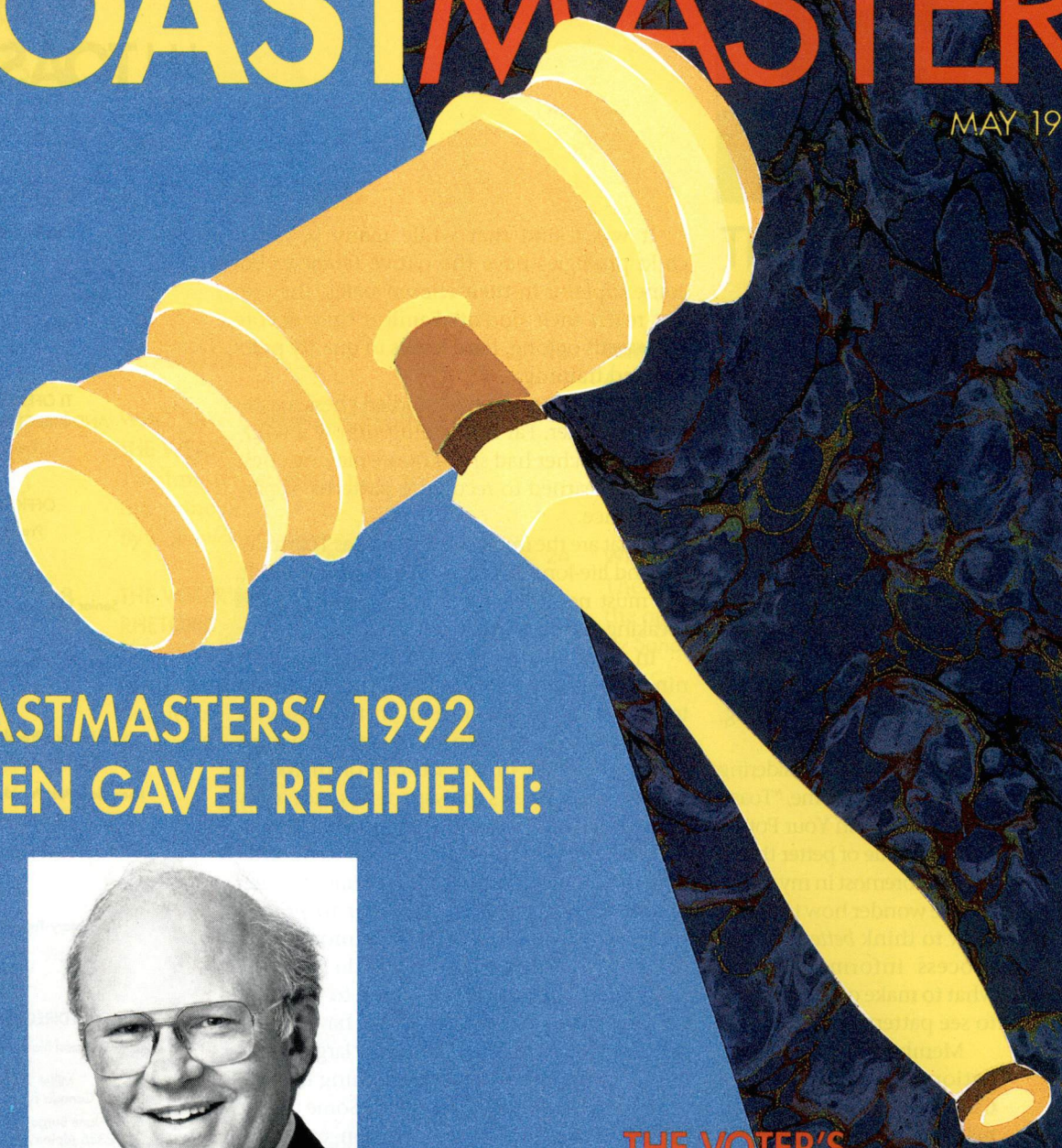
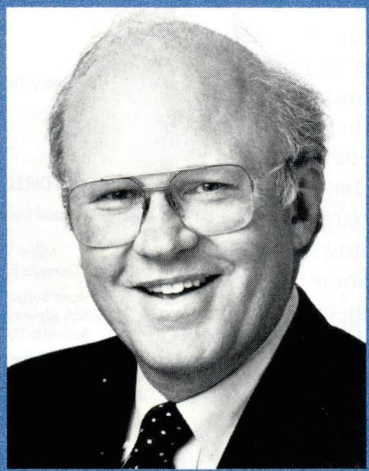


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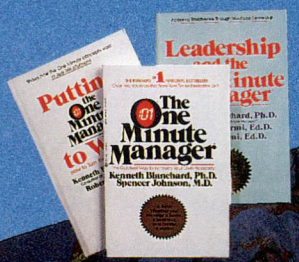
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Kenneth Blanchard, Ph.D.
Co-author of the best-selling
One-Minute Manager series of books.



THE VOTER'S
GUIDE TO POLITICAL
RHETORIC

ORATORY:
HOW IT ALL BEGAN

WHEN
DISASTER
STRIKES

Attend the Convention in
Las Vegas and hear Dr.
Blanchard SPEAK!
See page 14.



VIEWPOINT

SOME THOUGHTS

ON THINKING

"There are some who aspire to be leaders because they like to feel powerful...They want to lead for their own sakes, not for the good of society."

DR. RALPH C. SMEDLEY

■ We've all joined Toastmasters "for better listening, thinking and speaking."

When I was considering my presidential theme, "Toastmasters: Unleash Your Potential," the issue of better thinking was foremost in my mind.

We wonder how to think. How to think *better*. How to process information and what to make of things. How to see patterns.

Membership and participation in a Toastmasters Club on a longterm basis helps us develop our thinking and perceptual skills. And it is through better thinking that we UNLEASH OUR POTENTIAL.

Years ago, I read an article about the subject of genius that described research by a professor of psychology at Pittsburgh's Carnegie-Mellon University. The researcher concluded - natural, physical and intellectual competence aside - that becoming a superstar is almost entirely related to one's ability to hear or see patterns. (The old notion that genius is something that just comes to you is not verified by research.)

It was found that while many so-called child prodigies have the native talent to become superior in their chosen fields, they do not reach their potential unless they devote thousands of long, hard hours in quality practice and training.

One of the researchers studied chess master Bobby Fischer. Far from being simply a whiz-kid, Mr. Fischer had spent hours playing chess until he learned to recognize patterns of play at a glance.

What are the implications for us as Toastmasters and life-long learners? We have to keep at it. We must never let our listening, thinking and speaking skills grow stale or wither.

In our changing world, we need the lightning-fast ability to think and recognize patterns just to remain current. In the past year alone, there have been more social changes worldwide than in the history of mankind. And so last week's newspaper is not only uninformative, it may even be misleading.

Today more than ever, it is up to all individuals to train themselves and sharpen their critical thinking abilities in order to process the rapid daily influx of news and information.

Why is this important? If you do not think for yourself, others will be happy to think for you and tell you what to do. There have always been leaders, for example, who gain large followings by firmly stating that something is true.

How is this "truth" presented? Some people are masters of spin, slant, distortion, exaggeration, selective attention and other ploys designed to manipulate and sway. They know that the average person will act on instructions which are presented emphatically and persuasively.

Then there is the potent strategy known as The Big Lie. Despots and tyrants throughout history have used this technique to horrific advantage over unsuspecting populations. Are we susceptible? I hope not.

The more quality thinking we do and the more autonomous we become, the less likely we are to fall for The Big Lie.

JACK GILLESPIE, DTM
International President

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CONTENTS

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FEATURES:

- 6 **WHO SAYS COMMUNICATION IS LIKE THE WEATHER?**
Toastmasters do something about it: five principles.
By Dominick Martia
- 8 **THE VOTER'S GUIDE TO POLITICAL RHETORIC**
A tongue-in-cheek look at rhetorical devices as used by contemporary politicians.
By John Cadley



- 12 **PLAN IT, OR THEY'LL PAN IT!**
Listeners will respond to a speech made to order.
By Vince Reardon
- 16 **ORATORY: HOW IT ALL BEGAN**
Once we learn from the past, we can go back to the future.
By Thomas Montalbo, DTM



- 20 **DEMOSTHENES: AN ENEMY OF HIS AUDIENCE**
Patriotic and contentious, this legendary Greek orator championed a lost cause.
By Tom Laichas
- 24 **WHEN DISASTER STRIKES**
The greater the obstacle, the greater the opportunity.
By Sandra Hendrickson, CTM



DEPARTMENTS:

- 2 **VIEWPOINT: Some Thoughts on Thinking**
By President Jack Gillespie, DTM
- 4 **LETTERS**
- 5 **MY TURN: Six Tips for Eloquent Elocution**
By Carol Driscoll
- 14 **1992 GOLDEN GAVEL RECIPIENT: Kenneth Blanchard, Ph.D.**
- 22 **TI BOARD REPORT: Planning for Growth**
- 29 **1992 INTERNATIONAL CONVENTION REGISTRATION FORM**
- 30 **HALL OF FAME**



LETTERS

THE FOG IS LIFTING

Thank you Dr. Pearson for your article on Mindmapping (February). I glanced over it several times before finally reading it, and boy, am I glad I did. The impact of this technique on my life is right up there with goal setting and joining Toastmasters.

The article started me writing notes with this technique – it was like a big fog lifting. So many times I'm in meetings or listening to lectures and get lost in a sea of information. Mindmaps help me cut through the clutter. I've since expanded this technique by reading Tony Buzan's book, *Use Both Sides of Your Brain*.

For those of you who missed Dr. Pearson's article, I recommend that you read it!

MICHAEL WHARTON, CTM
EMPIRE, 4461-37
WINSTON-SALEM, NORTH CAROLINA

GETTING GUESTS TO JOIN

I read "Guests are Future Members" (December) with great interest. As Vice President Membership, I realize that new members are vital to the health and perpetuation of clubs. I'd like to add the following suggestions to Levin's article:

1. The club guest package should include a New Member Application. How do you close the sale without the order? Our club has two kits, one for prospective members and the other for new members to use until they receive their manuals from International.

2. While guests may feel comfortable in your club, the real reason many don't join

is fear. Friendship and a gentle manner can assuage this fear.

3. Make sure each guest has a meeting agenda, is introduced to the club President, and receives an explanation of the various functions performed.

4. Follow up all visits with a phone call.

JOSEPH L. DESROCHERS, CTM
EARLY RISERS, 5574-31
WORCESTER, MASSACHUSETTS

TOASTMASTERS THERAPY

At age 41, I rejoined Toastmasters after an absence of eight years. I still did not have an action plan for my life, but based on personal growth experienced previously with Toastmasters, I knew that Toastmasters would help me find one.

Toastmasters has justified my confidence in the organization. The past four years have been rejuvenating – I feel younger today at 45 than I felt at 40. Why? Each time I speak, each time I write, I clarify my views on life. It is therapeutic. Best of all, Toastmasters has taught me that we must have goals to be happy.

ROB PECK, ATM
BAY STREET BREAKFAST, 8047-60
TORONTO, ONTARIO, CANADA

A NEAR MISS

I had thought about joining Toastmasters for many years, but the person I contacted from a club in my area made me hesitant to join; he did not seem interested in welcoming a new member. By accident I saw an advertisement for the Eastwind Toastmaster club. I called the two numbers listed, and both Toastmasters returned my call,

invited me to a meeting, and offered much valuable information. How could I pass up such warm invitations?

When I attended my first meeting, each member greeted and welcomed me warmly. The humor and encouragement evident at the meeting was the final selling point! I needed this group in my life. And when I was laid off from my job a year ago January, my fellow club members encouraged me to start my own company. Toastmasters has been a big help!

I have never been disappointed with my decision to join Toastmasters, but I hope there are more clubs like Eastwind than the first club I contacted.

CONSTANCE L. MOBRY, CTM
EASTWIND, 3937-6
WOODBURY, MINNESOTA

INACTIVE? NO PROBLEM!

In response to the recent discussion on this page regarding "Coping with inactive Toastmasters": Members should attend and participate in meetings not from a sense of duty or expectation, but because they identify with the organization, enjoy the meetings and want to be active participants.

Our club, which has more than 40 members, believes that careful organization and a dynamic weekly program are sufficient to attract and hold members. The fact that many "inactive" members continue to pay their dues and remain part of the club, and that we steadily have an influx of

new members, indicates that this formula works.

ANDY JACKSON, CTM
TWO NOTCH CLUB 6203-58
COLUMBIA, SOUTH CAROLINA

DIPLOMATIC DILEMMA

In December 1990 I joined the Maharlika Toastmasters Club in Manila, Philippines. I found all the members warm-hearted and energetic, and I felt proud to be a Toastmaster.

Unfortunately, I had to leave my club that April because I was assigned work at the Philippine Embassy in Budapest, Hungary. I missed attending the club meetings, but my parents sent me *The Toastmaster* magazine and I enjoyed reading about the activities of different clubs. Now I'm returning to Manila and shall miss Budapest, but I look forward to returning to Maharlika Toastmasters!

JOSEFIEL G. CHUA
MAHARLIKA, 4313-75
MANILA, PHILIPPINES

LET'S HEAR ABOUT THE WORLD CHAMP

Who is the World Champion of Public Speaking?

Toastmasters International claims to produce the individual with this grandiose title at its convention each year. Yet the report on this event takes up just a few lines in the convention article in the magazine. For a Toastmaster to win all the way to the convention takes an enormous effort. Surely the magazine could publish a background report and interview with the winner.

TONY STINSON, ATM
FOREST, 1541-70
BROOKVALE, NEW SOUTH WALES,
AUSTRALIA



MY TURN

DON'T JUST PREACH, DAZZLE WITH THAT SPEECH!

new perspective on their own interactions with co-workers.

► Often used self-deprecating humor to get a point across. This allowed the audience to identify with the speaker's faults and foibles and established the speaker's knowledge of

SIX TIPS FOR ELOQUENT ELOCUTION

By *Carol Driscoll*

owners, managers or entrepreneurs, success obviously does not guarantee speaking skills. Some were dynamic, persuasive communicators while others, like those mentioned above, did not even seem credible representatives of the ideas they espoused.

However, the speakers who communicated their ideas successfully shared certain practices and techniques – practices that not only engaged the audience, but also reflected well on the speakers and the companies and products they represented. Successful speakers:

► Were thoroughly prepared, knowledgeable and therefore comfortable with their material. Main points were clearly outlined on a blackboard, slide or easel. Seating and handout literature were adequate. And technical equipment such as overhead projectors, tape machines and microphones functioned smoothly.

► Involved their audiences by soliciting answers and information, which they cleverly wove into their talks. One speaker, addressing "Downsizing in the Nineties," had all the participants stand up, then gradually sit down if they or family members or friends had been affected by firings, layoffs, corporate takeovers or staff changes. Eventually the entire group was seated. The exercise, early in the presentation, established camaraderie among the participants and rapport with the speaker.

► Enhanced their presentations by creative use of newspaper clippings, cartoons, music, appropriate quotes or relevant personal experiences. This kind of detail stimulates the imagination of both speaker and listener. For example, I watched several counselors role-play difficult workplace relationships in a witty, improvisational manner, giving the audience

the subject as hard-earned through a kind of comical trial and error. One presenter confided his early and costly mistakes on the road to becoming a "street smart" executive. Taking a wry, "older and wiser" demeanor, he shared the penalties of consorting with office malcontents, betraying confidences and complaining frequently in a company that valued team-playing, discretion and cooperation.

► Assumed the audience was well informed, so they revealed information beyond common knowledge. On the contrary, a time management seminar was disappointing because it only reviewed basic tips most busy people already know and use, things like making lists, learning to say no, etc.

► Finally, the best speakers greeted people individually as they entered the room and seemed genuinely interested in their audience. Small concessions, such as moving about the meeting room rather than speaking from behind the lectern, made them seem personable and accessible.

Granted, many of the actions just mentioned depend as much on a speaker's verve and individual style as on comprehensive subject knowledge. But communication is more than teaching. Good teachers make a point to entertain as well as instruct their students. And don't busy, overworked and often distracted adults deserve a bit of dazzle, too?

The difference between a dull or dynamic speech is not just the speaker's level of charm or charisma. It is the speaker's willingness to deepen and expand the bond with the audience through openness, sensitivity and humor. **T**

Carol Driscoll is a freelance writer living in St. Louis, Missouri.

■ I attended a weekend seminar series recently that featured a presentation on "Untapping Your Potential, Energy and Motivation." Unfortunately, it was led by a speaker whose listless drone and hesitant elocution belied his message.

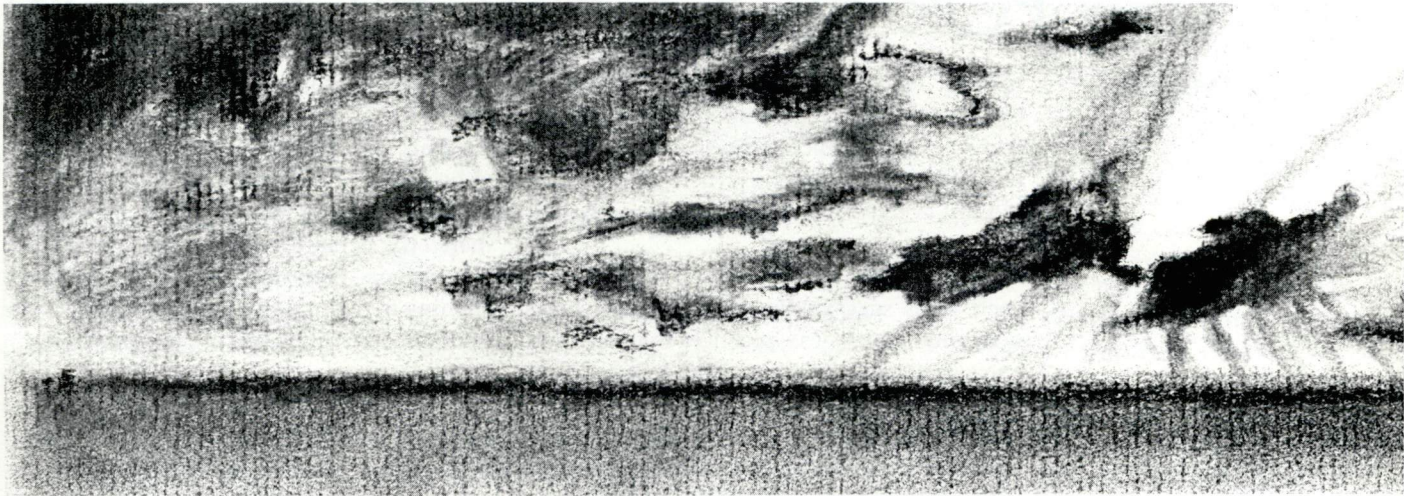
Another speaker discussed "Efficient Financial Planning and Management" but failed to bring enough handouts for all seminar participants. And a third presenter read rigidly from index cards her speech about "Creative Thinking and Ingenuity."

Throughout the weekend, I had the opportunity to observe a variety of speaking styles, topics and presentations. While all speakers were successful business

WHO SAYS COMMUNICATION IS LIKE THE WEATHER?

By Dominick Martia

TOASTMASTERS DO
SOMETHING ABOUT IT:
5 PRINCIPLES.



EVERYBODY TALKS ABOUT THE weather, but nobody ever does anything about it." After this past winter, many of us rue the fact that Mark Twain spoke only too truly when uttering those words. By the same token, cynics aver that the same statement applies to our favorite subject, communication.

They are only half right. It's true that everybody talks about communication these days, but it's false to say that nobody does anything about it. Toastmasters certainly do something about it! And so do many others. In fact, so much attention has been focused on communication in recent years that studies of effective communication have distilled a number of basic principles. Let's review five principles of particular value in the construction of speeches: accuracy, conciseness, unity, order and variety.

1 **Accuracy** results from discernment, discrimination and judgment. It requires not just a rich vocabulary, but also the skill to weigh words carefully so as to come up with

the best possible choice. In addition, it demands a sensitivity to the audience to make sure the words selected have the intended impact. Is accuracy crucial? You bet! And I'm pleased that Confucius agrees with me. When asked what he would do if he were Emperor of China, in fact, Confucius replied, "I would restore the exact meanings of words."

2 **Conciseness.** To be concise simply means to pack as much meaning as possible into a small space. Poetry, for example, is a concise language of high intensity. Shakespeare was concise when he wrote, "Frailty, thy name is woman." And the poet John Gay demonstrated economy when he composed his own epitaph, as follows:

*Life is a jest
And all things show it –
I thought so once,
But now I know it.*

But poetry is not the only place we find conciseness. For years the IBM Corporation

has exhorted its employees and the public with a single five letter word: THINK. Now that's concise.

3 Unity. We have a motto in the United States that is so important we engrave it on our coins: E Pluribus Unum – “Out of the many, one.” In order to succeed, it was vital for the various factions, sections and interests of the vast continent to become a single United States. Similarly, it is vital for our various meanings, ideas and emotions to become harmonized into a single, unified message. Quite simply, to be unified our speeches should include everything they need – and exclude everything they *don't* need.

4 Order. But even unified speeches can fail unless they are orderly. A speech that has unity without order is like a misassembled automobile. All the parts are there, but just try driving it to the supermarket! Order is the arranging of parts into a logical sequence, with climaxes that arrest and hold the audience's interest. Think of the drunk who obsessively prattles on the same worn out theme. Convinced that no one loves him, he attempts to tell the world. But why doesn't anybody listen to him? His topic is certainly unified – to the point of tiresomeness. But it's also disorganized. It rambles...it lapses...it rises and falls in no logical pattern.

In short, it is without order, and a speech without order is no speech at all. You might as well invite a houseful of guests to a seven course dinner and serve them a bag of groceries.

5 Variety. If our speeches are accurate, concise, unified and orderly they should capture our audiences' attention. But will they maintain it? Not necessarily – not unless they include an antidote to the apathy that inevitably infects any audience. That's where our fifth principle, variety, comes in.

F. Northcote Parkinson, discoverer of the famous Parkinson's Law, once diagnosed a malady common to many organizations. He called it “injelitis,” a combination of incompetence and jealousy occurring when stagnation depresses the creative energies of an organization's members. In communication there is a similar disease. I call it “inagititis” – a combination of inattention and agitation. It results when monotony depresses the attention and alertness of our audience. The major symptom of “inagititis” is when members of

the audience begin to simultaneously fidget and yawn. The cure for both “injelitis” and “inagititis” is change. In speechmaking that means a variety of sentence patterns, pitches, tones and words. Remember, communication is always intended to help people learn, change or take action of some kind. To accomplish these ends we need to keep their active attention. That's when variety needs to be introduced.

Well, those are the five principles – accuracy, conciseness, unity, order and variety. If you're muttering, “Hmm, those aren't very original” – you're right! These principles have been around a long time and have stood the test of time. That's precisely what makes them so valuable, not to mention worth reviewing. To learn them is to learn something about effective communication. To practice them is to become a better communicator.

So learn them we will, practice them we must, and by all means let's not give anyone just cause to say that communication is like the weather! **T**

Dominick Martia is an author, educator and administrator living in Chicago, Illinois.


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“...a speech without order is no speech at all. You might as well invite a houseful of guests to a seven course dinner and serve them a bag of groceries.”



HOW DO YOU
RECOGNIZE
A DOUBLE
REVERSE
ALLITAPHOR?

By John Cadley

the voter's **guide to political** **Rhetoric**

**A tongue-in-
cheek look
at rhetorical
devices as
used by
contemporary
politicians.**

Now that a presidential election year is upon us, we will all be exposed to heightened levels of political rhetoric. This will not be hazardous to your health, provided you understand the basic mechanics of this uniquely American phenomenon.

It should be mentioned first of all that, contrary to popular opinion, politicians don't really like to use rhetoric. They'd much rather simply walk up and rip your vote out of your hand. But in America the rule is clear: to get a vote, you must convince someone to give it to you.

This is the purpose of political rhetoric. It gives politicians the license to deviate from ordinary linguistic usage for the purpose of convincing people that they can be trusted in a place

where everyone votes their own pay raises. These intentional deviations are called rhetorical devices. To illustrate, we need to look no further than the term “political rhetoric,” which is itself a rhetorical device known as an **oxymoron** – a union of contradictory terms. “Deafening silence,” for example, is an oxymoron. So is “political rhetoric,” because it links rhetoric, the art of coherent organization, with politics, the art of organized incoherence.

When President Bush said, ‘Read my lips: no new taxes,’ he was being ironic.”

Understood? Splendid. Let’s move on, then. Perhaps the simplest and most common rhetorical device used by politicians is **irony**, in which the exact opposite of what is stated is to be understood. For instance, when President Bush said “Read my lips – no new taxes,” he was being **ironic**.

Circumlocution is another device we hear quite frequently from the stump. This is the expression of something in a roundabout way. Poets use it to sharpen their imagery. When night is referred to as “the black veil which falls over day’s pale face,” the poet is using circumlocution. Politicians use it for a more practical reason: to spare their audiences the tedium of a straight answer.

Democratic presidential candidate Bob Kerry used the device to striking effect in a speech on his trade policy, delivered at Massachusetts Institute of Technology. Wishing to assure voters that he understood the problems of businesspeople, Mr. Kerry said: “I was in business prior to getting into politics, and my orientation, as a consequence of that, tends to be much more from the point of view of one who is trying to assemble capital, get permission from government to do a variety of things, organize an effort toward a presentation of business services into a marketplace that obviously needs to be satisfied, and trying, with the assistance of a very good bookkeeper, to make it appear that my payables were current long enough to become liquid enough to feel comfortable predicting that I am going to survive economically.” Obviously, this is much less tedious than if Mr. Kerry had simply said, “I owned a restaurant.”

Another term for circumlocution, by the way, is **periphrasis**, from the Greek, meaning literally “to talk until they forget what they asked you.” We shall see that many of the names for rhetorical devices have Greek origins. This is because the art of political rhetoric was invented in Greece, when Demosthenes stuffed pebbles into his mouth and talked to

the ocean, thus becoming the first man to deliberately speak in a manner that precluded all possibility of his being understood. Paul Tsongas is the latest Greek to use this style, by speaking as if he, too, had something in his mouth.

But I digress. Let us move on to the **epizeuxis**, which is, simply, repetition. Politicians use it when they are asked a question their handlers haven’t prepared them for. When faced with this type of career-threatening circumstance, you will hear them say, “I, I, I, I, I...” and you will know they are speaking epizeuxistically.

When a politician does the unthinkable and actually takes a stab at answering the unexpected question, he will use a variation of the epizeuxis known as the **diacope**, which interposes a few well-chosen words *between* the one repeated. Richard III was the first politician to use it when he was caught flat-footed on the battlefield and cried, “A horse, a horse, my kingdom for a horse!”

Modern-day politicians use it when they’re caught flat-footed on the battlefield, too. Example:

Question: “Senator, could you explain this picture of you in a Speedo bathing suit on the beach at Martinique with a woman who is clearly not your wife?”

Answer: “Well, uh, I, uh, would just like to say, uh, that, uh, my position on that, uh, is, uh...”

See how that little diacopal “uh” heightens the suspense and makes the sentence just zing along?

At the opposite end of the rhetorical spectrum we find omission – leaving out what one assumes the listener already knows. The most well-known form of omission is **ellipsis**, as when Othello describes the professional soldier’s fate: “And when he’s old, cashier’d.” Technically, the sentence should read, “And when he’s old, *he’s* cashier’d,” but the second “he’s” is so obvious as to be safely omitted.

Another commander-in-chief, our own President Bush, is also a master of the ellipsis, as he proved shortly after his return from Japan. Responding to criticism that he was not sufficiently moved by the plight of the jobless, Mr. Bush said: “Message: I care.” Here the President has obeyed the rules of the ellipsis by leaving out all the words he assumes are perfectly obvious to his listeners. If we put the omitted words back in, the statement would look like this: “This is the **message** I’d better deliver if **I care** about keeping my job.” See how it works?

The ultimate form of omission is a device called the **praecisio** – i.e., the omission of everything. In the art of the spoken word this might seem impossible, for how can one speak by saying nothing? And yet examples do occur. Ted Kennedy gave us one during the Clarence Thomas hearings on sexual misconduct. His silence spoke volumes.

And then, of course, there is understatement, or **meiosis**. Being in the business of self-promotion, politicians must struggle to employ this device effectively, yet some manage it very well.

Senator Tom Harkin of Iowa, for example, who received over \$2.5 million in Political Action Committee money between 1981 and 1990, cautioned his opponents in the early presidential primaries that “politics is a contact sport.” Senator Harkin was employing understatement. Obviously, one does not get that much special-interest money without a great many contacts.

Another Democratic presidential candidate, Governor Bill Clinton of Arkansas, provided a wonderful lesson on the difference between a **metaphor** and a **simile**. As you may remember from high school English, a simile is an actual comparison, denoted by the presence of “like” or “as.” “Head like a rock” and “hard as nails” fall into this category. A metaphor, by contrast, is an *implied* comparison, as in “ship of state” or “jaws of defeat.”

Now during the New Hampshire primary, Governor Clinton was questioned about remarks he made concerning his counterpart in New York, Governor Mario Cuomo. Specifically, the Arkansas Governor said that Mr. Cuomo “acts like” a member of the Mafia. Governor Clinton insisted he was only speaking *metaphorically*, by *implying* that Governor Cuomo is “a tough and worthy competitor.” But the trademark “like” of the simile was there to reveal an actual, direct comparison. And when Governor Cuomo retorted that Governor Clinton should “save himself a quarter” rather than call to apologize, the Governor of Arkansas employed yet another rhetorical device known as the **aposiopesis**, which is a sudden lapse into silence.

Politicians know
it's not necessary
to fool all the people all of
the time – just during
election campaigns.”

CURRENT COMEDY

Occasionally, a politician will not merely use rhetoric, but reinvent the form by grafting one device onto another and creating an exciting new hybrid. President Bush did this back in January when he conceded that the U.S. economy was in a “free fall.” Alarmed at his spontaneous candor, the President’s advisors explained that Mr. Bush was speaking rhetorically. He was. In fact, the President was using two devices at once: **alliteration** and **metaphor**, otherwise known as the **George Herbert Walker Bush double reverse allitaphor**.

President Bush accomplished this linguistic tour-de-force by first coupling two words beginning with the same letter. This is alliteration. The letter Mr. Bush chose was “f” (we shall see why in a moment). The President then used this alliteration to encapsulate a metaphor – free fall – implying a comparison between the economy and a skydiver.



Now, how does this all work to make the President’s point? Well, if you make the sound of two f’s together, it will remind you of escaping air. Put that together with a skydiver and you have the image of a man hurtling through space with a hole in his parachute – which is about as apt a description of the American economy as you’re likely to hear.

Many more examples abound, but these will suffice to demonstrate our original point: namely, that rhetoric works to *convince*. And it’s not just the politicians who benefit. The voters want to *be* convinced. Considering that they’re dumping their future into someone else’s lap, they want to be reasonably certain the particular politician is the right person for the job. Vice-President Dan Quayle has been trying to convince America’s voters of that very thing for four years now. Let’s take a look at how he does it.

In a now famous series of interviews with Bob Woodward and David Broder of the *Washington Post*, the Vice-President mentioned that Paul Johnson’s weighty critique of the welfare state, *Modern Times*, was one of his favorite books. When asked to articulate why, the Vice President of the United States replied: “Well, I just think from my strictly historical view of the 20th Century, that is probably, that is, you know, the best book I’ve certainly read. And he goes through it; he starts around the turn of the century up through Vietnam. And it is a very good historical book about history. He has a very good – and it was something I hadn’t thought of, and it’s not my area of expertise – and that’s how the economic, the international economics, played in all these problems that we had in the 20th Century.”

I’m convinced. How ‘bout you? T

John Cadley is an advertising copy writer living in Syracuse, New York.



By Vince Reardon

P LAN IT, OR THEY'LL PAN IT!

LISTENERS WILL
RESPOND TO A
SPEECH MADE
TO ORDER.

THE MOMENT HAS ARRIVED: YOU STRIDE on stage, face your audience confidently, and begin your speech. But after a minute or two, you notice something disturbing: Faces once eager and smiling now look distracted, almost unfriendly.

You continue but the mood in the room worsens. People are obviously restless – some are yawning, a few are gazing out the window, one has even left the room. Shortening your remarks, you finish quickly and walk off stage to tepid applause. Later, you meet a colleague and ask, “What went wrong?”

He pauses, then says, “Well, just **what** were you driving at? We couldn’t follow you.”

“What do you mean?”

“You had no plan,” he replies. “You rambled from item to item and tied nothing together. We were confused.”

Hours of thought and preparation brought nothing but failure and disappointment. Could you have done it better? Of course. You could have organized your material more clearly and logically. Because you didn’t, your audience failed to grasp your ideas and became distracted and angry.

Listeners need to be led. And nothing leads them better than a well-organized speech. Studies show that a structured speech

is easier for an audience to understand, remember and believe.

GET CENTERED

Begin with a central idea, the one message you want your listeners to remember if they forget everything else. For example, if you wish to give a speech about the dangers of toxic household products, ask yourself, “What is my essential message? What is the one idea I want to leave with my audience?” Here’s an example of a central idea: “Reduce the use of toxic products in the household.”

DEVELOP MAIN POINTS

Now you must convince your audience that your central idea has merit. How? Develop two or three main points, but not *any* two or three points. Choose only compelling points that support the soundness of your central idea.

To uncover your main points you need to research your subject thoroughly, noting supporting materials such as pertinent facts, statistics, anecdotes and quotations. When completed, you might make the following main points:

1. Toxic household products can make you sick.

- II. Toxic household products sometimes cause death.
- III. Toxic household products are spoiling the environment in many U.S. communities.

Notice that each main point begins with "Toxic household products," and is followed by a verb. This parallel format is deliberate: it makes it easy for your listeners to understand, remember and believe your statements.

Moreover, notice that each main point contains

"You can shape your main points according to time (chronology), space, cause and effect, problem and solution, or topic."

you can spot the supporting materials among the main points below:

- I. Toxic household products can make you sick.
- II. The effects of exposure to toxic household products vary from person to person.
- III. Toxic household products sometimes cause death.
- IV. Toxic household products are spoiling the environment in many U.S. communities.
- V. Disposing of toxic household products in landfills can pollute ground water.

See them? The second item supports the first main point and the fifth item supports the fourth main point. Supporting materials explain, expand, prove or illustrate main points. Be stingy with supporting materials; your listeners won't remember much if any of them, anyway. Stress your main points, those you want the audience to remember.

READY TO ORDER?

Good writers understand the importance of organizing information in sensible patterns. When William Faulkner wrote *The Hamlet*, he couldn't figure out the genealogy of the novel's characters. Inspired one night, he tumbled out of bed and scribbled each character's genealogy on the wall. Public speakers should be just as passionate about speech organization!

You can shape your main points according to time (chronology), space, cause and effect, problem and solution, or topic. With a time pattern you sequence main points according to past, present and future, or before, during and after. In a spatial pattern you arrange main points from top to bottom, right to left, North to South, or inside to outside. Cause

and effect or effect and cause are popular ways to organize main points.

For example, if you're discussing the decline in auto sales, you might mention the growing inventory of domestic and imported cars (the effect), then discuss the plunge in consumer borrowing (the cause). Many speakers use the problem and solution pattern. For example, if you're speaking about seatbelt safety, you might speak about injuries resulting from unbuckled seatbelts (the problem), then suggest legislation requiring all motorists to wear seatbelts (the solution).

TOPICAL BRAINSTORMING

Finally, some speakers use a freer format called the topical pattern. Here you organize main points into whatever logical order you choose: from national to international, from least dangerous to most dangerous, from most common to most exotic. Reducing toxic household products is an example of the topical pattern. The first main point was "Toxic household products can make you sick." The second main point was "They can kill you." The final main point was "They're spoiling the environment in our communities."

Listeners appreciate order, and will respond warmly to speakers who provide it. So before you give your next speech, make sure to organize your ideas. Then instead of speaking to a distracted, unfriendly audience, you will speak to an audience captivated by the power and persuasiveness of your message. **T**

Vince Reardon is a member of BIA Toastmasters 6398-5 in San Diego. He is the owner of Vince Reardon Marketing Communications.

only one idea. Novice speakers often cram two or more ideas into a main point. For example, a novice might give this second main point: "Toxic household products sometimes cause death, and raise the number of product liability suits in the U.S."

The issue of product liability is not a main point developing your central idea. It's supporting material that should be used to bolster the second main point. See if

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TOASTMASTERS' 1992

KENNETH BLANCHARD, P.H.D.



Every year, Toastmasters International presents its prestigious Golden Gavel Award to an individual of universal significance in the fields of communication and leadership. Former recipients include such notables as Tom Peters, Dr. Robert Schuller, Dr. S.I. Hyakawa, Grace Hopper and Art Linkletter. This year's recipient, **Dr. Ken Blanchard**, is famous not only as an excellent speaker and sought-after business consultant, but his best selling books and management expertise have earned him international acclaim as one of the most insightful and powerful people in business today.

As a prominent writer in the field of management, his impact has been far-reaching. His One Minute Manager library of books: *The One Minute Manager* (1982), *Putting the One Minute Manager to Work* (1984), *Leadership and the One Minute Manager* (1985), *The One Minute Manager Gets Fit* (1986), and *The One Minute Manager Meets the Monkey* (1989) has collectively sold more than 7 million copies and been translated into more than 20 languages.

Blanchard is also co-author with Dr. Paul Hersey of

WHAT IT TAKES TO GIVE A SPEECH

By **Kenneth
Blanchard, Ph.D.**

■ PEOPLE OFTEN COME UP TO ME AFTER I've given a speech and say, "Boy, would I love to be able to travel around the country and give speeches for a living!" When asked why they don't, they say, "Oh, I could *never* do that."

Some people have such an aversion to public speaking that they decline career opportunities based on the chance they will have to speak in front of others. But, as all Toastmasters know, public speaking is a learnable skill. Experts agree that if you want to learn to do something and overcome your fear in a specific area, you need to observe people who are good at doing it and find out what they do. They point to three things that can impact your performance in a desired skill: body language, routine and your belief system.

Body language. If you want to become a good public speaker, closely watch other speakers to see what they do and how they carry themselves. For example, good speakers I've observed

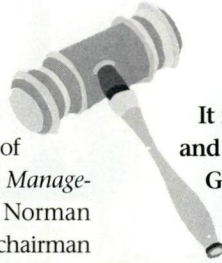
walk with their shoulders back, heads held high, and use a lot of hand and arm gestures.

If you are nervous, hold your head up and your shoulders back and say, "I'm am feeling good. I am feeling *really* good." Silly as it may seem, this actually works. The mind does not know the difference between what it perceives and what you tell it to perceive. Recall a time when you felt confident and productive. How did you act? How did you walk? How did you talk? What did you do? It's pretty hard to feel inadequate if you walk and act like you don't.

Routine. Next, what's the routine most people use when making a presentation? A good bowler, for example, always starts at the same mark, takes the same number of steps, and releases the ball in the same way. By getting a routine established, you signal your brain that all is well.

If the material I'm speaking about is new to me and I'm unfamiliar with the audience, I

GOLDEN GAVEL RECIPIENT:



Management of Organizational Behavior, and of *The Power of Ethical Management* (1988) with Dr. Norman Vincent Peale. He is chairman of Blanchard Training and Development Inc., a full-service management consulting and training company in Escondido, California. He also maintains a faculty position in leadership at the University of Massachusetts, Amherst and a visiting lectureship at Cornell University, where he is an elected member of the Board of Trustees.

It is our pleasure to invite YOU to come and hear Dr. Ken Blanchard speak at the Golden Gavel Luncheon at Toastmasters' International Convention in Las Vegas this August. Invest a few minutes of your time with Ken Blanchard and gain a lifetime worth of insight. Don't miss it! (See convention registration form, page 29.)

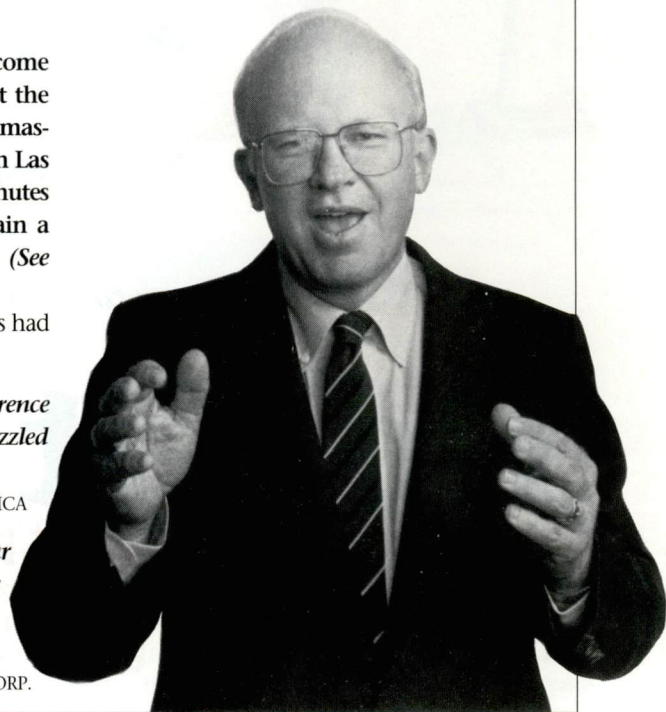
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"When focusing on and caring about the audience, personal fears dwindle and eventually die."

practice the speech several times in front of others – friends, employees, family – for maximum feedback. I also try to anticipate audience questions and prepare for them. I use notes until the information becomes second nature to me.

Before I give a speech, I usually breathe deeply and then quickly review my message. Once I've reached the lectern, I begin with a funny story that gets both the audience and me relaxed. Then I launch into my speech.

A lot of people tell me, "But I'm not good at telling jokes." Well, this too can be learned, and you can experiment with what works best for you in breaking the ice with a group.

Belief System. Finally, what are the thoughts and beliefs that you have about public speaking? Dorothy Sarnoff, a renowned speech coach and author of the popular book, *Never Be Nervous Again*, makes people who are afraid of speaking repeat before giving a speech: "I'm glad I'm here. I'm glad you're here. I know what I

know and I care about you." By repeating these thoughts, the person's belief system is altered so that he actually feels glad to be there and eager to address the audience. The speaker feels confident in his knowledge and stops worrying about not being good enough or not being able to answer a question from the audience. When focusing on and caring about the audience, personal fears dwindle and eventually die.

Once these principles are applied, you need only practice them regularly to hone your skill and confidence. Seek opportunities to make presentations. It will then only be a matter of time before you can perform as a professional, experience the joy and excitement that comes from sharing your thoughts and helping others in the process. **T**

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*"The man who
can think but
does not know
how to express
what he thinks*



ORATORY:
How it all began
ONCE WE LEARN FROM THE PAST WE CAN GO BACK TO THE FUTURE.

By Thomas Montalbo, DTM

*is at the same
level of he who
cannot think."*

PERICLES

History is bunk!" That's what Henry Ford said. But late in his career he changed his mind. So he had these words placed over the entrance to the Ford Museum in Dearborn, Michigan: "The farther you look back, the farther you can see ahead."

It may come as no surprise for you to learn that the art of public speaking wasn't invented by

Dr. Ralph C. Smedley, but in fact dates back to ancient Greece and Rome. By looking back to see how it all began, we'll discover how this classic discipline has evolved into modern public speaking. The study and use of rhetoric has been essential in the fields of literature, history and philosophy for ages. It's only recently that the word rhetoric has taken on negative associations thanks to less-than-articulate politicians and overblown media circuses. As Toastmasters we ought to treasure the history of rhetoric and aim to restore it to its former glory.

Circumstances created the need for a systematic study of the subject in fifth century B.C. Citizens of the Greek city of Syracuse had overthrown a dictator and replaced the old government with a democracy. Lawsuits were tying up the courts as citizens tried to reclaim property that had been seized by the deposed despot.

All of these disenfranchised citizens needed help because they didn't have documented evidence to prove their claims. The Greek teacher **Corax**, living in Syracuse, understood the necessity to persuade the courts with appropriate, reasonable and probable statements. So in writing the first known handbook on rhetoric, Corax earned his place in history as the founder of oratory.

Corax's treatise contained his formula for a courtroom speech consisting of five parts:



- ◆ **Proem** (Introduction): Impress the jury with your goodwill.
- ◆ **Narration.** Set forth the facts of the case.
- ◆ **Arguments.** Give reasons for the claim.
- ◆ **Refutation.** Counteract possible arguments against your case.
- ◆ **Peroration** (Conclusion). Summarize.

His method of teaching required his pupils or clients to memorize standard parts of speeches suitable for various types of legal processes. In effect, he was saying, "Convince the jury by choosing or combining these ready-made sentences I have already worked out for you."

The study of rhetoric spread from Syracuse to Athens where the democratic government spurred a general interest in the new art of speechmaking. **Tisias**, a former pupil of Corax, went to Athens to teach rhetoric. He also wrote a treatise on the subject. Like Corax, Tisias believed the purpose of rhetoric was to persuade with plausible arguments, and he promoted the methods of his former master.

No study of the period can be made without mention of **Pericles**, the great Athenian statesman. A man of foresight and vision, Pericles did much to expand upon the cultural as well as political glory of Athens. His fiery eloquence before the Assembly won him particular acclaim, yet he could also encapsulate the loss of the Peloponnesian War dead with one gentle phrase: "The city has lost its youth; it is as though the year has lost its spring."

GORGIAS: AN EXPERT ON RHETORICAL DISPLAY

Gorgias, a pupil of Tisias, continued the development and teaching of oratory. But as a Sophist, he took a broader view of education. (The Sophists were a group of professional teachers who traveled from city to city to teach a variety of subjects, including grammar, mythology, religion and rhetoric.)

When Gorgias went to Athens as an ambassador from Leontini, his native city, he dazzled not only the common people but also the highly educated class. Having observed that people react more readily to some forms of expression than to others, he initiated the style of oratory called "epideictic" – the Greek name for speeches designed to impress with rhetorical display.

As part of his exuberant style, Gorgias substituted rare expressions for ordinary forms of speech. He also revitalized prose with poetic effects such as punning, wordplay, rhyme and rhythm. Among his favorite devices were *parallelism* – arranging important ideas in similar grammatical structure, and *antithesis*, the juxtaposition of contrasting ideas in balanced or parallel words or phrases. As Gorgias well understood, these devices gave polish to rhetoric while directing the audience's attention to the speaker's main points.

Gorgias thus became the first to consciously develop a speech style. Although his prose style seemed excessive, it nevertheless served as a model for future generations.

ISOCRATES: A MASTER TEACHER

Isocrates, who was taught by Gorgias, refined the epideictic style of oratory. By reducing the extravagances of Gorgias' style, Isocrates gave oratorical prose its own rhythms instead of adapting cadences from poetry. As a master of style and composition in both theory and practice, he occupies a prominent place in the development of Greek prose.

Born in 436 B.C., Isocrates was active in the field of rhetoric until his death at age 97. For several years he composed speeches for the courts. Later he opened a school in Athens, and within 15 years his classes were comprised not only of Athenians, but students from all areas of Greece, and even a number of other countries.

As a teacher of rhetoric, Isocrates won particular fame. Listen to his views on education: "The trainer of the body cannot always make a man an athlete, nor can the trainer of the mind make everybody an orator. There are three essentials requisite for success – natural aptitude, proper teaching and long practice; and moreover there must be a will on the part of both teacher and pupil to persevere. Some people expect a marked improvement after a few days of study and demand a complete training in a year. This is ridiculous; no class of education could produce such results."

"Unlike Demosthenes, who was always serious, Cicero was inclined to laughter and pleasantries. He

ARISTOTLE: THE TUTOR OF ALEXANDER THE GREAT

Aristotle, the next major figure in the history of oratory, had greater long-range influence than Isocrates. Born in 384 B.C. in Macedonia, Aristotle traveled to Athens at age 17 to study at Plato's Academy. He remained there for 20 years, first as a student and later as a researcher and teacher of rhetoric.

Shortly after Plato died, Aristotle returned to Macedonia to serve as the private tutor of the King's precocious 13-year-old son, later to be known as Alexander the Great. When Alexander became king, Aristotle returned to Athens and opened his own school, the Lyceum.

Aristotle also wrote a three volume treatise, **Rhetoric**, describing the study of oratory in detail. In Book I, he introduced and explained the close relationship between rhetoric and logic. Both subjects, Aristotle theorized, are concerned with communicating ideas directly from mind to mind through words. And since, he argued, rhetoric is the publically spoken word and logic is rational discussion the two are complementary.

"Rhetoric," said Aristotle, "may be defined as the faculty of observing in any given case the available means of persuasion." Persuasion is achieved in three ways:

- ◆ By the orator's personal character when his speech is so spoken as to make us think him credible.
- ◆ When the speech stirs our emotions.
- ◆ When the speaker provides logical arguments.

With the wholeness and balance of this three-fold system, Aristotle aimed to correct what he considered the one-sidedness and superficiality of approaches used by early rhetoricians and Sophists.

Aristotle's second book treats the ethical and psychological factors involved in making a favorable impression on listeners and influencing their emotions. He wrote, "The orator must not only try to make the argument of his speech demonstrative and worthy of belief; he must also make his own character look right and put his hearers, who are to decide, into the right frame of mind." He believed an orator wins the trust of audiences by showing he's a good man, knows what he's talking about, and wishes to do what's best for them.

In the third book, which covers style and organization, Aristotle wrote, "It is not enough to know *what* we ought

to say, we must also say it *as* we ought." For example, elaborating on elements of style, he maintained that (1) *diction* (the choice of words) should be clear and appropriate; (2) *metaphor* (implied comparison of two different things) and *simile* (explicit comparison of two unlike things) will provide vividness; (3) *antithesis* will create greater clarity and emphasis.

Regarding arrangement, Aristotle pointed out that there are only two essential parts in a speech: *exposition* (setting

forth facts and ideas) and *proof* (presenting convincing arguments or evidence). He added, however, that it's customary to add a formal *introduction* and *epilogue* (conclusion).

DEMOSTHENES: HARD WORD AND DISCIPLINE MADE HIM GREAT

We often hear of the "born speaker," but is there ever such a person? Consider the example of **Demosthenes**, the greatest and most famous of all Greek orators. As a child, he was sickly and overprotected. Moreover, the young Demosthenes stammered, had a weak and unpleasant voice, suffered from shortness of breath, and was inarticulate in his pronunciation.

So how did he become such a great and mighty orator? By hard work and rigorous discipline. Legend has it that Demosthenes spoke over the roar of the sea with pebbles in his mouth and recited speeches when out of breath, running up steep hills. Learning oratory under a mentor and immersing himself in the study of the best prose writers, he prepared speeches for private clients in lawsuits and represented them in court. Demosthenes also wrote and delivered key orations of national or political interest.

Among his oratorical methods were the following: meticulous attention to composition; repetition and reemphasis of points; use of rhetorical dialogues between himself and an imaginary critic or opponent; spirited attacks and striking crescendos.

Demosthenes' passionate sincerity about his topic and thorough preparation contributed to the success of his orations. A scoffing critic complained that his speeches "smelled of the lamp," implying that Demosthenes burned the midnight oil when preparing his speeches. But such hard work may have been the secret of his greatness.

CICERO'S WORDS FOILED CONSPIRACY AGAINST ROME

So much for the ancient Greek rhetoricians and orators. Now let's look at the Romans who followed them in the second century B.C. **Cicero**, Rome's outstanding orator, was the earliest major figure to put the Greek concepts of rhetoric into Latin. After Aristotle, he was the chief classical writer on rhetoric. His prose works combined grace and elegance with precision and clarity.

Born in Italy in 106 B.C. of middle-class parents, Cicero originally planned for a law career. After achieving public success as an orator in 80 B.C, Cicero changed his mind and devoted himself to the study of rhetoric and philoso-

phy in Greece. After returning to Rome, he was elected to several public offices, and while serving as consul, he accomplished his greatest success: almost singlehandedly, with four brilliant orations, he foiled Catiline's conspiracy against the Roman republic.

Unlike Demosthenes, who was always serious, Cicero was by nature inclined to laughter and pleasantries. He stressed that an orator should be able to delight his audience by wit as well as move them to tears.

as he put it, "He who speaks as though he was reciting forfeits the whole charm of what he has written."

Throughout the next eleven books, Quintilian deals with the three kinds of orators and the five parts involved in speechmaking. Orators are divided into specific categories according to the type of audience addressed and the purpose of the speaker:

◆ **Political orators.** They speak in a deliberative assembly, such as legislatures.

◆ **Forensic orators.** They're hired by private citizens as advocates to plead for them in courts.

◆ **Epideictic orators.** They deliver speeches on public platforms outside of legislatures or courts. These speeches are what the ancient Greeks called "the ceremonial oratory of display." Today we refer to them as "speeches for special occasions."

From Corax to Quintilian, the first and last major figures in the origin of oratory, we've seen the historical development between the fifth century B.C. in Greece and the first century A.D. in Rome. In between these long periods of time we've also looked at seven other significant figures as pioneers in oratory: Tisias, Pericles, Gorgias, Isocrates, Aristotle, Demosthenes and Cicero.

For 24 centuries, effective public speakers have used the principles and tools of rhetoric developed by these ancient Greeks and Romans, and we continue to use them today. True – as the orators did themselves – we've adapted and modified for our own use what we learned from our models.

While public speaking is an ancient art, let's make sure it won't go out of style. In our technologically advanced society, where computers and television "soundbites" do most of the talking, we need to work toward bringing back good old fashioned rhetoric as a refreshing alternative. **1**

Thomas Montalbo, DTM, a member of sparkling Toastmasters Club 3602-47 in St. Petersburg, Florida, is author of *The Power of Eloquence*, available from World Headquarters.

CICERO'S DE ORATORE: An ancient manual on public speaking

Continuing the classical tradition that a speech should consist of five parts, Cicero discussed them in his book as follows:

- ◆ **Invention.** Create by thinking and discover by researching in gathering materials for the selected topic.
- ◆ **Disposition.** Arrange speech materials in logical order under introduction, body and conclusion. Cicero wrote, "The purpose of the introduction is to render the audience benevolent."
- ◆ **"Elocutio" (Style).** Use and group words to express ideas appropriately, clearly, accurately and vividly. Avoid over-extended sentences, redundancy and grammatical ambiguity. Obtain power or richness through figures of speech. (The Latin word "elocutio" is still used today as "elocution," meaning style of speaking in public, though now often associated with an artificial style.)
- ◆ **Memory.** Put ideas in logical sequence for easier remembrance.
- ◆ **Delivery.** According to Cicero, "Delivery is a sort of language of the body — the management with grace, of voice, countenance and gestures."

THE SCIENCE OF SPEAKING WELL

After reviewing and criticizing earlier definitions of rhetoric, Quintilian arrived at his own definition: "Rhetoric is the science of speaking well." Taking a larger and wider view than his predecessors, he claimed that almost all of them ignored elementary education in the training of orators.

Quintilian agreed with Isocrates' and Cicero's concept of proper training – namely, the whole person must be brought to bear in the speechmaking processes. Quintilian stressed the importance of personal integrity and honest conviction of an orator, whom he defined as "a good man skilled in speaking." He cautioned against making speeches sound memorized because,



FAMOUS SPEAKERS

DEMOSTHENES: AN ENEMY OF HIS AUDIENCE

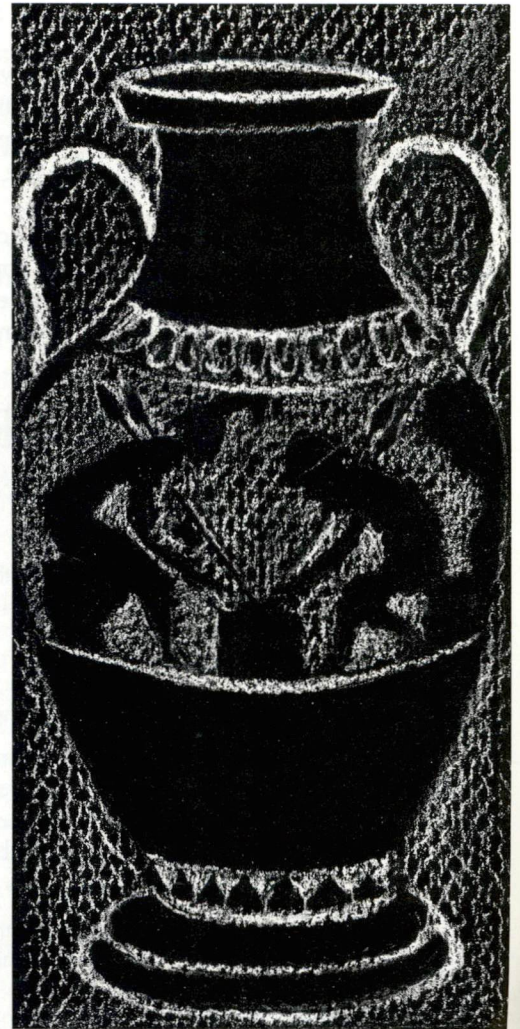
By Tom Laichas

■ Shy about speaking to large groups? Here's a thought: Find a beach. Stuff rocks into your mouth (watch the dental work). Now: start talking – loud enough to drown out the surf. That's what Athenian orator Demosthenes did as a young man to overcome a speech impediment and prepare himself for a career in law and politics. It worked: by the end of his life, he was reckoned among the finest public speakers of the ancient Mediterranean world.

With a reputation that's lasted 25 centuries, one might think that Demosthenes would be a good model for our own public speakers. Don't count on it. Demosthenes ignored rule #1: know and cultivate your audience. He *knew* his audience all right, but for that audience he had nothing but contempt. As far as he was concerned, the Athenian Assembly was little more than a collection of thumb-twiddlers; their delays had given Macedon's King Philip (father of Alexander the Great) the opportunities he needed to conquer one Greek city-state after another.

Demosthenes did not keep this contempt a secret. He accused the assembly of "dereliction of duty," snarling at the wealthy for their laziness, the youth for their irresponsibility, and the politicians for their ambition. The Assembly, said Demosthenes, was nothing but a forum for "complacency and flattery." While "the framing of policy is always a tiresome... business," he lamented, "the citizens of Athens have rendered it still more difficult."

This was not a strategy calculated to win friends, a fact Demosthenes fully understood. "I do not speak from an irresponsible desire to give offence," he assured the victims of his barbs, "but I think the true citizen must put the reality of survival above the gratification of rhetoric." Like Winston Churchill in the



years before World War II, Demosthenes wanted every speech to be as attention-getting as an alarm bell. If that meant that he offended some in his audience, so much the better: the more Athenians talked about his speeches, the more they'd have to think about them.

PATRIOTIC AND
CONTENTIOUS,
THIS LEGENDARY
GREEK ORATOR
CHAMPIONED
A LOST CAUSE.



"I do not speak from an irresponsible desire to give offence, but I think the true citizen must put the reality of survival above the gratification of rhetoric."

DEMOSTHENES

But sarcasm alone doesn't make a speech memorable. So Demosthenes came to the assembly fully armed with oratorical tricks. Particularly important were vivid analogies. "The war against Philip," he told one audience, "exactly resembles the methods of an amateur in the boxing ring. If he's hit, his hands go where it hurts, and his opponent will hit him somewhere else." A simple image, but one which drove home the Athenian failure to do anything more than react to Philip's thrusts.

For even sharper effect, Demosthenes used irony: "Philip is our enemy, in possession of our property...And yet we let it all pass... Cowards always fail to accuse themselves, but ...I invite any man present to tell me here and now, what other source there is of Philip's power than ourselves."

Questions too became weapons in Demosthenes' hands: "Why was Athenian history so glorious? And why has so much now gone wrong?...What is our position now under our present splendid government? Is there any similarity, any comparison with the past?" Parallel construction also served his purposes: "Turn your eyes on these politicians. They've risen from beggary to riches, from obscurity to prominence...their fame rises with the nation's decline."

But style was mere ornament in Demosthenes' speeches. Strip that away and what's left is are speeches as persuasive and methodically organized as those of a courtroom prosecutor. From one piece of evidence to another, Demosthenes led his audience through the labyrinth of Greek politics, com-

merce, and finance toward the inevitable call to arms. What are Philip's plans? What options does Athens have remaining? Which of these options is worth pursuing? How much will it cost? How will we pay for it? What are our chances?

It took fifteen years of such speeches before Athens finally formed an all-Greek confederation against Philip. By then it was too late. Philip was unexpectedly gentle with the Athenians, but the pro-Macedonian party there forced Demosthenes into exile. After the death of Alexander the Great, Demosthenes returned to Athens, where he conspired to expel the Macedonians from Greece. The revolt failed; rather than be executed, Demosthenes committed suicide.

Orators like Demosthenes are easily compared to demagogues who build their careers with irresponsible "attack ads". But there are times when the techniques of a good speaker must be harnessed to a certain righteous indignation. Demosthenes lived in such a time.

Like Churchill, Demosthenes predicted catastrophe with joyless certainty. Like Churchill, he crafted speeches to shake his country out of a self-destructive stupor. Like Churchill too, Demosthenes was ignored by a war-weary populace until the last possible moment. For Churchill, that moment came in the nick of time. For Demosthenes, it did not. **T**

Tom Laichas teaches history at the Crossroads School in Santa Monica, California. He was a consultant for the Rhino Records CD collection of "Great Speeches of the 20th Century."

DO YOU WANT TO REALLY PUT YOUR Leadership Skills TO THE TEST?

One of the most rewarding things that you can do as a Toastmaster is participate in the formation of a new Toastmasters Club. You can put the communication and leadership skills that you have learned as a Toastmaster to the test.

You might wonder if building a new Toastmasters Club is a difficult task. Yes, it takes time, energy and persistence, but it is worth it. Someone, sometime made the effort to organize the Club that you belong to now. By making the time to organize a new club, you will be building the base for improved communication skills for scores of people in the years to come.

When you successfully build a new Toastmasters club, you will be recognized as a person who gets things done. As the Sponsor or Mentor of a new Toastmasters Club, you will also be eligible to receive Distinguished Toastmaster (DTM) Club building credit. Remember, you don't have to do everything yourself. Your entire Club can work together to sponsor a new Club, a source of satisfaction to all involved.

For further information call or write World Headquarters and request a New Club Information Kit. This kit contains detailed information that will take you step-by-step through the Club organization process.



TOASTMASTERS INTERNATIONAL

P.O. Box 9052
Mission Viejo, California 92690 U.S.A.
(714) 858-8255



TI BOARD REPORT



PLANNING FOR GROWTH

ORGANIZATION GROWS DESPITE RECESSION, NOW HAS 171,740 MEMBERS IN 7,765 CLUBS.

In describing his impressions of the first half of his term as International President, Jack Gillespie, DTM, told the Board of Directors in February that he was pleased by the warm reception he received by Toastmasters and business leaders during his district visits.

"Senior executives repeatedly told me that communication skills are the No.1 priority in the corporate workplace and that they believe Toastmasters is a great tool," he said. As a result, he said he's now more optimistic than ever about the organization's growth potential, especially in the corporate arena and in educational institutions. "Universities are becoming very cognizant of the self-directed learning approach inherent in the Toastmasters program."

Overall, he called his travels and visits to six districts "a very rich and rewarding experience," much thanks to the hard work of individual Toastmasters in each district.

During October and November, President Gillespie visited districts 35, 39, 48, 49, 61 and 62. He met with four city mayors, 36 corporate and community leaders, two military com-

manders, two university chancellors and several service club leaders and hospital administrators. He also delivered a 30-minute-speech in the House of Commons in Ottawa, Ontario, Canada. "These visits were rewarding both to me and the districts," Gillespie concluded. "They generated new interest in growth and reinforced a sense of commitment in existing members."

Executive Director Terrence McCann agreed with President Gillespie's sentiments regarding the growth potential of the organization, despite the past year's economic downturn. "In fact, it appears that our organization is virtually recession-proof," he said. "Despite these challenging times, we are doing extremely well." He credited the success to "favorable trends, changing demographics, new demands on people in the work force."

McCann informed the Board that the organization continues to grow. As of Feb. 28, Toastmasters International had 7,765 clubs and 171,740 members throughout the world. The Board will meet again on Aug. 18, during the International Convention in Las Vegas. **T**

BOARD OF DIRECTORS ACTIONS:

After splitting up into its component committees for discussion, the Board reconvened and took the following actions:

- Reviewed the impact of the California Sales Tax Audit.
- Reviewed the Canadian Goods and Services Tax and its impact on Toastmasters Districts.
- Considered a request for establishment of a second International Director-at-Large, the grouping of the Overseas Districts as Region IX, and field visits by the International Director-at-Large on an official basis and recommended no action.

- Reviewed the request of the Mexican Territorial Council for Provisional District and applauded the efforts of the Clubs of the Mexican Territorial Council to achieve Provisional District and their dedication to the organization. In view of the fact that a dues increase is being proposed, it is only fair that the Clubs have the opportunity to base their request for Provisional District on the dues structure that may be in effect in October 1992. No action was taken at this time.
- Discussed the use of the International Convention and Regional Conferences as

“Senior executives repeatedly told me that communication skills are the No. 1 priority in the corporate workplace and that they believe Toastmasters is a great tool.”

JACK GILLESPIE, DTM

marketing opportunities and recommended that sites be selected in major metropolitan areas that will provide significant marketing visit opportunities for attending Officers/Directors.

- Reviewed the eight resolutions submitted to the Board of Directors by five Clubs and recommended that:
 - (a) Club No. 5178-48 be advised that it is in the best interests of Toastmasters International to have the International Directors continue to be elected at the business meetings held at the Annual Conventions;
 - (b) The resolution, regarding two changes to the Bylaws of Toastmasters International concerning the addition of Past District Governors as Delegates at Large be entitled to vote at the Convention and the addition of Past District Governors as voting members of the District Council, be submitted to the delegates with a recommendation against adoption;
 - (c) Club Nos. 2304-14, 4772-37 and 2298-58 be advised that it would not be in the best interests of Toastmasters International to have any of its Officers or Past Officers subjected to the censure or reprimand actions urged in the resolutions submitted by those Clubs;
 - (d) Club No. 2304-14 be advised that no ad hoc committee is needed to review the Opinion Poll and Nominating Committee processes and there is no need to modify the list of current and past Officers, Directors and District Governors to whom the Opinion Poll is mailed pursuant to Procedural Rules I 5;
 - (e) Club No. 2298-58 be advised that there is no need for the appointment of a Standing Committee to be responsible for the monitoring of possible violations of the Ethics Policy adopted by the Board or for investigating possible violations of the fundamental documents of the organization; and
 - (f) Club No. 2298-58 be advised that it would not be in the best interests of Toastmasters International to abolish the Advisory Committee of Past Presidents and to substitute in its place a new Standing Committee of seven “Presidential Appointees/Advisers to serve at the pleasure of the President...”
- Approved language clarifications to the policy dealing with members in good standing and Clubs in good standing. A Club will remain delinquent after the 60 day period until dues have been paid. If

Continued on page 27



1946-47 International President Joseph P. Rinnert is honored by International President Jack Gillespie for his 45 years of dedicated service as a leader and Legal Counsel to Toastmasters International. Mary Rinnert shares the honor with her husband.

Resolution

Whereas, Joseph P. Rinnert has served Toastmasters International faithfully for over 45 years as 1946-1947 International President and as Legal Counsel for the organization; and

Whereas, through his professionalism, wisdom and expertise, Joseph P. Rinnert has helped lead and counsel Toastmasters International to become one of the most successful organizations devoted to making effective communication and leadership a worldwide reality; and

Whereas, Joseph P. Rinnert is loved and respected throughout Toastmasters International;

Therefore, be it resolved that, on this 15th day of February 1992, the Board of Directors Room at World Headquarters be named in honor of Joseph P. Rinnert, a man who has dedicated his life to Toastmasters International.

No problem, I thought, when several club members asked me to be Toastmaster for our International Speech Contest last year. After all, we had seven speakers. Then came the cancellations – first one, then two,

then three. I felt let down and helpless as the scheduled speakers continued to fall by the wayside. The night before the contest, my program had been reduced to two definite speakers and one undecided. My insides started

The greater the obstacle, the greater the opportunity.

churning. The morning of the contest another contestant took a bow, and that afternoon my undecided speaker got decisive and canceled, too. Now there was one. Disaster? Or opportunity?

After feeling the cycle of normal emotions (fear, self-pity, and an overwhelming desire to run), I remembered a valuable lesson that has proven itself over the years: The greater the obstacle, the greater the opportunity. This was

looking more and more like an incredible opportunity!

To seize the most from this predicament, I parked my attitude in the right place; there was no need to fear disaster. A cherished friend used to say that if you're throwing a large party and suddenly find yourself feeling insecure about the turnout, remember: If everyone shows up, you will feel successful and chances are everyone will have a great time. If, on the other hand, only a few come, the party will be much more intimate and everyone can enjoy an equally good time, if not better. However, if no one shows, this will be painful initially, but beneficial in the long run, because you then have a pretty clear indication that your people skills need a little work, or that you may need to look for new friends. Not bad advice, and easily applied to potential club disasters.

For you see, an amazing thing happened as the minutes ticked on. Rather than being distraught over the cancellations, my gratitude swelled toward the contestant who had the courage to stand

"We aren't in Toastmasters because we have arrived, we are here because we are still learning."

WHEN DISASTER STRIKES

By Sandra Hendrickson, CTM

“During trying times it is helpful to view the club as the responsibility of the entire group, not just of an individual.”

alone. We dedicated the evening to this lone speaker and spun the contest into a party in his honor.

EXPECT THE UNEXPECTED

Not only that, an entertaining theme emerged – the theme of 10-80-10. Best-selling author and practicing psychiatrist, Dr. Harold Bloomfield, views life on a “10-80-10 spectrum.” With his line of reasoning, 10 percent of the time you’re on a roll; it’s almost as though nothing can go wrong. Another 10 percent of the time it seems that no matter what you do, nothing goes right. The other 80 percent of the time you’re somewhere in between and life is what you make it. After capitalizing on this theme, the negative 10 percent rapidly flipped over to a positive roll.

Following Table Topics and our lone contest speech, I found myself staring in the face of one of life’s best friends and greatest enemies: time. As every seasoned speaker knows, without a back-up plan, there is no peace of mind and no easy exit. So here are a number of back-up ideas that are extremely useful as well as entertaining when time so graciously permits:

- Gesturing is a vital element to public speaking. One of the most effective ways of practicing gesturing and having fun at the same time is to play a good game of charades.
- Extemporaneous speeches are very stimulating. Random speakers are given a topic and three minutes to prepare for a two-minute speech.
- Have a positive roast. Each Toastmaster takes turns being put on a “hot seat” while other members individually expound on this person’s strengths. This is a wonderful exercise to build good will within any club.
- Group evaluations are an excellent tool to help members develop their evaluating ability as well as give varied input to the speaker.
- Round robins are excellent. The Toastmaster proposes a problem and then conducts a round-table discussion to find solutions. This helps develop our ability to solve problems.
- Form a panel of seasoned speakers for newer members to grill with questions not commonly asked, like “Is it appropriate to vote for yourself?”
- And if it happens to be an off night all the way around, how about just closing down the meeting? That’s okay, too.

EMBRACE CHALLENGES

Knowing he would represent us at the Area Contest, our club evaluated our speaker and then conducted a short



“Toastmasters are unusually supportive. When backed against a wall, ask the club what they would like to do.”

question-and-answer period to benefit the newer members in the limited time remaining. The contest unraveled into one of the most enjoyable experiences I have had at our club.

Rather than fight the challenge, we embraced it. The reward was tremendous, but that isn't always the case. Unexpected outside circumstances can also create havoc. Here, again, we have an opportunity. One night, for example, we were in the midst of a top-notch meeting when a thunderstorm hit. The power went out just as the first speaker approached the lectern. The room completely blackened. Our voices echoed in the eerie quiet.

Rather than get discouraged and flee, we got creative. Toastmaster Steve Smiley (coincidentally the same guy who competed solo in last year's contest) courageously braved the storm. Through blackness of night, howling wind and pouring rain, Steve saved the night with a flashlight he had hidden away in his car.

Our second speaker then mesmerized us with an account of a thrilling river-rafting adventure. The intense darkness in the room, coupled with faint light and chilling quiet, provided a natural setting for the unfolding drama. As her story carried us through frothy rapids, an eerie tunnel and treacherous cliffs, the flashlight's soft beam splashed interesting shadows on our speaker's face, adding to the intensity of the moment. Nature provided the props; we capitalized on them as we overcame another obstacle. It all made for a powerful memory.

At one time or another, chances are we will experience obstacles such as equipment failure, natural disasters, lack of resources or simple accidents beyond our control. During such trying times, it is helpful to view the club as the responsibility of the entire group, and not just of one individual. Toastmasters are unusually supportive. When backed against a wall, ask the club members what they'd like to do. Generally you will find a lot of unused ideas waiting to be exposed.

THE RIGHT PLACE AT THE WRONG TIME

Now and then we feel left in a lurch when those we are counting on back away. Outside circumstances often complicate our plans.

In the not-too-distant past, I suffered a personal tragedy. On the heels of this hardship, a series of overwhelming challenges, changes and opportunities flooded my life, twisting it into a roller coaster ride of highs and lows that lasted about eight months. During this time, I blindly walked into the role of Administrative Vice President of my club, believing I would be able to handle the position. Not

true. Instead of efficiency and enjoyment, I experienced emotional numbness, depleted energy and decreased creativity. I had mental blocks, little time and nothing left to give. In the end, I embarrassed myself.

What do we do when we're at the right place at the wrong time and find ourselves well-meaning but overly committed? Or when we become overwhelmed by temporary sets of negative or even very positive circumstances that leave us emotionally stretched to the limit – and others are counting on us?

To this day, the wise advice of an old friend still sings my conscience: “If you aren't in a position to give 100 percent, step aside for a while and take on an assistant. Give someone else an opportunity to grow. Come back when your circumstances permit. This helps the club stay alive and keeps your self-esteem from plummeting. We aren't in Toastmasters because we have arrived, we're here because we're still learning.”

WHY ANGELS FLY

I wish I could say I took that advice. But I didn't. Like so many well-meaning souls, I stuck it out to the end, apologizing all the way. Fortunately, we have a very strong club that was tolerant and didn't seem to suffer badly from the lack of effort. As for me, I learned to appreciate an old saying I once read: “Angels fly because they take themselves lightly.”

Our greatest catastrophes, real or imagined, can become the springboard to our most cherished memories. It just takes knowing what to do when those we are counting on slip out of our grasp; what to do when acts of nature are out of our control; and how to withstand our own shortcomings.

“God knew what He was doing when He gave us obstacles; without them we would be bored,” was a favorite saying of one of my past instructors. Another would have agreed and gone a step further by calling each of the above situations “golden problems.”

Trust me, when the final cancellation made mincemeat of my well-planned event, when the electrical storm blew out the power and left us sitting in the dark, and when my own personal circumstances absorbed all my emotions, I felt anything but bored. And I learned much about the joy of welcoming “golden problems.” **T**

Sandra Hendrickson, CTM, is the Executive Assistant at the Salk Institute in San Diego. She is a member and former president of Poway Blackmountain Club 2955-5 in Poway, California.

BOARD REPORT

Continued from page 23

dues are not paid prior to the next semiannual period, the Club will be dropped from active status for lack of payment. If dues are paid prior to the next semiannual period, the Club will be considered in good standing. A member will remain delinquent after the 60 day period until dues have been paid and submitted by the Club to World Headquarters, at which time the member becomes reactivated. A person must be a member in good standing of a Club in good standing to be nominated for or to serve in any Office in Toastmasters International.

- Reviewed the proper definition and disposition of illegal/invalid written ballots cast at the Regional Conference sessions and at the Annual Business Meeting at the Toastmasters International Convention and added the following words to the Procedural Rules: "In determining whether a candidate received either 75% or a majority of the votes, no ballot which is unintelligible, blank, not timely cast, or cast for a then ineligible candidate shall be considered."
- Recommended that, subject to the approval of the delegates at the 1992 Annual Business Meeting, the dues and fees be increased effective October 1, 1992, as follows: change the annual per capita payment from \$24 per member to \$36 per member; change the semiannual installment from \$12 each to \$18 each; change the per capita payment for a new member from \$2 per month to \$3 per month; change the new member fee from \$12 to \$16; and change annual per capita payment for members of undistricted Clubs from \$18 payable \$9 semiannually to \$27 payable \$13.50 semiannually.
- Reviewed the need for a written non-discrimination policy for Toastmasters International and recommended, subject to the approval of the delegates at the 1992 Annual Business Meeting, the following wording be included in the Bylaws of Toastmasters International, the Club Constitution and the Standard Club Bylaws: "No person shall be excluded from membership in a Club because of age (except those persons under 18 years of age), race, color, creed, sex, national or ethnic origin, sexual orientation, or physical or mental disability, so long as the individual is able to participate in the program."

"It appears that our organization is virtually recession-proof. Despite these challenging times, we are doing extremely well."

TERRENCE MCCANN

- Discussed the implications of District Councils and District Officers providing support or endorsement of a candidate for election to the Board of Directors, specifically, the passage of resolutions by a District Council and the signing of documents of support by senior District Officers. The following policy was approved: "Other than in support of a nominee for its Districts, no District Council shall vote on any resolution to endorse or officially support any candidate. Other than in support of a nominee from his/her District, no District Officer shall, except as an individual Toastmaster but not on behalf of the District, take any action to endorse or officially support any candidate."
- Reviewed the minimum number of Clubs required for a Territorial Council to achieve Provisional District status, and the minimum number of Clubs and members required for a Provisional District to achieve full District status and approved the following changes: 60 Clubs in good standing and an average of 20 members per club is needed to apply for Provisional District status; a Territorial Council must have 45 or more Clubs in good standing for two consecutive semi-annual reporting periods to apply for Provisional District status. Territorial Councils recognized by Toastmasters International prior to March 1, 1992, may apply for Provisional District status if the Council has 35 or more Clubs in good standing for two consecutive semiannual periods; when a Provisional District reaches 60 or more Clubs in good standing, it may apply to the Board of Directors for District status; a proposed consolidated District shall contain within its boundaries at least 60 Clubs in good standing and have an average of 20 members per Club.
- Recommended that, subject to the approval of the delegates at the 1992 Annual Business Meeting, qualifications for District Officers be removed from the District Constitution and placed in the District Bylaws.
- Reviewed the numerous letters, reports, memoranda and telephone conferences from a number of District Governors and others. These communications urged prompt Board action directed toward putting an end to many political activities and practices which are detrimental to Toastmasters International and which interfere with the successful carrying out of the Missions of

Toastmasters International, of the Districts and of the Clubs. The Board adopted the following resolution:

Whereas, the Board's attention has been called to a number of unacceptable and reprehensible actions and written and oral communications which, if continued in the future, will damage the organization's proper political processes, will interfere with the right of every qualified Toastmaster to seek and to achieve election to any Office at any level of the organization, as well as the right and duty of every delegate and of every proxy-

holder at all times to vote solely as his or her conscience and best judgment dictates, and which might impinge upon the powers, duties, authority and responsibilities of the District Councils and of the District Governors in fulfilling the Mission of the District;

Now, therefore, be it resolved

1. That no Toastmaster, Club, District or other group shall engage in any activity or campaign by use of threats, restrictions, intimidations, promises, pressures, or other unethical means which would or might prevent or dissuade any Toastmaster from competing in any nomination or election process or from exercising his or her voting franchise in any particular manner.

2. That no such person or entity shall use any such method to attempt to dictate to any District Officer, or District Council, or member Club in any respect to any degree;

3. That no such person or entity shall publish or distribute any newsletter or other publication which contains defamatory remarks, personal attacks or false and libelous statements.

4. All "unofficial" meetings of District Officers and International Directors shall be confined to such activities as will assist the District Officers in fulfilling their responsibilities and shall not be used for political purposes.

5. No Region shall adopt sets of general policies, rules, regulations, instructions, guidelines or similar documents, nor shall they be maintained or continued in effect by any Region.

6. Violation of any of the above principles concerning prohibited activities by a member of any Club, or by any Club, will subject the offending Club to expulsion in accordance with Article III, Section 4, of the Bylaws of Toastmasters International, unless the Club expels the offending member and/or ends its own violations.

THE BOARD OF DIRECTORS ALSO:

- Reviewed the policy on Code of Ethics and Conduct and recommended no change to the existing policy.
- Established a policy on district and club officer training which identifies the purpose of training and outlines its content.
- Discussed strengthening divisions in large districts and directed World Headquarters

to prepare a white paper which addresses strengthening divisions in all districts, for review at the August 1992 Board of Directors meeting.

- Reviewed mailings to club and district officers and recommended no change at this time. The Board further recommended that World Headquarters continue to evaluate the schedule and costs of mailings and reports to club and district officers.
- Reviewed the matter of quality within the clubs and districts of Toastmasters International. It was determined that various programs designed to improve quality are currently in place and that no additional action is needed at this time.
- Reviewed the Distinguished District Program and made no changes. The Distinguished Division and Distinguished Area Programs were also reviewed. World Headquarters was directed to study adding a membership growth requirement and a requirement for submission of Area-Club Visit Reports to the programs. It was also recommended that Select Distinguished Division and Select Distinguished Area recognition levels be added to the programs. This change would be effective starting with the 1992-93 Toastmasters year.
- Reviewed the cost and function of the International Convention and found that the Convention continues to serve the needs of the members and the organization. World Headquarters was commended for its efforts in providing a quality convention at a reasonable cost to both the attendees and the organization.
- Reviewed the Distinguished Club Program and recommended the current program be continued.
- Reviewed a draft of the Leadership Development Program and recommended World Headquarters proceed with its completion. The program will be available in 1993.
- Considered a proposal to make the Speech Contest Judges Training Program a Success/Leadership module and recommended no change.
- Discussed rebuilding of low-membership clubs and recommended the current Club Specialist Program be continued.
- Reviewed results of the first level of participation for the 1992 Accredited Speaker Program. Five candidates have been advanced to the second level of participation in the 1992 program.





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

61ST ANNUAL CONVENTION

AUGUST 18-22, 1992 ♦ BALLY'S HOTEL, LAS VEGAS, NEVADA

MAIL THIS PART TO: Toastmasters International, P.O. Box 9052, Mission Viejo, California 92690 (This form is not to be used by International Officers, Directors, Past International Presidents, Past International Directors or District Governors elected for 1992-93.)

To attend general sessions on Wednesday, Thursday and Friday, a registration badge will be required. Preregister and order event tickets now! **You must be registered to purchase tickets** to any event except the International Speech Contest. ATTENDANCE AT ALL MEAL EVENTS AND THE SPEECH CONTEST WILL BE BY TICKET ONLY. Advance registrants will receive a receipt by mail. Tickets can be claimed at the registration desk beginning at 10:00 a.m. Tuesday, August 18.

ALL ADVANCE REGISTRATIONS MUST REACH WORLD HEADQUARTERS BY JULY 10.

- _____ Member Registrations @ \$65.00 \$ _____
 - _____ Joint Registration: Husband/Wife (both Toastmasters) @ \$115.00 \$ _____
 - _____ Spouse/Guest Registrations (each) @ \$50.00 \$ _____
 - _____ Dinner for Members Outside U.S. and Canada/Interdistrict Speech Contest (Monday, August 17) @ \$32.00 \$ _____
(Note: The above event is restricted to delegates from outside the U.S./Canada.)
 - _____ Tickets: **Golden Gavel Luncheon** (Wednesday, August 19) @ \$25.00 \$ _____
(Please note: The Golden Gavel Luncheon will be held on Wednesday, August 19. This is a change from previous convention schedules.)
 - _____ Tickets: **Toastmasters & Guests Luncheon** (Thursday, August 20) @ \$21.00 \$ _____
 - _____ Tickets: **DTM Luncheon** (Thursday, August 20) (Note DTM # _____) @ \$21.00 \$ _____
 - _____ Tickets: **"All-Star Sports" Fun Night** (Thursday, August 20, Dinner/Show) @ \$37.00 \$ _____
 - _____ Tickets: **President's Dinner Dance** (Friday, August 21, Dinner, Dancing, Program) @ \$37.00 \$ _____
 - _____ Tickets: **International Speech Contest** (Saturday, August 22) @ \$10.00 \$ _____
(Please note: Continental breakfast items will be available for purchase prior to the contest.)
- TOTAL \$ _____

Check enclosed for \$ _____ (U.S.) payable to Toastmasters International. **Cancellation reimbursement requests not accepted after July 17. Cancellations not accepted on site.**

(PLEASE PRINT)

Club No. _____ District _____

Name _____

Spouse/Guest Name _____

Address _____ City _____

State/Province _____ Country _____ Zip Code _____

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

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

Mail This Part To: Bally's Casino Resort - Las Vegas, Attn: Reservations - Convention Department, P.O. Box 96505, Las Vegas, NV 89195-0042



BALLY'S CASINO RESORT • LAS VEGAS

TOASTMASTERS INTERNATIONAL

August 18 - 22, 1992

Q NAME: BTOAT

Individual

Guest Names: _____

Company Name: _____

Address: _____

City/State: _____ Zip _____

Phone No.: () _____

Arrival Date: _____

Departure Date: _____

Number of Guests: _____

Guest Room (Single/Double): \$68.00 King Bed 2 Double Beds

Round Suite: \$175.00 (Room with Round King Bed)

One-Bedroom Parlor Suite: \$264.00

Two-Bedroom Parlor Suite: \$338.00

Expected Arrival Time: _____

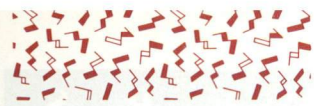
Credit Card: _____

AMEX MC VISA DC CB EXP. DATE _____

Deposit Amount *\$ _____

*One night's deposit is required to guarantee accommodations. • Deposit must be received within fourteen days of receipt of this form. • With advance notice of cancellation, deposit is refundable. • All rates are subject to 8% Clark County room tax. • \$15.00 additional for 3rd person in room.

Reservation requests received after **July 14, 1992** will be confirmed subject to room availability. For reservations call: 1-800-634-3434



HALL OF F A M E

DTM

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

Patricia Louise Ford, 5957-25
James G. Dunaway, 5316-26
Juliet R. Grant, 4127-36
Richard F. Benson, 1589-43
Brenda G. Bennett, 2449-47
Rima Banerjee, 3419-60
Peter Cameron Grey, 823-74

ATM Silver

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Francis X. Adams, 199-11
Jeanne Chambers, 5834-14
Wayne W. Warren, 5834-14
Dorothy O. Chapman, 2630-26
Ann M. Piraino, 7342-32
Evelyn Roster Hulin, 3359-39
Donald M. Smith, 1359-43

ATM Bronze

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

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Laura E. Bayne, 298-1
Linda Tomlinson, 117-2
Katherine Mason, 7380-4
Michael David Erdman, 3646-6
Lenora Francis, 4884-16
Fay Littlefield, 759-20
Arthur B. Ingalls, 4108-25
Norble Leslie Derrington, 6657-33
Roy Holste, 3359-39
Colin Betts, 4753-42
P. Samuel Bain, 1095-47
Sylvia Farmer, 4267-47
Roy Herz, 6251-47
Ivar M. Starr, 6962-47
William Edward Dunn, 6260-56
Wayne L. Kines, 8290-61

E. L. Harrison-Smith, 3071-72
Paulina Nena B. Walder, 8249-75

ATM

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Ifrikhar Ahmed, 1059-U
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S. de Jong, 3833-U
Etiburn E. Bernard, 6013-U
Jose Angel Zuazua, 7158-U
Michael A. Strevel, 356-F
Sheldon Hay, 602-F
Frances Hulton, 1456-F
Renee S. Ritz, 3742-F
Sharon Stark, 4274-F
Sondra Brill Cohen, 5375-F
Fanny Mayr, 6851-F
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Philip Questad, 2828-2
Larry Snyder, Jr., 3491-2
Robert J. White, 4801-2
James E. Falkner, 6404-2
James E. Robbins, 104-3
Carolyn M. Riley, 3123-3
Jeane E. Clymer, 5056-3
Wayne A. Welborne, 5182-3
Scott A. McKinzie, 5965-3
Terri Katz Sparks, 6580-3
Kazuo Utsumi, 1141-4
Annie V. Donato, 2697-4
Timothy C. Foote, 78-5
Constance Funk Meadows, 108-5
Walter L. Pankratz, 5046-5
Chris Anthony Coulapides, 7092-5
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Robert J. McLattie, 2342-6
Dallas Sursely, 3998-6
Marion L. Kingery, 4591-6
Donald Lee Carlson, 6144-6
Pamela Bond, 1226-7
Floy C. Westermeier, 493-8
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M. Jenepher Field, 1760-9
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Larry Keith Webb, 5104-11
Connie J. Slagle, 7116-11
Dee A. Young-Anderson, 7762-11
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Roberta E. Johnson, 4257-13
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Henry Esposito, 5405-14
John D. De Cotis, 5834-14
John D. Beavin, 6972-14
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Monte L. Alexander, 6470-15

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Thomas G. Meradiih, 7908-24
Keith Locke, 5537-25
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Tammy Truman, 5007-42
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Judith E. Single, 2513-64
Rita Rempel, 2638-64
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Russell H. Conwell, 82-6
Walla Walla, 81-9
Olympia, 84-32

50 years

Victory, 221-6
Omaha, 229-24
Mobile, 226-29

45 years

Oregon Trail, 480-7
Lamplighters, 449-9
Evergreen, 486-9
Communicators, 482-11
Milwaukee, 466-35
Cincinnati, 472-40
Burbank, 125-52
Oakland 88, 88-57
Rochester, 476-65

40 years

Washington, 1089-19
Gateway, 1101-24
Federal, 1037-27
Anchor, 1110-27
Acorn, 1068-28
Arlington Heights, 1087-30
Garden City, 1102-60
Hamilton No. 1, 1114-60

35 years

Shelby, 703-10
Pioneer, 2308-15
Esquire, 2388-19
Offutt, 2393-24
Lexington, 2391-40
Suburban, 2345-46
South Dade, 2463-47

30 years

Day Breakers, 1881-4
North Hennepin, 2464-6
Realtors, 2512-6
Winged Word, 1903-8
Delano, 3470-33
Northern Hills, 3456-40

25 years

Demosthenes, 1282-4
Springfield, 1792-27
T N T, 2291-42
Chaparrel, 2358-44
Talk of the Town, 3228-54

20 years

Puc K Sters, 3873-4
Wilderness, 1978-6
Servetus East, 253-7
Data Masters, 992-7
Magic, 2597-14
Good Time, 535-29
GSA Co, 3448-36

Bold City Challengers, 2092-47
Marshall, 868-62
Tokoroa, 3590-72

15 years

Edison Power Lines, 1055-F
Trail Blazer, 2064-2
Port of Seattle, 2533-2
Willie Talespinners, 1853-3
CSAA Motormouths, 1718-4
Carbide, 659-10
Reston-Herndon TM's, 3550-27
Mogul, 1199-37
Brentwood Early Risers, 1673-63
Riverview, 1526-64

10 years

Tri-City Achievers, 4836-F
Seal Beach Speech Bums, 4842-F
LAX Toastmasters, 4847-1
Harborview, 4859-2
Winds of Fortune, 4861-3
San Pedro Squares, 4860-4
UMR, 4850-8
Winners Circle, 4849-11
Hill-Climbers, 4846-15
Triskelion, 4853-26
Arlington Annex, 4857-27
The Enterprisers, 4840-42
Sundown, 4834-43
727, 4841-47
Aurora Lights, 4839-54
National Defense HDQTR, 4856-61
Clinch River, 4843-63
Centurion Speakers, 4852-64
Nundawaga, 4832-65
Colleries, 4831-70
Newcastle, 4835-74

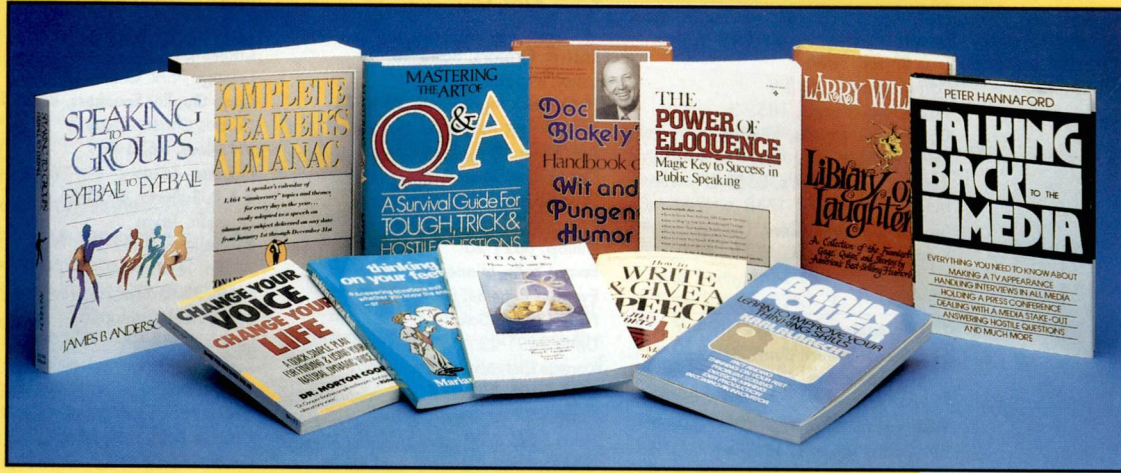
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Cicerone, 8602-U
Taranto, Italy
Chiropractic, 8609-F
Whittier, California
Articulate Athletes, 8638-F
Irvine, California
Young Jewish Professionals, 8660-F
Garden Grove, California
Epson Speaks, 8603-1
Torrance, California
Cellular Speakers, 8634-2
Bellevue, Washington
Ross Systems, 8658-4
Redwood City, California
Starship, 8598-5
San Diego, California
SEH, 8656-7
Vancouver, Washington
Transverse, 8619-8
St. Louis, Missouri
High Tech Talkers, 8659-8
O'Fallon, Missouri
Toast of the Town, 8617-9
Spokane, Washington
Adams Street Oratorical Society, 8620-9
Spokane, Washington
Idaho Orators, 8663-9
Moscow, Idaho
Unity Toastmasters of Fort Wayne, 8601-11
Fort Wayne, Indiana
Southeast, 8664-11
Indianapolis, Indiana

Sun Data, 8613-14
Norcross, Georgia
Total Masters, 8661-14
Columbus, Georgia
Eaton, 8636-16
Shawnee, Oklahoma
Eastern Orators, 8645-18
Essex, Maryland
McCormick Ingredients, 8646-18
Hunt Valley, Maryland
AM, 8641-19
Des Moines, Iowa
Loud Speakers, 8667-19
Waverly, Iowa
Hilltop, 8621-20
Fergus Falls, Minnesota
Evening Express, 8651-20
Fargo, North Dakota
UMB, 8591-22
Kansas City, Missouri
BMC-CWN, 8616-22
Kansas City, Missouri
Harris, 8623-24
Lincoln, Nebraska
Arrowhead Orators, 8666-24
Omaha, Nebraska
Fina Masters, 8608-25
Dallas, Texas
Palo Pinto, 8639-25
Mineral Wells, Texas
Pathfinder, 8593-26
Casper, Wyoming
PSR Persuaders, 8614-27
Arlington, Virginia
Exchange, 8611-28
Toledo, Ohio
E & S Express, 8618-28
Toledo, Ohio
Evergreen, 8668-28
Southfield, Michigan
State Farm Speakeasies, 8627-30
Chicago, Illinois
Gateway Gabbers, 8612-31
Wareham, Massachusetts
Toastmasters of Gloucester, 8652-31
Gloucester, Massachusetts
Bob Rosenberg, 8653-31
Norfolk, Massachusetts
Talk of Tacoma, 8615-32
Tacoma, Washington
Mid-Day Forum, 8599-33
Westlake Village, California
Baldwin Area, 8640-35
Baldwin, Wisconsin
BEA, 8642-36
Washington, D.C.
Somerset, 8637-37
Creswell, North Carolina
Tehama Twilight Talkers, 8604-39
Red Bluff, California
Sunday Sunrise, 8606-39
Citrus Heights, California
Northlake, 8654-40
Cincinnati, Ohio
Top T's, 8592-42
Wadena, Saskatchewan, Canada
Chanticleer, 8596-42
Edmonton, Alberta, Canada
Deerfoot Speakers Corner, 8632-42
Calgary, Alberta, Canada
Saskatchewan Valley, 8635-42
Rosthern, Saskatchewan, Canada
Bottom Line, 8647-42
Calgary, Alberta, Canada

Opportunity Talks, 8610-44
San Angelo, Texas
Power Speakers, 8622-45
Halifax, Nova Scotia, Canada
Prupac, 8626-46
Holmdel, New Jersey
Challengers, 8605-52
Canoga Park, California
Citgo Quality Speakers, 8586-56
Corpus Christi, Texas
VH Glees, 8633-56
Houston, Texas
S & B Galleria, 8655-56
Houston, Texas
TeleTalkers, 8667-56
Austin, Texas
MAR, 3530-57
San Rafael, California
Isaiah, 5387-57
Lafayette, California
Trident Regional, 8590-58
Charleston, South Carolina
Upstate Achievers, 8648-58
Greenville, South Carolina
Drew, 8624-60
Toronto, Ontario, Canada
Spar, 8629-60
Brampton, Ontario, Canada
X, 8630-60
Toronto, Ontario, Canada
Uptown Energy Speakers, 8631-60
North York, Ontario, Canada
Just Do It, 8643-60
Toronto, Ontario, Canada
Glen Abbey, 8644-60
Oakville, Ontario, Canada
Rockcliffe Aerodites, 8585-61
Ottawa, Ontario, Canada
Great Lakes, 8665-62
Flint, Michigan
Bendix, 8649-63
Cleveland, Tennessee
Willis Corroon, 8650-63
Nashville, Tennessee
Virginia Beach School, 8597-66
Virginia Beach, Virginia
Aqualon, 8600-66
Hopewell, Virginia
Virginia State University, 8662-66
Petersburg, Virginia
U.S. Customs, 5084-68
New Orleans, Louisiana
A.B.C. Active Brisbane Communicators, 8595-69
Albion, Queensland, Australia
Kingscliff, 8628-69
Kingscliff, New South Wales, Australia
Vale Speakers Club, 4410-71
Aylesbury, Buckinghamshire, England
Northavon Speakers, 8580-71
Avon, England
Bishopdale, 8657-72
Christchurch, New Zealand
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