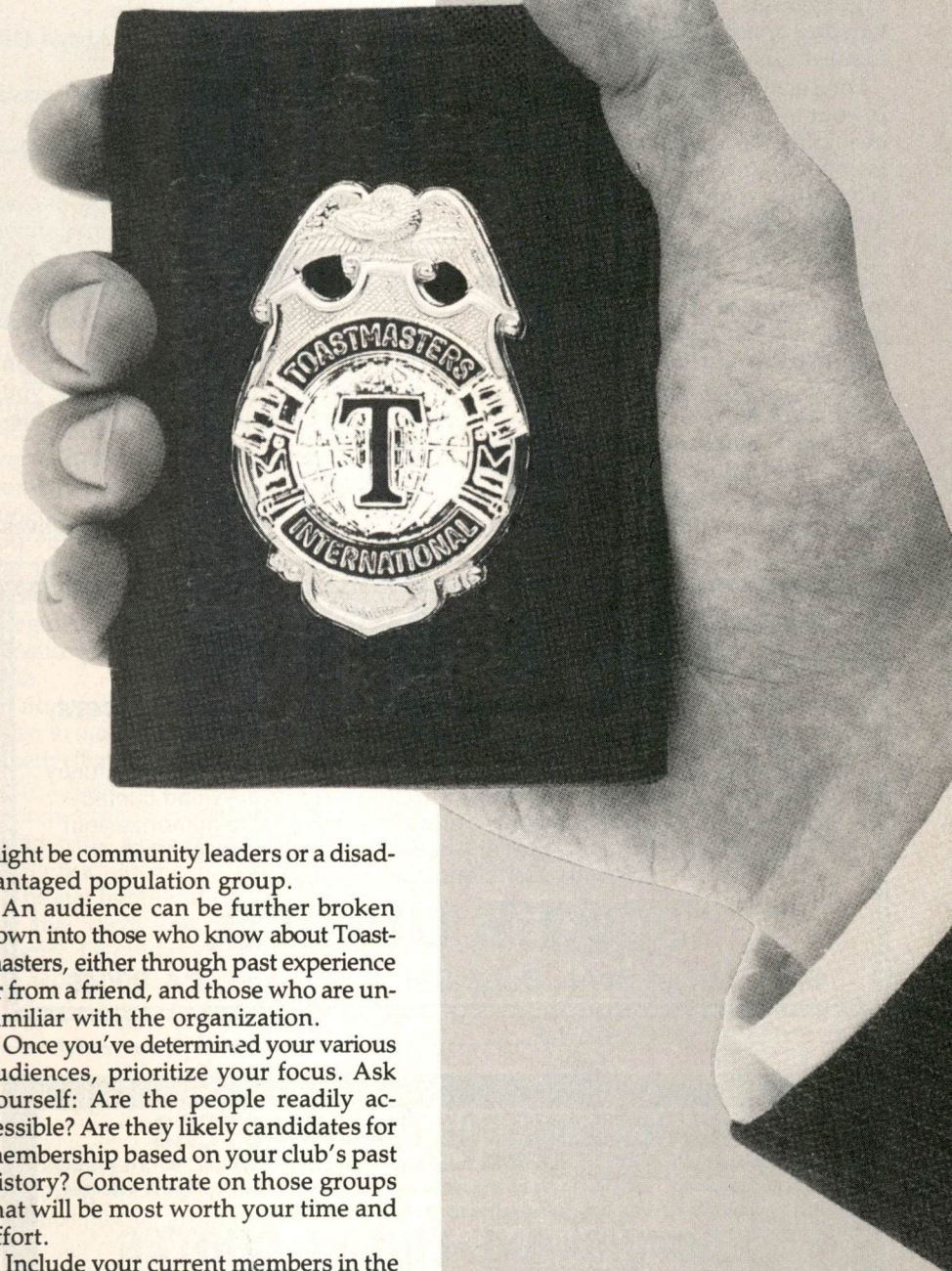
The Market Share

The next variable to consider is 'market share.' There are only so many people out there who would be interested in participating in your program. Furthermore, your competitors are also trying to reach this group. 'Market share' refers to the number or percentage of these people you are actually

able to attract to your organization. It may also mean gaining access to a potential target group you might have overlooked.

Rather than viewing your audience as a large unindividuated mass of people, break it down into small, distinct groups.

Potential audiences can be made up of those in large or small businesses, education or sales. One audience may be teenagers or senior citizens. Another



might be community leaders or a disadvantaged population group.

An audience can be further broken down into those who know about Toastmasters, either through past experience or from a friend, and those who are unfamiliar with the organization.

Once you've determined your various audiences, prioritize your focus. Ask yourself: Are the people readily accessible? Are they likely candidates for membership based on your club's past history? Concentrate on those groups that will be most worth your time and effort.

Include your current members in the campaign. Match these members with your targeted audiences—ideally groups with common interests or characteristics.

Because you'll probably target more than one audience, prepare alternative communications packages in order to best meet their diverse needs. Remember to vary which features of your club

you highlight depending on the audience.

Set Objectives

The next stage is to set objectives. Determine what you want to accomplish, avoiding vague statements such as, "We want to increase membership." *Objectives should above all be measurable.* For example, specify that you'd like to attract 10 or more members.

Next determine a time frame: "We'd like to attract 10 more members within nine months." And finally, decide whether or not you have the resources to meet this objective.

For example, are there enough people in your area who would be interested in joining Toastmasters? If not, you may need to adjust your goals: "Since I come from a small community, I want to attract eight people in a year."

Why determine objectives? First, when a goal is written down, it seems more attainable. Second, an objective gives you a standard by which you can measure the effectiveness of your actions. It also provides motivation to get the job done.

To begin, write out your initial objective statement. Next, determine if your objective supports the group's overall goals. Is it measurable? Specific? Time

Start Your Own SWOT Team!

When you spread the word about Toastmasters, you help others discover the benefits the organization has to offer. In addition, you help your club grow bigger and stronger, which results in productive meetings and innovative programming.

Toastmasters International has a wealth of membership building tools available through the Supply Catalog to use as part of your marketing approach. Such proven tactics should not be overlooked—they will make your job a lot easier.

Here are some sure-fire attention-getters (and their Catalog code numbers):

- **Reach Out for Success (99)**—Describes a typical club meeting and the benefits of membership.
 - **Speak Up and Get Ahead (101)**—Stresses advantages to workers in business and industry.
 - **Checking Account for Success (112)**—Helps prospects realize their needs.
 - **All about Toastmasters (124)**—Explains the purpose and organization of Toastmasters.
 - **You Can Be a Success (367-small; 368-large)**—Posters display your brochures and club information while pointing out membership benefits.
- By combining an organized marketing plan with effective promotional materials, your club will arrest public attention and capture new members!

bound? Achievable? Then, based on your answers to these questions, you may need to rephrase your goal statement.

Find Your Niche

Once you've honed your objectives

and charted your SWOT analysis, you need to find your 'market niche.' Where do you fit in... and how?

Segment your audience as much as possible, whether by age, geographic location or business interest. Educate these publics by showing them what Toastmasters can do specifically for them.

Always keep in mind that members of your audience will be asking themselves: "What's in it for me?" It helps to know your audiences' attitudes. If possible, survey their opinions beforehand.

Before you send out any news releases to local newspapers, request a promotional kit; this gives a demographic breakdown of its readers. Plant your releases and/or promotions in those newspapers where readers are most likely to respond to what you have to offer.

Be sure to consider your area's profile as well. What is the predominant socio-economic level? Is it better characterized as a sprawling, disconnected community or a closely-knit one? As conservative or liberal? Keep informed on important community issues. Be familiar with public figures and influential media.

Of course, there will be instances when marketing research wouldn't be profitable. These include: When the cost of research would exceed its value; when you need to move right away; when there's a chance that by conducting research your competitors could preempt your strategy; when your objectives aren't clearly definable; when the information is already available.

Whether or not you follow through

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LETTERS

'Reach for the Stars': Gleaming Accounts

This year's Toastmasters International Convention in Reno, Nevada, was one of the best conventions ever! Amid the dark hills of the Nevada plains, District 39 played host to meritorious, educational, social and political events par excellence!

The educational programs presented at the Convention revolved around the themes of achievement, motivation, humor and introspection. Experts gave a panel presentation on how to make your club a Top Ten Club and another on how to prepare and deliver a speech that could earn you a place in the "World Championship of Public Speaking." Also helping the club and individual grow was a presentation on evaluations and another on "Making Toastmasters Fun."

The Convention's featured speakers, Bob Moawad, Dr. Layne Longfellow, Patricia Fripp and Golden Gavel Award winner Art Linkletter were the highlight of the Convention for me. Of them all, Patricia Fripp impressed me the most: She was once a hairdresser who joined Toastmasters to learn to speak better; since then she has become a dynamic public speaker, the first female president of the National Speaker's Association and an inspiration to many—certainly, a shining example of just how much Toastmasters can change and improve a person's life.

All in all, I must say that the Convention was a *great* success and a *BLAST!!* Every Toastmaster should experience at least one International Convention. If you haven't yet, mark your calendar for "TI's 56th Annual Convention," August 25-29, 1987; and meet me at the Hyatt Regency in Chicago, Illinois.

Then, when you finish in Chicago, you can look forward to visiting the

National Capital District 36 and attending the *best ever* International Convention; for in 1988 the World of Toastmasters is coming to Washington, D.C. for the 57th Annual Convention.

*Patricia K. Walsh
First Wave Toastmasters Club
Arlington, Virginia*

There were some from Australia, a few from New Zealand and South Africa. They came from the Philippines, from Ireland, from Sri Lanka. They came in large numbers from all parts of Canada. By the hundreds Toastmasters from near and far came, greeting each other like warm, dear friends.

Toastmasters, that unique group of human beings, showed up in droves with great anticipation for the annual event—Toastmasters' 55th International Convention. For those who have not gone to one of these Conventions, you've really missed something—the star lights and star brights of Toastmasters from around the world. You've foregone the pleasure and learning experience gained from Toastmasters' big bash.

Loud praise and applause must be given to our Nevada host clubs for their superb efforts and smooth performance. Only a Toastmaster who has ever tried to orchestrate a Toastmasters function could truly appreciate it all. It went without a glitch.

The star lights and star brights shone for five days and nights this past August. I would not have missed it for the world. Did you?

*Janice Wintergrass, ATM
Minutemen Toastmasters Club
Waltham, Massachusetts*

with a public research program, make sure to utilize people within your group when devising a marketing strategy. Ask them to focus on the strengths and weaknesses of the organization. People often have different perceptions of the same group and you may be surprised at some of the responses.

What are some of your members' complaints? What do they praise? What would they like more of? Also, ask them to report on what they've heard about Toastmasters from others. All these

opinions can be profitable to your planning process.

Once all this groundwork has been laid, you're ready to proceed with your promotional program—a program based on research, definable goals and careful planning—a program that will bring the results you want. 🗣️

Valerie Orleans is Publications Specialist for St. Joseph's Hospital in Orange, California.

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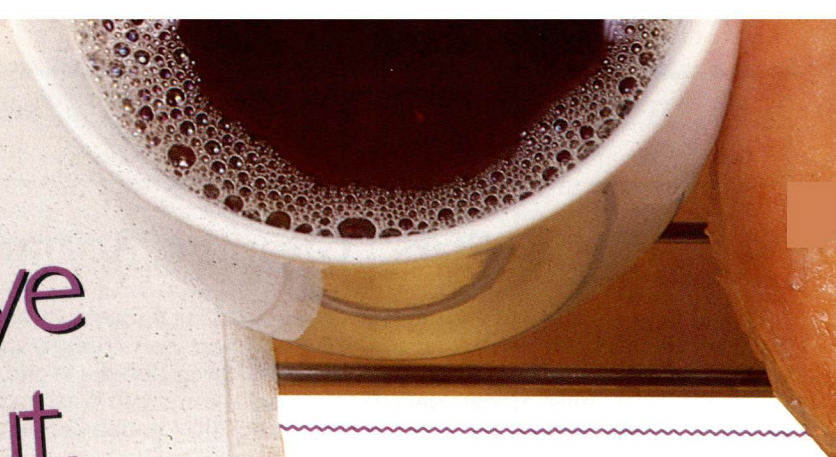
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Keep Your Eye on the Donut, Not on the Hole

by Victoria A. Nissen, CTM

Do you ever wish you could be more successful, earn more money or feel more confident? Does it seem that the harder you work toward an objective, try your luck at sports or attempt to deliver an eloquent speech, the more evasive that goal becomes? Do you focus on the donut or the hole? Without realizing it, most of us focus on the hole, and our efforts leave us feeling empty.

Instead of concentrating on success, many of us dwell on the prospect of failure. Even if you feel you're a positive thinker, your subconscious thoughts may be focused on the fear of a negative outcome. Let me offer an example.

Driving Force

For those readers who are golfers, picture yourself standing on the fairway ready to hit toward the green, about 90 yards away. On either side of the green is a small pond. You reach for your nine-iron and step up to the ball. You're positive and self-assured. Reaching that green looks easy.

You take careful aim at the green, fix your eye on the ball and swing. The ball flies across the course and lands directly in one of the ponds. You're dumbfounded. You shake your head, not

understanding that outcome. You'd aimed directly at the green. So what went wrong?

Chances are that although you'd wanted to hit that green, your subconscious thoughts were focused on the two ponds. You were afraid that the ball would land in one of them—and it did. While your conscious mind was aiming at the green, your subconscious thoughts were directing your physical efforts toward their particular focus.

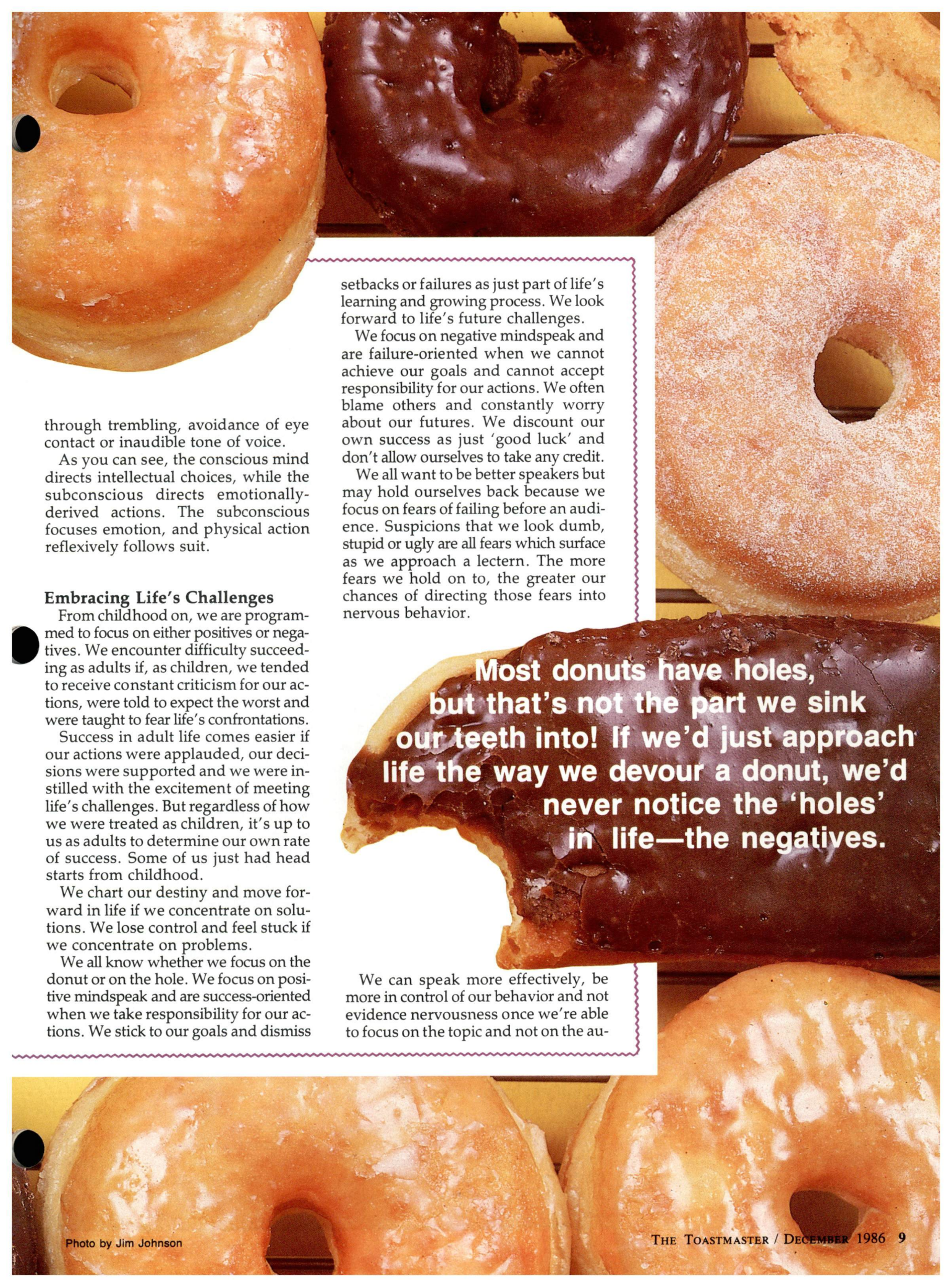
Kind of spooky, huh? Luckily you can ultimately take control, once you learn to use 'mindspeak' to your best advantage.

Mindspeak

The mind produces both conscious and subconscious thoughts, often referred to as rational and irrational, respectively. The conscious mind retains knowledge, controls reasoning powers and enables us to make decisions in life. The language of the conscious mind is intellectual rationalization. We're aware of these conscious thoughts.

The subconscious mind, on the other hand, is the seat of emotion. Once an emotion is communicated from the subconscious in what I call 'mindspeak' it's executed, which means our bodies direct that emotion into action. The subconscious doesn't distinguish 'good' from 'bad' mindspeak; it simply transmits emotions to be physically realized through our actions.

For example, when we rise to speak before an audience, our conscious minds choose the appropriate topic and present it logically. At the same time, subconscious mindspeak communicates emotions, such as fear of rejection. Our bodies exhibit these feelings physically



through trembling, avoidance of eye contact or inaudible tone of voice.

As you can see, the conscious mind directs intellectual choices, while the subconscious directs emotionally-derived actions. The subconscious focuses emotion, and physical action reflexively follows suit.

Embracing Life's Challenges

From childhood on, we are programmed to focus on either positives or negatives. We encounter difficulty succeeding as adults if, as children, we tended to receive constant criticism for our actions, were told to expect the worst and were taught to fear life's confrontations.

Success in adult life comes easier if our actions were applauded, our decisions were supported and we were instilled with the excitement of meeting life's challenges. But regardless of how we were treated as children, it's up to us as adults to determine our own rate of success. Some of us just had head starts from childhood.

We chart our destiny and move forward in life if we concentrate on solutions. We lose control and feel stuck if we concentrate on problems.

We all know whether we focus on the donut or on the hole. We focus on positive mind speak and are success-oriented when we take responsibility for our actions. We stick to our goals and dismiss

setbacks or failures as just part of life's learning and growing process. We look forward to life's future challenges.

We focus on negative mind speak and are failure-oriented when we cannot achieve our goals and cannot accept responsibility for our actions. We often blame others and constantly worry about our futures. We discount our own success as just 'good luck' and don't allow ourselves to take any credit.

We all want to be better speakers but may hold ourselves back because we focus on fears of failing before an audience. Suspicions that we look dumb, stupid or ugly are all fears which surface as we approach a lectern. The more fears we hold on to, the greater our chances of directing those fears into nervous behavior.

Most donuts have holes, but that's not the part we sink our teeth into! If we'd just approach life the way we devour a donut, we'd never notice the 'holes' in life—the negatives.

We can speak more effectively, be more in control of our behavior and not evidence nervousness once we're able to focus on the topic and not on the au-

dience's suspected reactions.

Step Toward Success

During a speech, you can diminish your fears and focus on your own strengths by following these six steps:

1. Admit your fears about speaking before an audience. Visualize yourself before an audience and verbalize that fear by completing the sentence, "I'm afraid my audience will think I'm

_____." Talk about the fear out loud and let it surface.

2. Develop a goal. Make this goal worthwhile and within reach. Giving a persuasive speech is an excellent objective—one that's within reach and yet can always be improved.

3. Develop steps toward the goal of presenting a persuasive speech:

- Choose an appropriate, compelling topic.

- Be able to communicate the purpose of the speech in one sentence.

- Develop a strong beginning, middle and end.

- Project good vocal tone and pitch.

- Add appropriate gestures.

4. Practice before a mirror, incorporating the steps in number three above.

5. Write down five positive statements about your speech and yourself as a

RELAX

To Fill the

(W)HOLE

by William J. Aspden, DTM

Have you ever experienced a rough day at the office or out shopping, then breathed a sigh of relief as you reached home, took off your shoes and leaned back in your favorite armchair?

You can have that same relaxed feeling at your command anywhere, anytime by learning simple relaxation skills. You can learn to create that calm glow even in situations that've caused tension previously, such as rush-hour traffic or public speaking.

Research has shown that if we are uptight mentally, our bodies reflect this with tense, knotted muscles. Often we become used to a chronically high level of tension in our bodies and we don't even notice it anymore. The tension is

caused by 'holding on' to oneself as a subconscious, self-protective gesture.

It's also been demonstrated clinically that if we learn to unravel these 'knots,' our mental state follows suit. Even if you don't feel uptight, try the following relaxation exercise a few times and you may be surprised at how deeply you can relax.

Tense vs. Relaxed

In this relaxation exercise, you're going to progressively release muscle tension. In order to accustom yourself to the feelings associated with letting go, start now by contracting your thigh muscles. Hold them very tight as you count to 10 slowly. Now relax. Be aware of how it feels as you release the tension.

Now, proceed to some of the smaller muscle groups, such as the neck, contracting and relaxing your muscles until you get used to the feeling. You might try starting from your feet and tighten each muscle group as you move up the body.

Start by pushing your feet or heels into the floor, tightening both feet while you count to 10 slowly. Hold them really tight, then release. Next move up your lower legs, and so forth. While tensing

one muscle group, concentrate on keeping the rest of your body loose.

You can also accustom yourself to letting go by tightening your chest muscles as you breathe in deeply, then releasing them as you breathe out.

The point is to notice the *difference* between the tense feeling and the 'letting go' feeling. The relaxation exercise that follows hinges on your being able to feel your body 'let go.'

Read through the following exercise until the sequence of thoughts becomes familiar. The sequence is easy to follow, working progressively from your toes up to the tip of your nose.

Initially you may wish to tape record the sequence so you can just listen while you do the exercise, but this is by no means necessary. If you do tape the instructions, have them read by a person whose voice has a calm, lulling quality.

Use the recording only in the initial stages, because you should work toward self-mastery rather than rely on outside circumstances. You can eventually memorize the sequence.

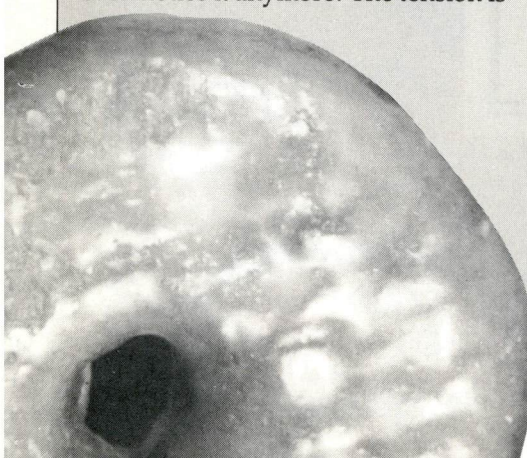
In order to enjoy the maximum benefit from this exercise, you should do it regularly. If you spend 15 minutes with this technique each morning, you'll be clear-headed and alert to face the day.

If you repeat it again before dinner daily, you'll recharge your batteries for the evening's activities and release the tensions of the day. Then it will be natural for you to use this skill in more stressful situations, as before an important presentation.

Let me add that there are many different types of relaxation exercises, and what suits me may not suit you. If you wish to experiment with other forms of relaxation there are countless books, cassettes and courses available. You could consult your local librarian for this information.

Get Comfortable

Try this exercise at first when you're wide awake and refreshed. Physical relaxation is easier when you're tired, but



speaker.

6. Review and repeat these five positive statements about your own abilities two to three times each day, and picture yourself actually presenting a persuasive speech.

By following these steps, you'll eventually drop your fears and strengthen your abilities. You'll notice when speaking that you're focusing more and more on the speech itself and on your

delivery than on what the audience may be imagining about you.

If you falter in your speech, or you're not happy with your performance, quickly jot down the *positive* points you learned from the experience. By focusing on the positive, you'll move ahead to realize your full potential.

Concentrate on the donut, not the hole. After a while, you won't even notice the hole is there! 🍓



Victoria A. Nissen, CTM, has been a member of Century City Club 2681-1 for five years and is currently serving as Area Four Governor. A freelance writer, she often speaks on behalf of the American Heart Association and lives in Marina del Rey, California.

the goal of this exercise is to learn how to bring about relaxation deliberately. You can then apply the technique in stressful circumstances.

It's important that you never make relaxing an effort. Any struggle or strain is counter-productive. To begin this lesson in relaxation, assume a posture that's comfortable but not cozy, so you don't fall asleep. If you are likely to start dozing, sit on a straight-back chair or lie on your back on a solid floor. You must stay awake to learn how it feels to be deeply relaxed, and to be able to produce this state at will.

Start by taking several deep breaths. Inhale deeply and slowly through your nose. Imagine your lungs are balloons filling with air. Now slowly release the breath through your mouth. Hear the stream of air as the 'balloons' deflate and feel your tensions leaving with that stream. Each time you inhale, you're bringing in fresh, soothing oxygen.

Let your mind wander. Don't fight your thoughts, just acknowledge them and let them be. You might picture your mind as a flowing brook and your thoughts as leaves on the water. As each thought comes, picture it as a leaf—it falls onto the water and is gently carried downstream.

Whenever you get distracted return to your breathing—hear its rhythm as you slowly inhale, then exhale.

Now turn your attention to your right leg. Imagine that your lower leg is connected very loosely by a string to your upper leg. Your knee joint is just a very loose string. Your lower leg does not belong to you anymore. You just feel it lying there on its own, heavily—let it go.

Your upper right leg is connected to the rest of your body by a loose string. Your whole leg is just lying there detached from the rest of your body. There's no need to rush; just let go easily. Your leg is heavy and sinks into the floor.

Now focus on your lower left leg. It's also connected at the knee by a loose string, heavy, just lying there by itself.

No hurry, no effort—just let your leg go. Just let yourself go.

Your upper left leg is now connected to your body by that loose string. It does not belong to you. Don't strain; just let the relaxation come. Just feel the natural weight of your leg on the floor.

Now your arms are heavy by your sides. Your elbow joints are just loose strings. Your shoulder joints are just loose strings. Your arms do not belong to you; they're drifting away naturally, effortlessly; just feel the weight of your arms at your sides. Your arms from your shoulders down to your fingertips are completely relaxed.

Feel this deep relaxation flowing all through you. It's a peaceful, warm feeling. Your spine is just a loose string. The relaxation glow spreads to your abdomen, flows out across your chest. Your whole body is warm and heavy, and you've let go.

Each time you breathe out you sink deeper and deeper into relaxation. Nothing else matters now. With each exhalation your tension leaves you, letting go—loose, easy, natural, safe.

Your neck consists of one very loose string. Your head does not belong to you; it's heavy against the back of the chair or floor. The muscles that control your jaw and keep your lips together have slackened such that your chin now drops loosely.

Feel the muscles of your scalp and forehead smooth out as your head becomes heavier and you sink deeper into relaxation. The sides of your forehead are deeply relaxed; your whole head is warm and heavy, as if it were full of warm liquid.

Your whole body is like a puppet's. All the strings connecting the parts of your body are loose and limp. Nothing else matters now except your entire body sinking effortlessly into deep and natural relaxation.

Your mind enters into the relaxation of your body, drifting in the calm and peaceful tide. The warm glow fills your mind and soothes it.

When you've enjoyed the warm glow of complete relaxation and are ready to get up, move slowly. First take a good long stretch, from head to toe, like you do first thing in the morning. Wiggle your arms and legs—feel the energy surging in them.

Stretch again and then *slowly* get up. You're now serenely ready to face whatever challenges lie ahead.

Practice Makes Peaceful

It may take a few attempts before you'll be able to let yourself relax and be off guard enough to experience a sense of abandonment and well-being. But each time you do the exercise you'll become more attuned to the feeling of letting go, and learn to free up a little more. The more you practice, the more you'll become accustomed to 'letting it all hang loose.'

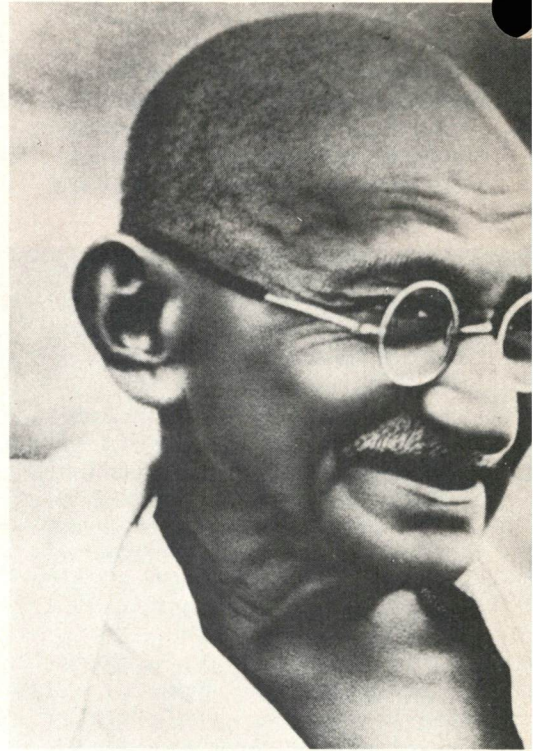
Relaxation is not a withdrawal from life. It's a method of learning to be easy in yourself while participating fully in the outside world. While you may spend only a total of 30 minutes per day on the exercise, the resultant calm and ease of mind will carry over into the rest of your life.

If you become anxious or uptight before a speech, loosen up and allow your muscles to relax just as in the exercise—this will consequently calm your mind. You'll soon learn that no harm comes from letting go, and subsequently your delivery will be enhanced.

When you carry your relaxation around with you there's no longer any need to loosen your belt and slump into a chair to unwind. And people will be drawn to your calm glow! 🍓

William J. Aspden, DTM, a member of Rockhampton Club 3732-69, in Rockhampton, Queensland, Australia, is a Past Area Governor and current Division Governor. He has written several books on public speaking, and this article is based on a chapter of his book *Successfully Speaking—How To Speak in Public without Being Trying*.

WINNING TECHNIQUES OF GREAT PERSUADERS



The world's great persuaders all share common behaviors that draw people into their point of view. You too can use these strategies to win people over.

by William Friend

The weekly strategy meeting of a trade association's lobbying group in Washington is described by one member as "a conclave of warring factions." Another calls it "a communication laboratory in the art of disagreement."

The second description is more accurate. Always heated, the weekly sessions feature a wide range of negotiating skills. Some of the Washington reps almost plead for a course of action they favor while others rage. Some are coolly logical, others quite emotional.

In the end, however, one mild-mannered rep—let's call him Fred Swanson—usually gets his way. The plan developed by the group is, almost invariably, the one he proposed.

How does he do it? The answer, of course, is that Fred Swanson possesses certain communication skills that make him the best persuader in the group. They're skills that could be used profitably by any association executive in work situations, such as talking to employees about their performance, smoothing out a difference with another director, or making a proposal to the board of directors.

Here are six particularly effective ways that executives can be more persuasive in working with others:

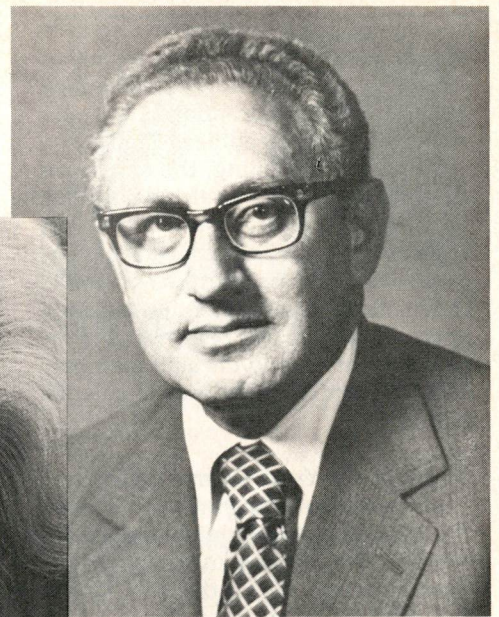
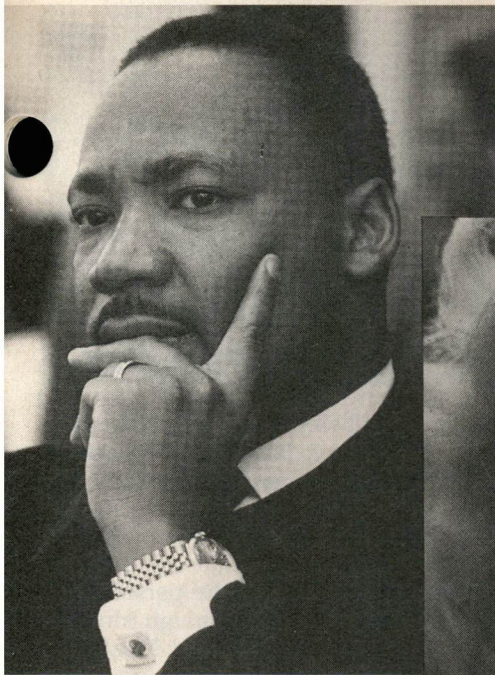
1. Be Like Your Listener.

When trying to win someone over to your point of view, say the experts, remember that people respond well to those who resemble them. This bit of human nature can be observed frequently in organizations: Managers tend to hire people who are like themselves, and they also tend to form their easiest working relationships with like-minded people on the staff.

An important step in winning people to your point of view, therefore, is to establish a strong identification with the other person.

Donald J. Moine, a psychologist who heads his own sales and management training firm in Redondo Beach, California, compared the sales techniques of high-achieving salespeople with those of mediocre salespeople. Mr. Moine found that top sales personnel instinctively match, with hypnotic effect, the customer's voice tone, rhythm, volume, and speech rate.

"The good salesman or saleswoman matches the customer's posture, body language, and mood," explains Mr. Moine. "If the customer is slightly de-



pressed, the salesperson shares that feeling and acknowledges that he or she has been feeling 'a little down' lately. In essence, the top sales producer becomes a sophisticated biofeedback mechanism, sharing and reflecting the customer's reality—even to the point of breathing with the customer."

The technique works, says Mr. Moine, because "hypnotic pacing" helps establish trust and rapport. When the salesperson—or politician or executive—mirrors the gestures and speech of the other person, he or she is suggesting, "I am like you. We are in sync. You can trust me."

2. Practice Active Listening.

Much has been said about the virtues of listening in recent years, but the technique of "active listening" is relatively new. When used appropriately, it can be surprisingly effective in setting the stage for persuasion.

In active listening, the listener states his or her impression of what the other person is saying. Suppose a director wants to persuade John, a manager, to delegate more—not try to do everything himself. The director has invited John to talk about this workload. The conversation goes like this:

John: *I know I spend too much time*

on the details. But I want the project to turn out right. I'm conscientious.

Active Listener: *You're proud of your work, but you're getting too involved with the nuts and bolts?*

John: *The three people in my department just don't have the experience to handle things on their own.*

Active Listener: *I see. They can't be trusted with details—not just yet.*

After several more exchanges of this kind, John is satisfied that he is being heard and is more open to a suggestion that he at least try giving more responsibility to his staff.

"Active listening makes the other person feel recognized, and all people need recognition," says Arlene Yerys, president of Effective Training Systems, Inc., New York City. "When one party feels ignored, put down, attacked, or blamed, the result is a distancing in the relationship and perhaps even hostility. But when we demonstrate a willingness to consider the other's viewpoint, we contribute to the dialogue."

Thomas Gordon, founder and president of Effectiveness Training, Inc., Solana Beach, California, describes active listening as a technique that communicates, "I understand what you are feeling." But when the active listener feeds back a paraphrase of the other

person's feelings, isn't there some implied agreement with those feelings?

Mr. Gordon says that active listening conveys neither agreement nor disagreement. "Acceptance" is quite different from 'agreement,'" he notes in his book, *Leader Effectiveness Training*. "To say to someone 'You're really feeling hopeless' is different from saying, 'I agree that it's hopeless.'"

Ms. Yerys, who conducts communication workshops for major corporations and associations, cautions that active listening is a skill that is easy to understand but difficult to practice. "If it's used inappropriately or mechanically, the other person realizes a technique is being used on him or her—trust just evaporates," she says.

In her workshops, Ms. Yerys encourages participants to write complete scripts for dialogues in which one person intends to persuade another. Any rough edges in active listening techniques are smoothed away when the workshop members observe videotapes of their performance.

Active listening sometimes leads to unexpected results. In one instance, a public relations manager wanted to persuade a staff member to complete an assignment on time. The staff member responded by complaining about an

unrelated subject, her poor performance appraisal. Normally, her objection would have been reviewed by the vice president of public affairs, but the manager encouraged her to talk.

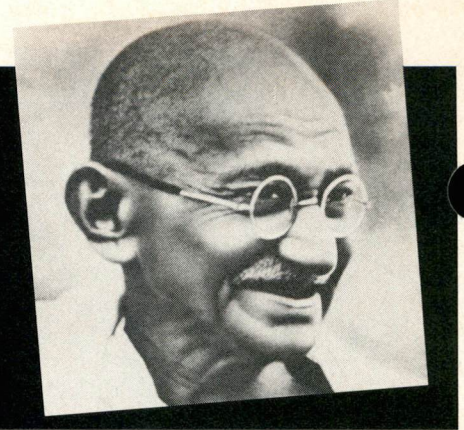
With active listening, the employee disclosed that she was afraid her poor performance report would be relayed to an employer with whom she had interviewed for a position. As a result, the manager assured her that the poor appraisal would not be sent if she received an offer, and the staff member, in turn, promised to improve her work habits.

3. Meet on Your Home Field.

Managers have long known that they can gain a huge bargaining edge by holding negotiations in their own offices. Research shows that the "home turf advantage" really exists.

In one recent experiment, psychologist Ralph Taylor of Temple University, Philadelphia, Pennsylvania, rated 60 students for "dominance"—their ability to influence others. Then the students were divided into groups of three, each consisting of one member low in dominance, one average, and one high. Each group was asked to discuss and agree on which of 10 potential cuts in the university budget would be best.

Set the stage for persuasion with active listening—make people feel recognized.



Half the groups met in the room of their most dominant member and half in the room of their least dominant. On the average, the guests' views came around to those of the hosts, even if the hosts were low in dominance and their guests opposed them at the outset.

Why is territory so important? "Boundaries give security and privacy, protecting you from unwanted encroachments by others," notes Michael B. McCaskey, former associate professor of organizational behavior at Harvard Business School and now president of the Chicago Bears football team. "For people to have a sense of what is their own and of 'home' seems quite important. Basketball teams like UCLA and Notre Dame are especially tough to beat when they have a home court advantage."

The home court (your office) offers not only the advantage of familiar territory but also advantageous seating arrangements. In a typical office, seating is arranged so that the owner has the advantage of looking across a barrier (the desk) at others—and looks slightly down on others. An unusually low-slung seat will cause its occupant to stretch up to talk, causing a discomfort and tension that work to the advantage of the adversary.

Of course, the home court advantage can be upset. Some executives relish the chance to overturn the balance of power when they attend a meeting in another person's office. At an association in New York City, one manager delights in marching into another executive's office for a meeting and sitting on his adversary's desk. Almost without exception, the executive at the desk is forced to suggest that they might be more comfortable in a conference room. That, of course, is much better for the visitor; it's neutral territory.

4. Appear at Your Best.

An advertising agency made arrangements to give an elaborate presentation of a proposed advertising campaign before a banking group. Should the presentation be given by a highly imagina-

tive account executive who favored blue jeans and heavy boots for all occasions? Or should it be given by one who looked more "businesslike?"

The agency chose the creative executive, on the theory that the bankers would prefer to hear the person who had originated the campaign idea.

It was the wrong strategy. The bankers were turned off by the young man at the start and didn't really listen to the presentation. "Appearances still count for a lot in banking," said one of the lending officers afterward. "If the fellow didn't understand a simple fact like that, how could he plan an effective advertising campaign for us?"

Many people are casual about their appearance on the grounds that others should ignore such superficial signs and place more value on content. Most of us like to think we are more influenced by what a person says rather than by the person's appearance. Experiments prove otherwise, however.

Shelly Chaiken, professor of psychology at Vanderbilt University, Nashville, Tennessee, has conducted several experiments proving that "attractive" people are more effective in influencing others than "unattractive" people. In one demonstration, students at the University of Massachusetts were trained to deliver a persuasive message, then asked to approach four other students.

The message asked the students to support a group opposed to serving meat at breakfast and lunch in the dining halls. The students rated in advance as "attractive" were much more successful than the "unattractive" students in persuading others.

Ms. Chaiken also found that attractive and unattractive individuals seem to differ in ways other than physical appearance. "Attractive communicators were more fluent speakers than their unattractive counterparts," she notes.

Other studies confirm the folk wisdom that people really do judge a book by its cover. Analyses of court decisions, for example, have shown that juries and judges are inclined to give much lighter sentences to attractive defendants than

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to ones judged unattractive.

Several years ago, a researcher decided to test a theory that dressing up can help salespeople make more sales. The psychologist used a Mobile, Alabama, clothing store as his laboratory, with seven salesmen and their customers as his subjects.

The researcher compared sales figures for days when the men wore suits and ties with those for days when they worked in shirt-sleeves. The results were dramatic. Sales on full-suit days were 60 percent higher than days when collars were left open without ties.

The inescapable conclusion: When you're out to persuade someone, appearance counts.

5. Make a Credible Case.

One of the high hurdles to overcome in winning people to your point of view is the problem of skepticism. Your targets receive all kinds of messages throughout the day from television, newspapers, and magazines. Experience has taught them that many of these messages are misleading and sometimes downright false. Why should they buy your idea? How can they know if your facts are right?

Jesse S. Nirenberg, an industrial psychologist who specializes in communication, says that "people continually look for clues to the credibility of information as they receive it. Does the person telling it hesitate? Is he vague in explaining things? Does she leave out things? Does he contradict himself? Is she exaggerating?"

Emotional excitement can lower credibility. When you're making a case, says Mr. Nirenberg, "It's better to be calm and dispassionate. A person who is emotional suggests that he or she might not be seeing things clearly."

Here are several other ways to enhance your credibility:

- **Use straight talk.** The person you want to persuade will be on the alert for signs of slanted statements. Exaggerated claims, extravagant descriptions, and emotional appeals will only annoy. Remember, your whole case will slide if he or she gets the idea you are trying to put something over.

- **Anticipate objections.** Think of every conceivable objection in advance. During the conversation, raise some of the objections yourself; that will show you are fair-minded.

- **Be specific.** Cite evidence to support our claims. Use figures when appropriate. Demonstrate to the other person that you have done your homework.

- **Name your information sources.** When you cite facts, be sure to name the

source. It's an advantage, of course, if that person has high credibility with the listener.

6. Use the Reciprocity Principle.

All the employees at a large trade association in Washington receive a Christmas card from the president a few days before the holiday. "I'm amazed," says the executive, "at the number of people who apparently rush to send me a card in return, even if it will arrive after the holidays."

That's the reciprocity principle in action. For some reason, people feel strongly obligated to return favors.

Skilled negotiators put the rule into action by asking or demanding more than they really expect to get. When the request is turned down, they make a second, more modest request. Because they have now made a concession, the other party feels obligated to accede to the smaller request. Result: The negotiator ends up with what he or she really wanted in the first place.

Psychologist Robert B. Cialdini of Arizona State University in Tempe tested the technique on a large group of college students. Posing as representatives of the fictitious County Youth Counseling Program, the researchers asked college students if they would be willing to chaperone a group of juvenile delinquents on a day trip to the zoo. The prospect of spending an entire day this way was unappealing to most students, and 83 percent of those asked turned down the request.

In the next step of the experiment, the researchers began by asking the students a larger favor: would they spend two hours a week as a counselor to a juvenile delinquent for a minimum of two years? When that request was turned down, the experimenters followed up with the much smaller zoo-trip request.

"When the zoo trip was presented as a retreat from the initial requests, our success rate increased dramatically," reports Mr. Cialdini. "Three times as many of the students approached this way volunteered to serve as zoo chaperones."

If you haven't been winning many points in discussions with others at work, maybe it's time to become a better persuader. These six techniques are sure to get you off to a good start. 📌

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The Care and Feeding of Club Members

Your club should be a nurturing nest for members. With proper care and feeding, they'll take off and fly high!

by Irwin I. Selig, DTM

Mary opens the meeting as Chairperson. After a few announcements she tells the rest of the group she will also be acting as the Toastmaster of the meeting. She proceeds to announce that there are two speakers, Chuck and Betty. The Master Evaluator is Bruce. Bruce will also evaluate Chuck; Betty will be evaluated by Paul, who will act as the Timer as well. Jack will present Table Topics, act as Grammarian and count the "ahs." Does this sound familiar?

I'm sure we've all attended meetings with only a handful of dedicated members serving double and triple duty on functions. Wouldn't it be nice if we could hold a meeting where everyone had only one assignment? Many clubs do just that. In fact, there actually are meetings where all attendees don't have assigned functions, because there are a sufficient number of members in the club to alternate duties.

At least 10 people are needed to conduct a meeting with two scheduled speakers and each function assigned to only one person. Of course we know that not everyone can attend every meeting, and in fact at least one-third of the members will be absent at any one time. This fact demands that our club membership consist of about 13 or 14 people.

Since an active club will certainly want to schedule more than two speakers per meeting and also provide an opportunity for a member to float once in a while, a good minimum count is therefore 20 active members. If your club has less than this minimum, it's time to consider an aggressive recruitment and retention program.



Even in clubs with over 20 members, a constant influx of new members is needed to replace those who move away or who become caught up in other priorities. This new blood is essential to the club's health.

New members, as they progress through the basic Communication and Leadership (C&L) manual speeches, help reinforce some basic skills in tenured members. New members also can remind the veterans just how far they've come and can challenge them to share their experience and serve as mentors.

New members also provide a cadre of future club officers, so that those with experience don't have to constantly recycle the various positions. And new members can bring vitality and fresh ideas to a club.

Get Them

How can you attract new members? The obvious place to look for prospec-

tive members is around you: friends, neighbors, coworkers and people in fraternal and service organizations. Start by listing these prospects on a piece of paper.

Other possibilities include promoting your club in your company bulletin or local newspaper, listing your club with the local Chamber of Commerce and phone directory, the library and even local electronic bulletin boards.

Make sure these listings are always updated with the most current information. Free public service announcements on local radio and television stations are ideal ways of publicizing your club.

Once you find persons who seem interested in self-improvement, the next step involves 'selling' them on how Toastmasters can help them and, of course, inviting them to a meeting. I might (and probably will) take a few tries, but don't give up.

At your meeting, guests should be

made to feel welcome and not intimidated. I recommend against forcing them to speak at Table Topics and suggest instead that you invite them to provide any personal comments at the end of the meeting.

The best way to put guests at ease and increase the probability they'll join is to assign them a sponsor. This sponsor can be any member, even one who has just recently joined. The sponsor can be the one who invites guests to meetings or who welcomes walk-in visitors.

The sponsor should explain what goes on during the program, what Toastmasters can do for the prospective member, what is expected of members and what it costs to join.

Sponsors should also encourage guests to become familiar with C&L manuals and to take home information to study further, such as "All about Toastmasters" (code 124) and "Your Membership Provides" (code 354), both available through the Supply Catalog.

The sponsor or one of the club officers should call and invite the guest to the next meeting, and of course invite him or her to join. Include the sponsor's name on any subsequent membership application form.

If your club's meeting time doesn't happen to fit the prospective member's schedule, refer him or her to other clubs in your area which meet at different times.

Keep Them

While you're bringing in new blood you've got to make sure you don't drain the old. As important as attracting new members is member retention. It's essential to motivate tenured members to stay.

These are the Toastmasters who should be working their way up through the club officer ranks, participating in and judging speech contests, conducting Speechcraft and other educational programs, serving as coaches and mentors for new members, moving up into district officer positions and providing the continuity to ensure that the club is perpetuated.

So how do you keep members? Interestingly enough, in order to answer this question, we have to go back to their introduction to your club. From the first meeting they attend as guests, how you treat members will play a large part in their decision to stay active.

Industry has long recognized the importance of an initial orientation for a new employee. This orientation eases a new person's apprehensions and goes a long way in starting him or her on a long, satisfying and productive

career with the organization. Starting that new club member out positively is equally important.

To accomplish this clubs are urged to provide each new member with a copy of "Toastmasters and You" (code 1167), which is the perfect introductory tool. Clubs may also wish to have copies of the "New Member Orientation Kit" (code 1162) on hand, which is also an effective resource for orienting and inducting new members.

Such an orientation can also help a new member survive the first few speeches and functionary assignments without feeling lost. Unless they're given an orientation and some attention, new members will likely feel overwhelmed with such concerns as, "How does the timer work?" "I'm supposed to count the 'ahs,' but I don't know all the members' names!" "I sure wish I could discuss my plan for the Ice Breaker with someone to check if I'm on the right track."

Many new members experiencing such frustrations soon drop out. You can see how important an orientation can be.

Assign a Coach

Once a new member is formally inducted into your club, assign an experienced Toastmaster as his or her coach. The coach (sometimes called a mentor) should preferably have at least attained the level of Competent Toastmaster (CTM) and held a club office. The coach may also be the person who

sponsored the member in the first place.

Typically, the coach is assigned during the formal induction ceremony, when the new member is welcomed into the club. During the ceremony many clubs present the inductee with his or her Toastmasters pin, identification badge, copies of the club bylaws and roster, Toastmasters' basic manual and a certificate of membership.

The coach introduces the new member to the other club members and sits next to the novice until names are learned. He or she helps the new member formulate goals and plot a course of action toward achieving them.

The coach also monitors the new member's attendance and follows up in case of repeated absence, thus aiding the new member's progress and goal achievement.

The coach guides the new member through the first few speeches. This involves explaining the objectives of each project, offering suggestions, answering questions, helping interpret evaluations from other members and providing encouragement.

The coach can also help the novice master various meeting tasks. Initially the new member should be assigned less complicated tasks, such as Timer, "ah" counter or vote counter, until he or she builds confidence.

As the member progresses in the club, invite him or her to participate in contests and workshops at all levels. Encourage him or her to run for club office and to eventually serve as coach to

Toastmasters Provides the Food

Are you providing your members with a well-balanced meal from all the basic food groups? Use this dietary supplement to ensure that members receive their three valuable meals:

- **Breakfast**—The first and most important meal. It's vital that all new members are well-oriented and made to feel welcome. Their first impressions of the Toastmasters program make all the difference in the world. Two very healthy breakfast items a club should provide its new members are "Toastmasters and You" (code 1167) and the "New Member Orientation Kit" (code 1162). Each entree will start the member off on the right foot.

- **Lunch**—As the member proceeds, a nutritious spark can be provided by the "Member Program Progress Chart" (code 227) and "Member Program Progress Wall Chart" (code 227-B). This latter chart can record the progress of each club member through the basic Communication and Leadership Program.

- **Dinner**—What better way to end the feeding process than by not ending it at all? Help your members want to strive for more. The "Advanced Program Progress Chart" (code 227-A) and "Advanced Program Progress Wall Chart" (code 227-C) will follow the path of each member through the Advanced Communication and Leadership Program.

The only utensil needed is Toastmasters' Supply Catalog, which should be available to all members at every meeting. By providing the proper food, your club will surely get its just desserts!

some other new member.

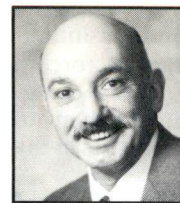
Conduct Good Meetings

Probably the most important tool for retaining members is to conduct challenging, informative and varied meetings. Regularly read the "Club Programming" column in *TIPS* and watch for ideas in your district newsletter. Consult Toastmasters' "Patterns in Programming" manual (code 1314) for other alternatives.

Persuade tenured members to act as

mentors; participate in club, area, division or district speakers bureaus and become active in community contact teams which help form new clubs. Encourage all members to progress through the basic and advanced manuals.

With the proper care and feeding of club members, not only will your club prosper, but members will grow and more fully benefit from Toastmasters' educational, leadership and excitement opportunities! 🗣️



Irwin I. Selig, DTM, a member of Colorado Springs Club 555-26 and Currently Speaking Club 5481-26, served as District Administrative Lt. Governor in 1985-86.

He's been named District Outstanding Area Governor of the Year and Division Lt. Governor of the Year, is currently District 26 Educational Lt. Governor and is a retired professional civil engineer.

Have You Earned Your RTM?

by Steve Joseph
and Nancy Ozimek

It takes years of work to achieve the rank of Distinguished Toastmaster (DTM), Toastmasters' highest educational award. Similarly, a determined effort is required to earn Able Toastmaster (ATM) status. And it's no simple challenge to complete 10 speeches before you can be called a Competent Toastmaster (CTM).

But even the newest club member can achieve recognition as an RTM. Would you believe that some people even accomplish this at their first meeting? It's true! On the other hand, some DTMs and ATMs have yet to become RTMs—*Real Toastmasters*.

Yes, in the early '80s, Bruce Feirstein told us that *Real Men Don't Eat Quiche*. Then *The Denver Post's* writers told us *Real Women Don't Eat Ribs*. While it's hard to say what Real Toastmasters eat or don't eat, it's apparent they do share certain distinguishable characteristics.

Are you an RTM? It's possible. And if not, you can start working on it at your next meeting. This rewarding achievement is attainable by anyone who is willing to bring creativity, enthusiasm and commitment to his or her Toastmastering activities.

The following characteristics of RTMs were observed during years of active club membership. But take heed: These comments may be hazardous to your sense of humor. Any symptoms of anger, tension or resentment should be relieved expeditiously with a good laugh—at yourself.

Readers are advised that laughing at oneself can be therapeutic. How do you think we came up with this article, anyway?

A Real Toastmaster:

- Volunteers to give an impromptu

speech and proceeds to win the Best Speaker award.

- Volunteers to take a Table Topic, even though he or she hasn't been called on to speak.

- Never 'turns over' the lectern to a speaker.

- Always pays membership dues on time.

- Pays the kitty promptly for transgressions of club rules carrying cash fines.

- Never stands with his or her back to any part of the audience.

- Never addresses the least bit of his or her speech to the far corner of the room.

- Never says "thank you" after speaking.

- Always uses the 'word for the day' without either slaughtering its pronunciation or desecrating its meaning.

- Never says "At this time," "At this point in time," "Without further ado" or "The next speaker needs no introduction."

- Avoids making wisecracks while another person is speaking.

- Applauds with sincerity and never in unison with others.

- Fills out an evaluation slip for each speaker.

- Arranges for a replacement if he or she is not able to fulfill a scheduled responsibility.

- Arrives at the meeting place before the scheduled starting time.

- Never conceives the topic of a speech in the shower on the morning of the day the speech is to be delivered.

- Never tells off-color jokes during the meeting, but saves them for friends who will appreciate them.

- Volunteers to help other clubs.

- Speaks for two minutes on Table

Topics.

- Speaks for three minutes on evaluations.

- Speaks for seven minutes on manual speeches.

- Speaks fewer words in a grammarian's report than are contained in a novel.

- Refrains from quoting Abraham Lincoln in every speech.

- Never chews gum at the lectern.

- Recognizes tardy guests at a convenient break.

- Brings guests to meetings.

- Sits next to new members or guests and makes them feel welcome.

- Volunteers to coach new members.

- Communicates with club officers.

- Serves as an officer, when qualified.

- As an officer, actively listens to members.

- Never tells the club's inside jokes when guests are present.

- Participates in speech contests.

- Attends Area and District Conferences.

- Attends the Annual Convention.

- Routinely reads speeches by great orators.

- Learns from mistakes.

- Never uses visual aids so miniscule that mature club members worry about the acuity of their vision.

- Never leaves the lectern unattended.

- Gives no more than one speech per year about his or her children.

- Suits the gesture to the word, the word to the gesture.

- Buffers criticism with tact and praise.

- Thinks like a winner.

- Realizes that he or she is not perfect.

- Strives for perfection anyway! 🗣️

Steve Joseph is a charter member of Medina Club 941-40 in Medina, Ohio.

Nancy Ozimek is a freelance writer based in Medina.

BILLBOARD YOUR SPEECH

Your speech title should attract as much attention as if it were written in 30-foot-high letters on an eye-catching billboard.

by Jack W. Purdy, ATM

One of the most misused and underutilized parts of a speech is the title. Many times speakers don't even provide a title for their prepared speeches, and when a title is used, it's often treated as merely an incidental part of the speech.

For many speakers, creating a speech title is about as exciting as trying to think up a name for a pet goldfish: "Who cares? Let's call him Joe." A name for a pet goldfish may not be important, but a title for a speech can be significant, as it can add effectiveness as well as enticement.

A title must intrigue, especially since it often stands alone to advertise the speech in any prior notice: a printed program, a flyer on a bulletin board or a published announcement. The title must also provoke audience curiosity when the speaker is being introduced.

Through the use of a title, the speaker initiates involvement with the audience. Therefore, the title at the outset can turn them on or off to the speech.

What Does the Title Do?

Specifically, what can a title do for a speech? First, it can help develop in-

terest in the speech and build curiosity about what the speaker is going to say. Facing an audience full of anticipation about what is going to be said is a strong, positive setting for a speaker.

Second, a title that helps build curiosity, anticipation and interest will likely increase attendance for a speaking engagement when it's used in a prior notice or announcement.

A title can also position the speech. That is, it can help prepare the audience by identifying the nature of the speech. By letting the audience know through the title what they're going to be offered, they'll be better primed for the content of the talk. This can be particularly important if the speech is going to address a controversial issue.

An effective title can also make a speech more memorable. By using vigorous words or phrases that trigger interest and curiosity, the speaker may be assured that audience members will retain the speech's points for a long time. Furthermore, such vivid language also tends to forge a strong link between the speech's content and the speaker's identity.

To create a memorable, intriguing title, it's important to understand how the title fits with the entire development of the speech.

Speakers usually develop their speeches around one or more key points, and

use key phrases to highlight these points. Such key points and phrases often serve as the jumping off place for a title.

It's best to create the title once the final draft is complete, because the direction of the speech may change during the development process.

Billboard Building

Here are some techniques for developing titles that can effectively billboard your speech:

1. Use intriguing words. Intriguing words help create interest and curiosity. Look for words that are unusual or rarely used. An expression that lends an unusual twist within the context of the title can heighten intrigue.

2. Use action words. Whenever feasible, minimize the use of adjectives and nouns, and maximize the use of verbs. Throw out passive verbs (i.e., bring "Members Are Uniting" to life in the here and now as "Members Unite"). Create an action mood for your speech by using short verbal phrases and vivid action verbs.

3. Use benefit words. Words that tell audience members they stand to gain from the speech will intensify their interest in the speech. Examples of benefit words include: "How To..." "Five Ways To..." and "Improve Your..."

4. Use 'you' in the title. This form of

I Used to Suck My Thumb Because I Thought There Was Water In It!

by Derek C. Johannson, DTM

What did you think when you read the title of this article? Did you laugh? Were you curious about what the article's topic might possibly be? If your responses are yes, you have confirmed the power of a title—the power to evoke curiosity and interest among audience members.

Humorists agree that building audience anticipation is a key element in successful joke-telling. A joke's lead-in sets up your audience, positions them for the unexpected. Without the lead-in, the joke goes flat.

The same is true of speech titles. The title can arouse emotions in the audience, which prepares them for the speech's punchline. Of course, the only difference is that a speech's punchline, unlike a joke's, may be a serious and informative statement.

Next time you pick up a magazine, read the table of contents for some examples of good titles. The best are those which make you want to flip to that part of the magazine first.

For example, I saw the three following article titles in the recent issue of a magazine: "When Love Isn't Enough," "Pain, Pain, Go Away" and "What Are Friends for?" All three stimulate the reader's curiosity and anticipation, and would affect listeners similarly.

Advertisements also feature eye-catching words to draw you into their 'plug' statements. See how many of them make you want to read about the product. They can be good examples of how to use alliteration and rhythm to capture an audience's attention.

Advertisers have long known that the same exact part of a speech may elicit different reactions from different people—so can titles. For that reason, I encourage you to select a title which would prompt the *majority* of the audience to react the way you want them to. You must be aware that the use of stereotypes will provoke strong reactions from your audience; therefore, tread softly when wielding this tool.

For example, the title "Woman: Queen of the Kitchen" will put a smirk on all the men's faces and raise the animosity of most of the women. You may lose more than half your audience with that one. Once you recognize that titles can create this powerful of an emotional reaction, it is up to you to use them wisely.

Golden Rules

Golden rules to remember in selecting your blockbuster title include:

1. Clearly show the relevance of your title to your presentation.
2. Evoke a strong and consistent reaction from your audience.
3. Avoid using titles with double meanings you don't intend.

(For example, in the 1983 Region Four Speech Contest I used the title "Do You Dream To Be a Pro?" referring to the dream of becoming a professional athlete. The Toastmaster of the evening opened the contest with a story referring to 'ladies of the evening' as pros, a connotation I'd never thought of!)

4. Keep titles short—aim for four to six words.
5. Use vibrant action verbs that speak to the senses.
6. Watch for opportunities to make a play on words (i.e., "Creativity Takes Sides," a headline in *The Toastmaster*, November 1985, used with an article about tapping into the right side of the brain).
7. Be playful—appeal to the child in the listener (i.e., "Can You Come Out and Play?" from *The Toastmaster*, July 1985, on an article about stress-coping techniques).

Look for every opportunity to practice your title-creating skills, and watch for ideas in the media!

Derek C. Johannson, DTM, a member of *Crossroads Club 1396-64* and *North Kildonan Club 5535-64*, was the national "Canada Day" Speech Contest winner in 1984. He resides in Winnipeg, Manitoba, Canada.

address ("You Can..." or "Use Your...") will link the speech directly to each individual member of the audience. This strengthens the tie between speaker and listener, thereby increasing speech effectiveness.

5. Make a bold statement. A title that's bold or dramatic can make a quick, forceful impact on listeners' minds. Such a technique can intensify interest and contribute to the memorability of a speech.

6. Ask a question. This can cause each listener to ponder the subject of the talk, or any key point the speaker might want to make. This gets the listener mentally involved right away and creates anticipation about what the speaker is going to say.

7. Use humor. This is an approach particularly recommended for entertaining speeches. You don't have to provoke the audience to outbursts of laughter; just create a jovial mood.

For example, by creating the title from the introductory line of a joke or humorous statement and then giving the punchline later in the speech, humor throughout the speech can be heightened. Another approach is to use a brief, humorous statement itself as the title.

8. Use short titles. Sometimes there's a need for a lengthy title. But generally, titles should be brief. The objective here is to create a title that is crisp or pungent. This can most often be achieved with a few well-selected words.

9. Use key words with which listeners can associate. This can help position the speech and more quickly develop a bond between audience and speaker.

You can make your speech more effective by using any one or a combination of the techniques discussed above.

For Example

Here are some examples of speech titles created using these techniques.

• "Create Synergism between Marketing and Sales." This title was used for a speech to a group of marketing and sales executives. The purpose of the speech was to point out ways that marketing and sales personnel could work together to achieve greater results.

'Synergism' is a word that could probably be classified as intriguing to most people. (In case you've forgotten, 'synergism' means a "cooperative action of separate agencies or groups such that the total result achieved from the groups working together is greater than if the groups work independently.")

Besides containing an intriguing word, the title also has an action word (create) and quickly ties the speech to the common interest (sales and market-

ing) of audience members.

• **"How To Advance Your Career."**

There is no question about the purpose of this speech. The title uses key benefit words that are also action words (how to advance). It speaks directly to each individual member of the audience (your) and it uses a key word meaningful to many working people (career).

• **"This City Could Be Destroyed."**

This is a bold statement, and it undoubtedly piqued the curiosity of those who read or heard it as a title. The speech was made in a city where the speaker believed most residents were apathetic about the city's pollution problem.

• **"Are You Going To End Up where You Want To Be?"** Almost anyone would take an interest in this question. The title was used for a motivational speech on ingredients for success.

Asking a question of this importance is likely to set most people thinking about where their lives are headed, and helps them also to remember the direction toward personal success pointed out by the speech.

• **"Glory and Smoke."** This was a title for a speech about a top ranked college basketball team that reached national prominence with its winning season. After the season, however, the college was confronted with accusations of recruitment violations and other alleged irregularities.

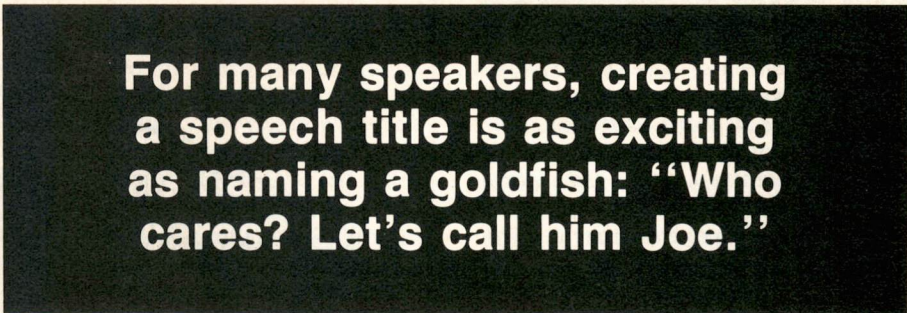
Fans had experienced the thrill of victory, but this thrill had been deflated by the subsequent allegations. The speaker, who was a supporter of the team, sought to put the winning season and the ensuing accusations in perspective. The short title above created curiosity about what was going to be said.

• **"Life Is Like Riding a Bicycle. You Don't Fall off unless You Stop Pedaling."** This quote by Claude Pepper was used for a speech that was both humorous and motivational. It got a few chuckles from the audience, developed a jovial atmosphere and gave the speaker a platform from which to launch a humorous and inspirational speech.

Proper Pronunciation

After you've developed the title, you must ensure that the person who will introduce you to the audience knows what you're trying to achieve with the title, so that it will be said with all the impact it needs.

For example, the title "This City Could Be Destroyed" requires a strong, affirmative delivery. If the introducer does not understand this and phrases it in the form of a question, much of the impact could be lost.



For many speakers, creating a speech title is as exciting as naming a goldfish: "Who cares? Let's call him Joe."

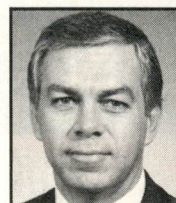
Proper inflection and accenting of key words when pronouncing the title is also important. Furthermore, each word must be pronounced correctly. The effectiveness of the title "Create Synergism between Marketing and Sales" can be weakened if the word 'synergism' is not pronounced correctly (sin'-er-jiz-em), or if the introducer stumbles through the pronunciation.

The title "Are You Going To End Up where You Want To Be?" would sound monotonous and mundane if it were stated in a bland, matter-of-fact tone. This title can be given a sense of urgency if inflection is put on both instances of 'you,' and if the question is asked in a sharp, forceful manner.

The level of audience interest, attentiveness and expectation can be affected by how the title is stated. Therefore,

make sure you review with the introducer any special requirement for enunciating the title.

A speech should not be treated as if it were a pet goldfish. Its name (title) is very important. The speaker's effectiveness, along with the inherent value of the speech content, can be enhanced if the speech is properly 'billboarded.'



Jack W. Purdy, ATM, member and Past President of Pacesetters Club 1589-43 in Memphis, Tennessee, is a Past Area Governor and member of the Memphis Toastmasters Speakers Bureau. He's a marketing executive with the Conwood Company.



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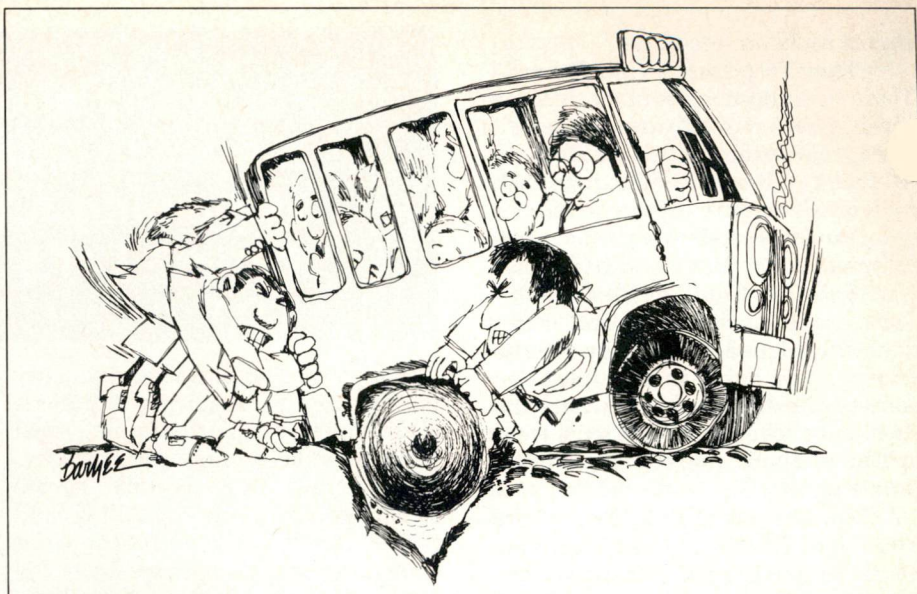
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by Pam Baggott

Club presidents, job supervisors, teachers, parents and others in leadership positions all share a common challenge—very often they must deal with unhappy members, work associates, students and children. One way to preclude unhappy confrontations is to give others a chance to air their feelings on a regular basis. This article examines management/employee interaction as a case in point, but its suggestions can be applied to any leadership situation.

Most managers and supervisors are very willing to hear suggestions and even complaints from individual associates now and then. Few of them, however, are anxious to face what they envision as a mob of angry,



Don't Get Stuck in the Gripe Rut

You can pull your group out of the 'gripe ditch' by letting them air their views and give suggestions on a regular basis.

muttering employees on a regular basis.

The list of excuses for not holding a 'gripe session' for employees includes: "It's a waste of company time," "It encourages dissatisfaction and complaining" and "There isn't a need. My employees are happy with their work."

If such a session isn't planned and organized well, it could be a waste of time and likely would encourage destructive attitudes. And although many companies do provide employees with positive work experiences, the third excuse listed above is probably more often offered by managers whose employees feel intimidated about openly airing complaints or suggestions. Silence can easily be misinterpreted as satisfaction.

Ditch 'Gripes'

One way to change thinking about 'gripe sessions' is to start by ditching that negative title. The word 'gripe' tends to imply pointless complaining. A more beneficial method of dealing with 'gripes' is to require they be accompanied by suggestions for positive change.

So forget about holding 'gripe sessions.' Instead invite employees to regularly scheduled 'viewpoint airings' or 'suggestion sessions.'

I decided to use such sessions when I was promoted to supervisor of the department where I had worked for two years. Suddenly I was no longer someone my associates worked 'with,' but the person they worked 'for.'

I knew there could be serious resentment about my change in status. Since this change occurred during a particularly difficult time of backlogs and deadlines, it was crucial that no one be distracted by tension between coworkers and management.

Conducting a 'suggestion session' initially seemed like an illogical plan given this situation since every minute was precious and necessary to meet our deadlines. The tension already built into the situation could have made all nightmares about 'gripe sessions' a reality.

On the other hand, it was important to define my new role as manager and establish viable lines of communication immediately, or else face more serious damage in the future.

Plus, I desperately needed each employee's full cooperation and assistance since I was unfamiliar with the specific procedures and requirements of each of their functions. And I needed 100 percent effort from them until we had

met our deadlines.

So I decided to take my chances on holding a suggestion session, in hopes that it might clear the air, create a sense of team involvement and provide me with a way to receive suggestions and information.

To my great relief and satisfaction, it worked! It wasn't perfect, but it achieved the needed results.

The Initial Sessions

During the first meeting, I explained my plans and goals for a regular schedule of suggestion sessions. Once a week, we would meet for 30 minutes to an hour. During this time, my employees would have the opportunity to say anything they chose to me without having it held against them.

If they wanted to criticize my management of the department, the meeting would be the time and place to do that. If they felt something should be changed in the department, this was their chance.

My only stipulation was that they couldn't take advantage of the session to complain about their coworkers confront them. I promised I'd meet privately with each of them weekly to discuss any coworker problems or other issues they might not want to bring up

in front of the group.

The individual sessions were 10 to 15 minutes long and were discontinued when I felt employees had adjusted to me as a manager. (By this time they had learned to come to me before problems with coworkers got out of hand.)

The first sessions turned out to be genuine 'gripe sessions.' I kept a pad of paper handy and wrote down each 'gripe' or question. I listed problems concerning hours, salaries (always a popular topic), cold drafts in parts of the office, illegible copy, incomprehensible filing systems, etc.

Most of the complaints, aside from those dealing with salaries and hours, were easily solved. Whenever possible, I responded the same day. For example, we moved desks to avoid the drafts; I wrote memos to the handwriting culprits after getting suggestions from the operators who'd made the complaints.

If someone requested information, I acquired it as soon as possible. When a problem couldn't be solved right away, I offered an estimate of when it might be handled in the near future.

During those first sessions, the 'gripes' themselves weren't as important as the employees' chance to be heard and my demonstration of willingness to respond. I spent two to three hours each week listening to complaints and resolving as many as possible. Despite this time taken away from employee production, productivity steadily increased.

A Positive Evolution

After a few weeks, I noticed a change in the sessions. Employees were spending less time complaining and more time offering ideas and suggestions. Some of the ideas improved efficiency tremendously.

Rather than grumbling and doing just enough work to earn their paychecks, employees were now thinking about how they themselves could improve work conditions, use their equipment better and offer more services to other departments.

Before long, the suggestion sessions were taking less time, and finally we were having them no more than every two or three weeks, by the associates' own decision. The communications line had opened dramatically. Employees came to me with potential problems before they became actual problems and offered suggestions regularly.

There was even a break in the work—operators used that time to experiment with better ways of doing their jobs. No one offered a complaint without adding a suggestion to improve the

situation.

Our suggestion sessions were sometimes true to the 'gripe session' nightmare—angry faces encircling me, demanding action. But these were rare and mostly occurred in the beginning. Later I actually looked forward to the sessions, and I certainly benefited from them. I developed my own skills in the use of equipment and in managing the department, and certainly productivity in my office increased considerably.

Any leadership situation can be improved by routinely holding some form of suggestion session. The following guidelines can help you design the best communication session for your particular situation.

Anti-Gripe Guidelines

1. Keep the size of the group manageable. Include only those members who work directly with each other on a regular basis—otherwise, some members will feel too intimidated to discuss their concerns, and others will occupy too much time with issues irrelevant to most of the group.

Participants in each session should have similar functions within your organization, and the sessions should be conducted by the leader who regularly oversees their work.

2. Define your goals for the sessions. What specifically do you hope to accomplish for your participants and for your organization?

3. Plan a standard format for the sessions. For example:

- Announce any news pertinent to the group.
- Discuss action taken on previous questions or suggestions.
- Open the discussion to participants.
- After all issues have been presented (or time limit reached), review from your notes each complaint or suggestion presented and your response to each.

4. Plan the first meeting as an orientation to the scheduled series of suggestion sessions:

- Describe the format you've planned.
- Lay ground rules such as limitations on certain topics (if necessary), and time limits for individual issues and the weekly sessions.
- Focus attention on yourself as moderator of the sessions to discourage complaints against coworkers.
- Explain goals for the sessions: i.e., better understanding between staff and management, coordinated team effort, improved working conditions and/or productivity.

- Do not promise to solve every problem; do promise to try.
- Be certain everyone understands

they can speak to you privately about issues they don't want to discuss in the official sessions.

5. Prepare yourself for the sessions:

- Be prepared to redirect gripes about things over which you have no control (i.e., working hours, the corporate structure, personalities). Point out the positive side of such topics, without sounding defensive (i.e., working hours have been scheduled specifically to overlap nationwide time differences between corporate offices and do meet current labor codes).

Then refocus the discussion on a more solvable issue, or ask the employee what else he or she cares to discuss.

- Guard your own emotions. Don't react to criticism at all unless you can react calmly and positively.

- Develop your listening skills carefully to hear objectively what is being said. Take some advice from a biblical passage: "...let everyone be quick to hear, slow to speak and slow to anger..." (James 1:19).

- Take notes, both to aid your own memory and to show your employees they have your attention.

- Don't ignore an issue because it seems unimportant. The issue that seems petty to you may be the easiest to solve, and may make a big difference to the employee in terms of morale and enthusiasm. Every positive response you make will help your employees trust you more.

- Finally, be sure you don't let yourself transmit any hurt feelings from the sessions into your daily working relationship with the offending employee. If you want your employees to develop positive, constructive attitudes, you must demonstrate these yourself.

Equipment vs. Assets

If you treat a person like a piece of equipment, that person will behave like a piece of equipment—mechanical, prone to breakdowns and lacking in commitment and creativity. Treat a person like a valuable asset and that person will respond accordingly.

So redirect any lurking negativity and turn gripes into positive solutions. Successful suggestion sessions will develop valuable assets—people who are involved, supportive and creative—not a bad paycheck for a small investment of time!

Pam Baggott, who has worked as Public Service Director of WSPA-TV in Spartanburg, South Carolina, is currently employed in the Graphics Area of the Publications Department at EPM, Inc. She lives in Framingham, Massachusetts.

Women's Speech Patterns

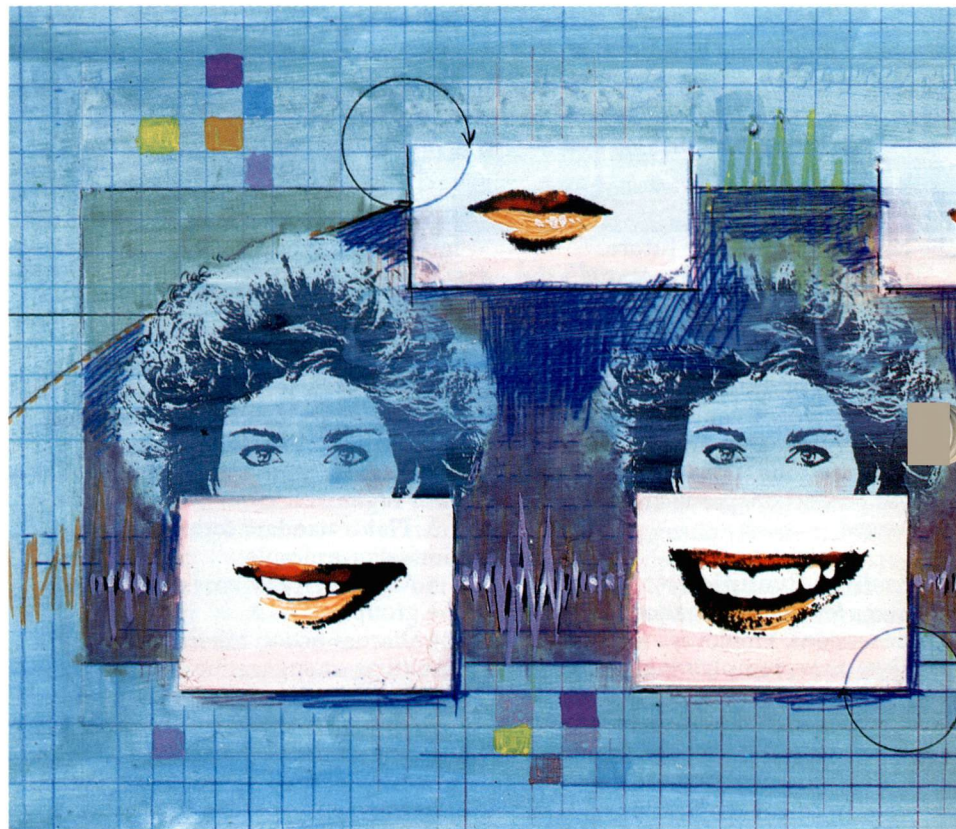
Women's Speech Patterns

Women's Speech Patterns

In the 'war between men and women,' men come out ahead verbally—they're usually raised to use speech patterns more forcefully.

by
Leslie Sherman Jackson

You know what?" (woman)
"What?" (man)
"In today's paper, I think it was this morning's paper, I read where a man standing in the driveway of a restaurant was run over and killed by a drunk driver!" (woman)
No response.
"Well, we were out that same night." (woman)
"Yes." (man)
"It could've been us." (woman)
"Yes." (man)
"You know, you do exactly what the literature says." (woman)
"What's that?" (man)
Aha! He took the bait. Now maybe he'll talk to her!
"In my research on women's speech patterns it says that women try to start conversations and keep them going more often than men. Women ask 70 percent of the questions, but men just



drop the ball when the serve comes from a woman."

"Hmm." (man)

That's not just any man and woman talking. That's a conversation between my husband and me!

Unfortunately, it's a man's world conversationally speaking. Men just don't take women as seriously as they do other men.

Women tend to use more intensifiers, useless tag questions, polite phrases and rising inflection statements in their speech than men do. These and other characteristics make women appear uncertain of what they are saying and feeling.

We are considered indecisive because

we ask for approval from others rather than confidently state our own opinions. Of course, these assertions aren't necessarily true. But our speech delivery does influence people's perceptions of us, often negatively.

But let's not put all the blame on women. Contrary to what men would like to believe, they talk more than their female counterparts; and then to make sure they get their two cents in, men interrupt conversations more often than women.

Tag Questions

A statement relays knowledge whereas a question implies doubt. But a 'tag question' falls between the two because

you are asking for someone else to say, "Yes, you are right." For example, Ann knows there is a staff meeting this morning, but says, "We have a staff meeting this morning, don't we?" Her tag question "don't we?" implies doubt.

Certain situations do warrant the use of tag questions. If you are unsure of your facts, tag questions ask for verification: "I believe his title is Vice President of Sales, isn't it?"

Tag questions are used as conversation starters, to draw others into the discussion: "It sure is a nice day, isn't it?" And they are sometimes leading questions: "That project isn't due Friday, is it?" "My quiche was delicious, wasn't it?"

But in most instances if you use a tag

communicates a lack of conviction or who seems unsure of herself to make up her mind or formulate behaviors."

Studying three couples' conversations, public relations consultant Pamela Fishman found that the women asked more than 70 percent of the questions. "At times I felt that all the women did was ask questions. . . I attended to my own speech patterns and discovered the same pattern."

Women often ask the question, "You know what?" asking for the okay to speak up. Children also use this technique to get adults' attention. After conducting another study, Fishman concluded that women have reason to try harder at starting conversations.

Analyzing taped conversations between men and women, Fishman found that the men succeeded 28 out of 29 times at introducing topics. But the women's efforts, sometimes lasting as long as five minutes, were ignored by the men 30 out of 47 times.

Politeness

Perhaps one reason tag questions are used less by men is because women's speech is more polite. We often add 'please' when delegating responsibility: "Please type this for me right away." By stating the demand as a request, we allow the typist to decide whether or not to do the work. If the typist fulfills the request, it is done as a favor rather than to follow an order. This form of politeness robs women of authority.

Jessie Bernard, Professor Emeritus of Sociology at Pennsylvania State University, says that society has trained women to be submissive. "Traditionally, the cultural norms of femininity and womanliness have prescribed appreciatively expressive talk or stroking for women. . . they were to raise the status of the other, relieve tension, agree, concur, comply, understand, accept." These same traits are typical of women-dominated fields such as nursing, teaching and clerical help.

One woman attending a seminar complained that she never got to speak because she waited until the male students were finished talking—but they never were.

But female politeness sometimes pays off by boosting morale. Elizabeth Aries of Amherst College discovered that rather than take advantage of their own leadership positions, leaders in all-female groups encouraged other members to speak up. Leaders among men, however, usually dominated and resisted suggestions from the group.

In mixed groups, women continued

to encourage men but spoke to the male members more than to members of their own sex.

When women talk with women, and men talk with men, each interrupt equally. But when men and women share conversations, most men forget the rules of conversational etiquette. Researchers Candace West and Don Zimmerman recorded the conversations of 11 pairs of men and women in public places. The men accounted for 96 percent of the interruptions.

Rising Inflections

Women's statements often sound like questions because of a rising inflection at the end of them. If a manager asks his female employee, "When will that report be ready?" her reply could actually be interrogative, as if she's seeking approval: "Monday morning?"

This answer says, "If you approve, the work will be ready Monday morning." Because women are raised to please others, many of our sentences end on a high note, coming across as questions rather than as statements.

Generally, men command and demand while women request: "We'll hire this applicant." (man) "We'll hire this applicant, okay?" (woman)

Men are ordinarily more direct in their requests: "Have a seat." "Don't argue." "Don't just stand there."

Again, women tend to defer to a polite approach and, not surprisingly, men receive more of their wants and wishes.

Nancy Henley and Barrie Thorne, authors of *Language and Sex: Difference and Dominance*, report that women's speech includes four tones, whereas men generally use only three tones.

"Although men are capable of four tone variations, they rarely employ the highest pitch that women use," the authors say. "This variability pattern adds more expressiveness and emotionality in women's speech, but often gives the impression that women are unsure of themselves. The pattern is referred to as whining and questioning, and conveys a sense of helplessness. It certainly doesn't give the impression of confidence, finality or authority."

A study of male/female intonation patterns found that men often use an incomplete 'deliberative' pattern. This intonation is short, crisp and fairly low-pitched, whereas women lean toward a more polite pattern. Our rising inflection lasts longer than a man's inflection.

Men's speech usually concludes on a low tone; sentences that end on a lower tone typically include factual, commanding and instructional statements. As a result, men sound confi-



question, you appear unsure of yourself because of not committing yourself to an opinion.

Women, in comparison to men, generally use more *unnecessary* tag questions. We ask tag questions when referring to our feelings or opinions when actually we are the only ones able to answer those questions. "I really stood up to the boss yesterday, didn't I?" or "I should be excited about this new account, shouldn't I?"

Too many tag questions convey a low self-image and a feeling of uncertainty. Barbara Eakins and R. Gene Eakins in their book, *Sex Differences in Communication*, write, "It can be difficult to have confidence in a person who com-

dent and authoritative.

Language Differences

Women's talk is often perceived by others as silly, weak or unable to express serious feelings. Examples include women's use of such words as *sweet*, *dreadful*, *adorable*, *cute*, *pretty* or *charming*. Adjectives such as these, which display triviality, are predominantly used by women.

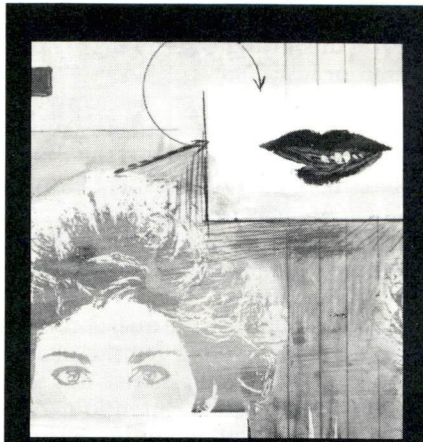
For instance, would you guess the following remarks most likely would be said by a woman or a man? "What an adorable baby!" "She is simply charming!" "That was sweet of you." "That was a lovely dinner."

Women also use more intensive adverbs such as *so*, *terribly*, *simply*, *awfully*, *quite*, *such* and *just*—"so much fun," "terribly expensive," "simply wonderful," "awfully nice," "quite dark," "such fun" and "just gorgeous."

Women are more discriminating when naming colors. Mauve, rose, beige, lavender and charcoal are all terms found more often in a female's vocabulary than a man's. In naming the same colors as above, a man will say pink or purple, pink, white, purple or gray. But a woman's eye for detail is often considered irrelevant in the 'real' world.

Women generally use words to say what they mean. We often begin or end sentences with an apology: "I'm sorry but..." "I probably shouldn't say anything but..." Or we might start with an exaggeration: "I can't believe..." "I could just die..."

Or we might seek approval by asking permission: "If it's okay with you..." "I hope you don't mind if..." Or we might use excessive explanations: "You'd think they would..." "I think they ought to..." "It seems to me..." Any of these language patterns weakens our credibility and authority.



Women's attempts to initiate conversation were ignored by men 30 out of 47 times.

Weaker Terms

Expletives, exclamations or expressive words used by women are considered weaker forms than those used by men. In contrast, men speak more forcefully and employ stronger terms: "Oh dear, I forgot my keys." (woman) "Hell, I forgot my keys." (man)

Laurel Richardson Walum, author of *The Dynamics of Sex and Gender: A Sociological Perspective*, states, "When women do resort to profanity, it is often a much milder form of obscenity than those terms used by men. A woman is taught to talk like a 'lady' and yet when she does, she is accused of being unable

to express herself. But if a woman speaks as a man, she is accused of being aggressive or unfeminine."

Today, however, many women speak in public, but this is a fairly recent development. While the majority of people might condone such talk by men, women are almost always reprimanded for repeating obscenities.

Little girls are encouraged to be docile and passive 'litle ladies,' while young boys are *expected* to be adventuresome and mischievous. Most girls and women learn to vent their anger by complaining or crying, while men shout and pound their fists on tables. Because we must contain our emotions, our positions are not taken seriously.

Robin Lakoff, author of *Language and Woman's Place*, says that women are adopting men's language but the reverse is not true, except by those who reject the American masculine image, such as homosexuals. Women also have copied men's clothing styles and sought typically male professions, emulating the power group. However, few men seek jobs as secretaries, librarians, nurses, elementary and secondary teachers.

Improving Your Speech

There are ways for women to become better speakers. Tape record your conversation with a man. Then tape a similar conversation with another woman. Can you identify any of these female speech patterns in either conversation?

In the future, take note of your speech habits. How often do you defer to others rather than speak out? Learn to eliminate useless tag questions. Instead state facts and commands rather than ask for approval. When you need to be taken seriously, as in the business world or classroom, speak in a direct manner and avoid excessive politeness.

When interrupted speak up by saying, politely but firmly, "Excuse me, but when I'm finished making my point, I'd like to hear your opinion." Note and eliminate childlike words such as *birdie*, *doggie*, *sweetie*, *sweet*, *cute*, *cutie*, *goodie* and exclamations such as "Oh my!"

Analyze your conversations for any self-defeating patterns and correct them. Because if we don't speak up for ourselves, who will?

Leslie Sherman Jackson holds a Master's degree in Communications, is currently Assistant Copy Editor of *Text Business Magazine* and Copy Editor for *Living*, a housing guide published in eight cities. She lives in Carrollton, Texas.

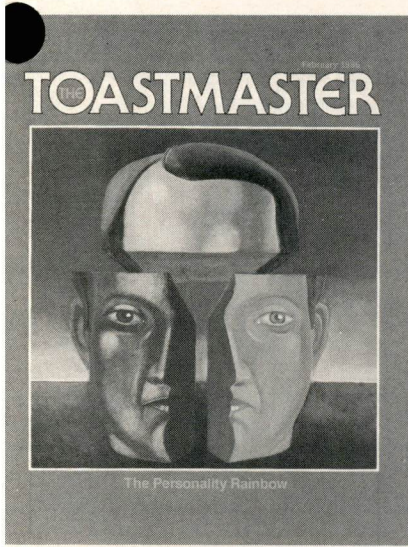
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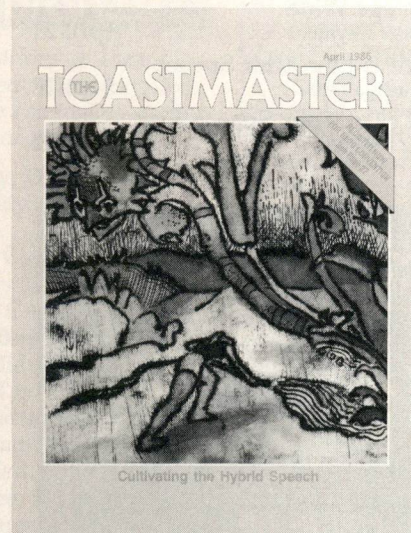
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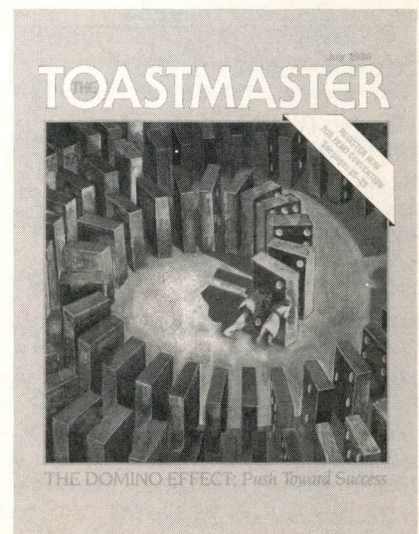
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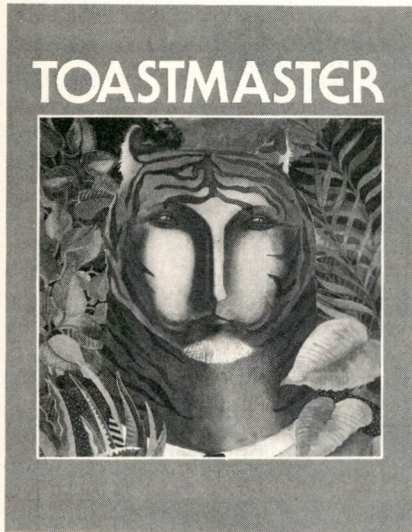
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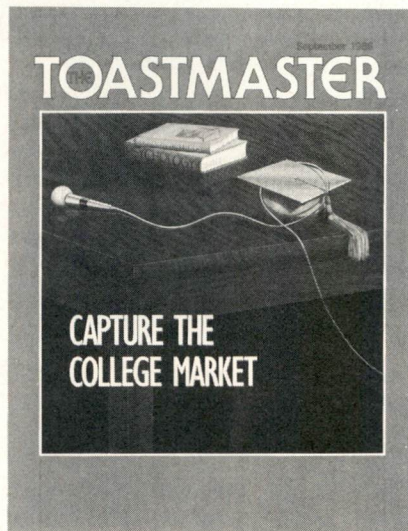


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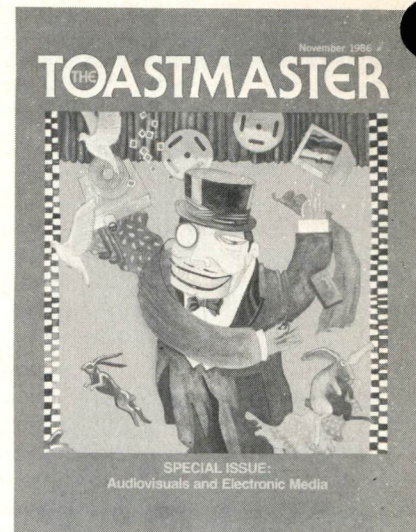


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Sheila J. Hayes, Telespeakers 2328-21, Burnaby, B.C., Can
Winnifred Ariel Weir, Rocky Mountain 4962-21, Invermere, B.C., Can
John B. Ligon, IV, Beechmasters 1279-22, Wichita, KS
Nancy K. Applegate, Capitol 2309-23, Santa Fe, NM
Karen A. Kelty, Capitol 2309-23, Santa Fe, NM
Roland E. DeRose, Kirtland New Horizons 4332-23, Albuquerque, NM
Gerald N. Gibson, Poets 1024-24, Lincoln, NE
Maurice C. Lungren, Hastings 2218-24, Hastings, NE
Darwin Jay Robinson, Sr., Innovators 4362-24, Lincoln, NE
Charla Michaelen Sutter, Sunset Speakers 5382-24, Grand Island, NE
Alice J. Willhoite, Executive 1783-25, Dallas, TX
Floren Walter Mielke, Noon Express 2008-25, Fort Worth, TX
Peggy L. Smith, SWD Corps

of Engineers 2760-25, Dallas, TX

Rufus Roy Walker, SWD
Corps of Engineers 2760-25,
Dallas, TX

William F. Kidd, SWD
Corps of Engineers 2760-25,
Dallas, TX

Barry B. Davis, Sr., SAFB
Orators 4987-25, Wichita Falls,
TX

Robert L. Burns, Golden Tri-
angle 5297-25, Keller, TX

Dennis West, RME 426-26,
Broomfield, CO

Kim Miklofsky Bayne, Colo-
rado Springs 555-26, Colo-
rado Springs, CO

Ronald A. Pettegrew, Day-
break 2228-26, Denver, CO

Keith B. Downey, Laramie
Morning 5563-26, Laramie,
WY

Lester A. Krumnow, Great
Eastern 3879-28, Toledo, OH

Robert Hillebrand, TRW
Tostitos 5487-28, Sterling
Heights, MI

Constance H. Kelley, Smooth
Talkers 5625-29, Mobile, AL

Eugene E. Gruber, Argonne
128-30, Argonne, IL

Kenneth A. Westlake, EPA
4501-30, Chicago, IL

Frank J. Cause, Avco 2921-31,
Wilmington, MA

Alice Conner, Olympus
4785-32, Olympia, WA

Paul M. Leitzell, Ventura
24-33, Ventura, CA

Charles H. Lang, Camarillo
Morning 917-33, Camarillo,
CA

Jack M. Anderson, Sand-
piper 1224-33, Ventura, CA

Janet L. Kelley, Sunshine
1395-33, Modesto, CA

Betty-Elizabeth Burgan,
Harmon-izers 1910-33, Las
Vegas, NV

Brian M. Kearns, Channel
Islands 2858-33, Port
Hueneme, CA

John Boerman, Simi Valley,
3533-33, Simi Valley, CA

Kathleen P. Snyder, Mil-
waukee Metro Speakers 945-
35, Milwaukee, WI

Ephrem J. Hann, Toastmas-
ters 57 1758-35, Elkhart
Lake, WI

Alton M. Actkinson, Pro-
perty Masters 2353-35, Mil-
waukee, WI

Rose Mary Nehmer, Capital
City 2953-35, Madison, WI

Leona Kowalske, Toastmas-

ters 11 3577-35, Fond du
Lac, WI

Gary Jaeger, A-B Speech-
masters 3891-35, Milwaukee,
WI

John T. McCarthy, Riverside
4038-35, Milwaukee, WI

C. Stanley Spencer, Sun-
burst 5454-35, Racine, WI

Gregory P. D'Angelo, Park-
lawn 502-36, Rockville, MD

Pattu Durairaj, Parklawn
502-36, Rockville, MD

Sidney Gelb, Federal Center
SW 651-36, Washington, DC

Adelaide McBride, Patuxent
River, MD

John Herbert Kallenberger,
Anchor 1110-36, Washing-
ton, DC

Alonso Rodriguez, Phenix
1152-36, Washington, DC

Phillip Michael Daniels,
Montgomery County Gov
Emp 1510-36, Rockville, MD

Daniel B. Keane, Challenger
1642-36, Arlington, VA

Edward J. P. Pawlowski,
Vienna 1762-36, Vienna, VA

Lawrence R. Ash, Giant
Northern Virginia 1786-36,
Annandale, VA

Thelma H. Bennett, Nova
4817-36, Annandale, VA

Robin A. Smith, Queen City
1420-37, Charlotte, NC

Alfred R. Alexander, Sea N
Air 2314-38, Lakehurst, NJ

Harry Hoffman, Great North
Stockton 64-39, Stockton, CA

Michael Nickerson, Great
North Stockton 64-39, Stock-
ton, CA

Stanley L. Smith, Great
North Stockton 64-39, Stock-
ton, CA

David P. Hatch, Natoma
2242-39, Sacramento, CA

Dr. Jesse W. Fletcher, Tri-
angle 1223-40, Covington, KY

Martha Pitts, Yankton
1294-41, Yankton, SD

Darrel G. Crocker, Water-
town 2656-41, Watertown, SD

Ruth Hildebrand, Peace Pipe
1440-42, Wetaskiwin, Alta.,
Can

George Atkey, Grande Prairie
Morning 3489-42, Grande
Prairie, Alta., Can

Beverly Ann Witonski, Metro-
centre 3670-43, Little Rock,
AR

Howard Hatch, Plainview
763-44, Plainview, TX

Thomas Lee Persons, Mon-

day Morning 1557-44, Ama-
rillo, TX

Clark Johnson, Texas Tech
4157-44, Lubbock, TX

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816-45, Portland, ME

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Loretha Waiters, Venetian
952-47, Fort Lauderdale, FL

Stephen Lee Morgan, Harris
1423-47, Palm Bay, FL

Charles G. Fulghum, HRS
1986-47, Tallahassee, FL

Frank Rodas, Davie 2508-47,
Davie, FL

Lucy C. Beebe, Amelia Island
5568-47, Fernandina Beach,
FL

Edward N. Jackson, Hi-Noon
3963-48, Huntsville, AL

Oliver N. Skoglund, Com-
municators 4562-48, Hunts-
ville, AL

Robert DeLong, Henry Hud-
son 4507-53, Newburgh, NY

Karen Rohr, 1960 North
Houston 2659-56, Houston,
TX

Roger Lee Booker, Randolph
A.F.B. 2845-56, Randolph
A.F.B., TX

Frances Morrison Colling,
Corpus Christi 3439-56, Cor-
pus Christi, TX

Tom Yang, Danville 1785-57,
Danville, CA

William M. Upson, TM Break-
fast Club 2056-57, Hayward,
CA

Edith W. Manley, Skywest
3137-57, Hayward, CA

Marion Keibel, Walnut Creek
6216-57, Walnut Creek, CA

Peter Mark A. Bunting,
Napanee Valley 5207-60,
Napanea, Ont., Can

Edwin S. Keeling, Capital
2722-61, Ottawa, Ont., Can

Barbara L. Frahm, Capitol
City 639-62, Lansing, MI

Mary A. Grindol, Bronson
Hospital 1344-62, Kalamazoo,
MI

Terry L. Bradford, Coffee
County 1719-63, Manchester,
TN

Dr. Charles C. Culbenson,
Monday Mumlbers 2976-63,
Chattanooga, TN

Donald S. Hurtubise, Energy
Capital 4703-63, Oak Ridge,
TN

Shelley Walker, Centennial
313-64, Winnipeg, Man., Can

Marcel C. Roberge, Swan
Valley 4454-64, Swan River,
Man., Can

Judy Goodwin, Key Club
4645-64, Winnipeg, Man.,
Can

Ronald C. McBride, Olean
4191-65, Olean, NY

Carol McConnaughey, Lock-
port 4759-65, Lockport, NY

Jared W. Stiles, AM Lock-
port 5460-65, Lockport, NY

Celia G. (Toni) Gana, Dan-
ville 3305-66, Danville, VA

Dianne Mays Drouant, Aca-
diana 2458-68, Lafayette, LA

John Phillip Ayers, Lafayette
2678-68, Lafayette, LA

James Glyn Batstone, South-
port 3944-69, Southport,
Qld., Aust

Nanette L. McLaughlan,
Manukau Toastmasters 3461-
72, Manukau, Auckland, NZ

Mary MacDermaid, Oaks
2141-73, Malvern, Vic., Aust

Thelma Faith Beder, River
Park 5008-74, Johannesburg,
SA

Vicente Oca Constantino, BIR
2843-75, Quezon City, Phil

R.C. Enojado, Maharlika
4313-75, Manila, Phil

Aida T. Valles, Maharlika
4313-75, Manila, Phil

New Clubs

2807-F NRC

Downey, CA—Thurs., 4:30
p.m., Downey Church of Reli-
gious Science, 1000 Paramount
Blvd. (948-6926).

5197-3 Civic Masters

Phoenix, AZ—Wed., 5:15 p.m.,
Maricopa County Personnel
Department, 111 S. 3rd Ave.

4761-4 Deer Creek Toasters

Palo Alto, CA—Mon., 11:50
a.m., Hewlett Packard, 3500
Deer Creek Rd., Bldg. 26
(857-3504).

4687-6 All-American Speakers

Eden Prairie, MN—1st & 3rd
Thurs., 7 a.m., American
Family Insurance, 6131 Blue
Circle Dr. (933-4884).

646-7 Roller Toasters

Portland, OR—Thurs., 11:30
a.m., Harrison Square Building,
1800 SW 1st St., 3rd Fl.
(790-2414).

6393-7 CMSI

Portland, OR—1st & 3rd Wed.,
7 a.m., Coco's Restaurant,
5457 SW Canyon Ct. (291-2012).

2-10 Southwest General Hospital

Middleburg Heights, OH—Thurs., 11:30 a.m., Southwest General Hospital, 18697 E. Bagley Rd. (828-8058).

1676-24 Heartland Communicators

Omaha, NE—Tues., 7 a.m., Metro Community College, P.O. Box 3777 (449-8377).

5082-24 Toastmasters II

McCook, NE—Thurs., noon, Chief Restaurant, 606 W. B (345-2451).

1184-25 Logistics Linguists

Fort Worth, TX—Thurs., 11:20 a.m., General Dynamics, P.O. Box 748 (763-6539).

4600-25 Walkie Talkies

Fort Worth, TX—Wed., 12:05 p.m., General Dynamics, P.O. Box 748.

4881-26 Parker

Parker, CO—Tues., 6:15 p.m., Parker Senior Center (841-5485).

4826-29 Talk of the Town

Mobile, AL—Tues., 5:30 p.m., Knollwood Park Hospital, 5600 Girby Rd. (471-7363).

2253-33 Singularly Speaking

Natura, CA—Tues., 7 p.m., Odd Ranch Club House #1, corner Antelope Ln. & Telephone Rd. (656-2515).

3675-35 Rhinelander Area

Rhinelander, WI—2nd Tues., & 4th Thurs., 7 p.m., VFW Hall, 120 Park St. (369-1166).

4977-36 Capital Toastmasters II

Washington, DC—1st & 3rd Tues., noon, Brookings Institution, 1775 Massachusetts Ave., NW (333-2213).

5230-37 Tobacco Road

Fuquay-Varina, NC—Mon., 8 a.m., Raychem Corporation - Demonstration Rm., P.O. Box 3000 (552-3811, ext. 220).

6391-37 Chair City

Thomasville, NC—Mon., 11:45 a.m., Western Sizzling Steak House, 1037 Randolph St. (472-9211).

4837-38 William Penn

King of Prussia, PA—every other Tues., 7:30 p.m., Garro Enterprises, 434 Old Fort Rd. (265-2030).

4665-39 The Excellent Eagles

Sacramento, CA—Thurs., 7 p.m., Vehicle Maintenance Center, 2000 Royal Oaks Dr. (916-6276).

1069-40 Unibeta

Columbus, OH—Unity Church, 4211 Maize Rd. (231-3022).

3008-41 Center of Nation

Belle Fourche, SD—1st & 3rd Thurs., 7 p.m., Max's Lounge & Restaurant, 512 National.

256-49 Oahu Olelo

Pearl Harbor, HI—1st & 3rd Tues., noon, PACDIV - Headquarters Building, Bldg. 258 - Conference Rm. (449-9272).

4854-53 Capital City

Hartford, CT—2nd & 4th Mon., 5:30 p.m., Hartford Insurance - Conference Rm., 600 Asylum Ave. (589-2661).

913-56 The Corporate Edge

San Antonio, TX—Mon., 7:55 a.m., Crossroads Building Conference Rm., #900, 1635 NE Loop 410 (826-0685).

6394-56 Transportation

Houston, TX—Wed., 6:45 p.m., La Quinta Inn, 4015 SW Freeway (633-5500).

4160-57 Diablo View

Danville, CA—Thurs., noon, 649 A. San Ramon Valley Blvd., (831-8883).

4762-57 Pleasanton Community

Dublin, CA—Wed., 7:30 p.m., Dublin Library, 7606 Amador Valley Blvd. (462-3384).

3394-58 Laurens County

Laurens, SC—2nd & 4th Mon., 6:30 p.m., Western Sizzlin', 571 N. Harper St. (682-9611).

1007-60 Elliot Lake

Elliot Lake, Ont., Can—Mon., 7 p.m., Sault College, 1 College Pl. (848-6064).

4442-60 InterBake

Toronto, Ont., Can—2nd & 4th Wed., 5:15 p.m., InterBake Foods Ltd., 33 Connell Ct. (251-2205).

5005-63 CNA

Nashville, TN—Thurs., 12:30 p.m., CNA Insurance Co., 100 CNA Dr. (871-1917).

6392-68 Net-Workers

Metairie, LA—1st & 3rd Fri., 11:30 a.m., Drago's Restaurant, 3232 N. Arnoult (241-7704).

4084-69 Bay View

Townsville, Qld., Aust—Tues., 6:30 a.m., Rockpool Restaurant, The Strand (077-796698).

5044-69 Satellite

Brisbane, Qld., Aust—1st & 3rd Tues., 7:30 a.m., Serviceton State Primary School, Inala Ave. (375-4286).

4569-70 Picton

Picton, N.S.W., Aust—1st & 3rd Tues., 7:30 p.m., Picton Hotel, Argyle St. (046-841372).

3124-73 Railblazers

Melbourne, Vic., Aust—1st &

3rd Wed., 12:30 p.m., Transport House, 589 Collins St., Level 8, Conference Rm.

1641-74 King

King Williams Town, SA—Mon., 7 p.m., Central Hotel, Market Square (0433-24190).

1097-75 CALTEX

Metro Manila, Phil—Fri., 7 p.m., Caltex Stardiner, 540 P. Faura, Ermita (521-35-01).

4378-U Dolomiti

Aviano Air Base, Italy—2nd & 4th Wed., 5:30 p.m., Aviano Base Library, 40CSS/SSL.

4445-U Tactical Talkers

Hahn, West Germany—2nd & 4th Mon., 5:30 p.m., Social Actions Conference Rm., Hahn Air Base.

4779-U Xalapa

Xalapa, Veracruz, Mex—Mon., 8 p.m., Comision Federal De Electricidad, Allende No. 155 ler. PISO (281-7-81-39).

5109-U Gaviota

Veracruz, Veracruz, Mex—Tues., 8 p.m., Ejec. Vtas. Y Mercadt. de Veracruz, Francisco Canal No. 327 Esq. 16 Sept. (29-32-63-43).

5256-U Salvador Diaz Miron

Veracruz, Veracruz, Mex—Fri., 8 p.m., Ejec. Vtas. Y Mercadt. de Veracruz, Francisco Canal No. 327 Esq. 16 Sept. (29-37-83-29).

6390-U V.I.C.

Vienna, Austria—2nd & 4th Tues., 12:30 p.m. (2nd), 5:30 p.m. (4th), Vienna International Centre, Wagramerstrasse 5 (222-2360-6364).

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45 Years

Sioux Falls 210-41, Sioux Falls, SD

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Verdugo Hills 434-52, Verdugo Hills, CA

35 Years

Beachmasters 999-1, Manhattan Beach, CA

Zumbro Valley 1013-6, Rochester, MN

30 Years

Mid-Del 2257-16, Midwest City, OK

Central 2277-31, Worcester, MA

Sheboygan 2121-35, Sheboygan, WI

Business and Professional 2207-56, San Antonio, TX

25 Years

Helmsmen 770-F, Huntington Beach, CA

Newport Beach 1300-F, Newport Beach, CA

Downtown 1894-10, Akron, OH

Gladiators 3392-36, Baileys Cross Roads, VA

D P S C 3403-38, Philadelphia, PA

Whitehall 3002-40, Columbus, OH

Naracoorte 3395-73, Naracoorte, S.A.

20 Years

South Gate 1587-1, South Gate, CA

Fairlawn 2803-10, Akron, OH

Mid-Day 3671-31, Worcester, MA

Travelers 1389-53, Hartford, CT

15 Years

Downtown Toledo 2185-28, Toledo, OH

Gulf Coast 2095-29, Biloxi, MS

Germantown 2394-36, Germantown, MD

Fredericton 2204-45, Fredericton, N.B., Can

Singer-Kearfott 2768-46, Wayne, NJ

Lancaster 2154-58, Lancaster, SC

Whakatane 1106-72, Whakatane, NZ

Napier 1542-72, Napier, NZ

Masterton 3199-72, Masterton, NZ

10 Years

Jacobs Engineering 729-F, Pasadena, CA

Sunuppers 2834-2, Bellevue, WA

Four Seasons 373-6, Roseville, MN

Powermasters 3809-36, Gaithersburg, MD

North Adelaide 2557-73, North Adelaide, S.A.


Talkabout 3077-73, Perth, W.A., Aust

Bayanihan 2844-75, Manila, Phil.

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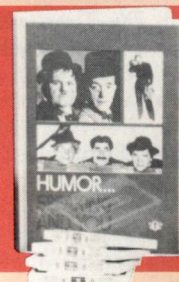
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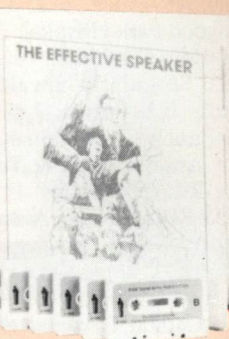


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