

April 1985

# THE TOASTMASTER

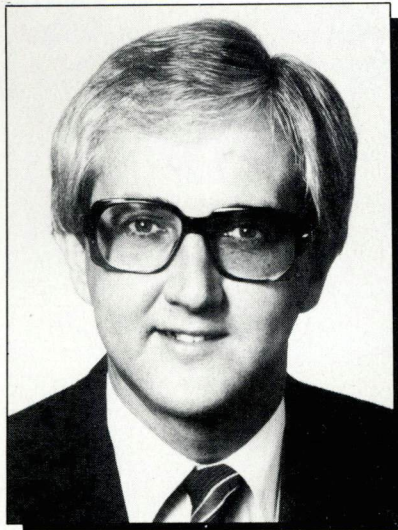


Special Issue:  
Adding Power to the Club Experience



## Personally Speaking

July 1, 1976 is a day I will never forget. I remember standing in front of a mirror in my bedroom at about 4:30 p.m. adjusting my tie in preparation for a trip to a new club chartering banquet, when the sunlight streaming through



the window seemingly experienced a total eclipse. A quick glance between the draperies disclosed an enormous black cloud created by a nearby brush fire.

After getting assurances from the telephone operator that the fire had been reported, I grabbed what valuable documents I had and jumped in my car. Local police were already directing neighborhood residents away from the blaze. I remember driving to the top of an adjacent hill and watching anxiously for about 40 minutes while the quickly advancing fire approached my property. Certain of being late for the chartering banquet, I felt justified in waiting to see if my house would survive.

Well, it did. Without returning home, I proceeded directly to the banquet armed, I thought, with a good excuse for being

late. Besides, I was now the new immediate past district governor and the club charter certificate was safe in the hands of the new district governor. When I arrived at the restaurant, the meeting was already in progress and I was politely ushered to the head table. My program assignment was to say a few words about the "essence of Toastmasters." After a look at the agenda, I was comforted with the knowledge that I had about 10 minutes to gather my composure before my speech.

My words essentially paraphrased a page from Dr. Smedley's *Personally Speaking*. As I stated that a Toastmasters club is in essence a communications laboratory where a member can experiment with the Smedley formulas, I noticed a smile on the face of a distinguished-looking gentleman seated about 20 feet away. I continued with a direct quote: "Every member, if he (or she) is awake to his opportunity (for growth), uses his club as his personal laboratory in speech. Even though he is not definitely conscious of doing so, he tries out different methods of delivery, various methods of selecting speech subjects and arranging his materials."

I expanded on this idea by adding that a Toastmasters club is also a "living library." It has the manuals, books, magazines and educational tapes as reference materials just as in any library. But, a Toastmasters club also has experienced members willing to share their expertise and insights with others—a human reference library.

After the meeting was over I met the gentleman who appeared to enjoy my words. He was Dr. Seth A. Fessenden, personal friend of Dr. Ralph Smedley and the man responsible for selecting the various passages from our founder's writings for inclusion in the book *Personally Speaking*. He enjoyed my words because he knew I was quoting from passages he had personally selected.

Yes, July 1, 1976 is a day I'll never forget—not because my house survived a brush fire, but because I met and chatted with a key person in Toastmasters International's history. It was less than a week later that Dr. Fessenden's voice was silenced forever when he was killed by a berserk gunman on the campus of California State University, Fullerton.

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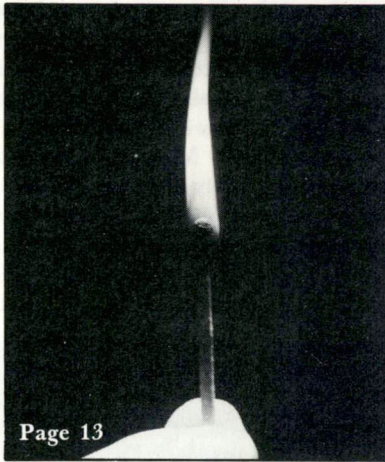
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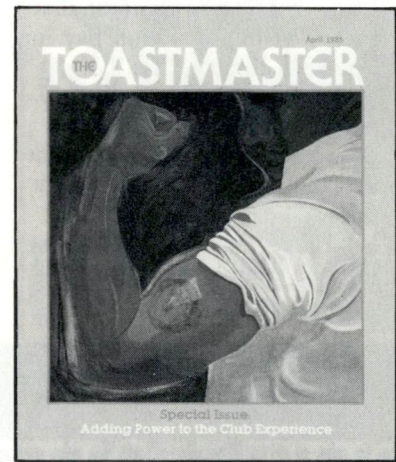
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## COVER

The mission of a Toastmasters club is to provide a mutually supportive and positive learning environment in which every member has the opportunity to develop communication and leadership skills, which in turn foster self-confidence and personal growth. This special issue offers tips on building the muscle your club needs to give it extra power so it can lift members to success. (Cover Illustration by Geoffrey Krueger.)

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**A**rea Governor: "I've just received my semiannual listing indicating that the Early Risers Toastmasters club has not remitted its per capita fees. You know it is very important that each Toastmasters club pay its fees on a timely basis."

**Club Treasurer:** "I know we should pay all of our expenses when due. I also know how important it is that we don't let important things slide...but, but..."

**Area Governor:** "So you'll be sending in your payment tomorrow, ok?"

tion, "What will this club do?" Looking back one year, this current problem could have been prevented if a financial plan had been developed and followed.

### The Club Financial Plan

A financial plan is a quantitative picture depicting a course of action. A club's financial plan plots the course of a club's activities while providing aids for financial coordination and control. Such a plan is, in effect, a forecast encompassing all phases of a club's activities.

The key elements of a club's finan-

the plan and need to be approved before proceeding.

• **Provides Performance Standard**—A well-documented plan provides a benchmark or consistent reference unit for club officers and members to use as an expected performance standard. When the actual results are compared to the initial plan, club members can measure how credible their assumptions were. Making such comparisons routinely identifies potential problems, such as membership dues not meeting quantity expectations.

Early problem identification will allow the club officers adequate time

# PUT YOUR CLUB IN THE BLACK

by Francis E. Lefler, CTM

**Club Treasurer:** "I'd like to, but well, we don't have the money!!!"

**Area Governor:** (Who happens to be a very experienced Toastmaster and is never at a loss for words), "Er, huh, ugh!!!"

**Treasurer:** "Well, we had the money two months ago. I guess with the unplanned leadership program and the special membership mailing, we just happened to spend all the money in our treasury. Also, remember that great idea to have our anniversary celebration catered?"

As you can see, the Early Risers Club (a fictitious club) has an immediate problem! The seeds for this problem were sewn over one year ago when the newly elected club officers started their administration without fully understanding all their responsibilities.

The problem seed sprouted and took root when the Early Risers Club started its new year without a thoroughly prepared operating plan. The problem rapidly grew from a sapling to a tree as the year progressed still without a plan. The ultimate blossoming occurred when great ideas were accepted and implemented without appropriate review.

And now comes the inevitable ques-

tion. The key elements of a club's financial plan are the same as the basics of good personal objectives: specific, measurable, written down and subject to periodic review. A financial plan is recognized as one of the basic tools necessary to maintain a club's fiscal integrity. The reasons for the preparation of a financial plan can be summarized as follows:

• **Forced Planning**— Once a club decides to prepare a financial plan the planning process provides the discipline for club officers to truly formulate their operating policies. How many members must the club have to meet its financial commitments? What has been the club's member retention experience? What are the costs of each club meeting? Can all proposed member training programs be funded? Decisions for each of these questions must be made prior to the start of a new Toastmasters year.

• **Facilitates Decision-Making**— With a financial plan established, the process for daily decision-making becomes more structured and is often clarified. By knowing what was anticipated and thereby included in the annual plan, the timing of program commitments and the payment of associated bills can be efficiently completed. Unanticipated activities, bills, and so on represent a deviation from

to evaluate all possible alternatives as part of a thorough decision-making process. In addition, individuals will gain valuable experience in prioritizing and dealing with the realities of fiscal responsibility as they decide which of the many great ideas to pursue.

The comparison of actual to planned results facilitates club member communication. What could be more newsworthy than a quarterly report on the club's financial status?

### Specifics

In preparing its financial plan, the planning time frame a club uses should be flexible and appropriately timed to anticipate major club occurrences such as a membership drive, a change in meeting location or paying financial commitments in the form of per capita fees, contractual obligations, etc. A good plan should include a semiannual and an annual summary.

For most clubs the primary objective of financial planning is to determine the appropriate club membership dues. Many battered treasurers have emerged from the planning process with stacks of scrap paper resulting from the many iterations needed just to meet this objective. However, properly set dues eliminate many potential problems.

The assumptions used in other plan-



ning activities such as member retention and new member addition need to be converted to anticipated income. Other sources of income might be from fundraisers or possibly donations or contributions. In short, identify all sources of income. The use of an organized worksheet greatly facilitates a club's financial planning.

Toastmasters International provides such a worksheet at a very low cost—the Cash Receipts and Disbursements Journal (#81), as well as a Membership Roster and Record of Dues Paid (#82). A complete kit, the Simplified Club Financial Record (#83), is a full

of expenses typically incurred by every Toastmasters club. What other supplies will be needed? Items such as new member pins and special brochures to attract new members add to the total operating costs.

If a club has a library, new additions should be made each year. Estimate the annual expense of such items. All good plans expect the unexpected. Thus, set up a contingency fund to cover unidentified expenses.

As part of the final review of the plan, scan expenses incurred during the prior year (cancelled checks, meeting minutes, reimbursement slips, etc.). Have any routine items been forgotten?

If income approximately equals the expenses, the plan is ready to be submitted for final review by the officers and club membership. If the income greatly exceeds expenses, are the club dues too high? Possibly a new developmental program can still be added to the club's training program.

If the expenses exceed income, phrases like "in the red," "net loss," "negative bottom line," and "HELP," should be temporarily added to your vocabulary. The immediate response is often to raise club member dues. This should be done cautiously. It is better to evaluate critically what must be done to bring the plan into balance. Implement the appropriate changes and reconfirm that income and expenses are in balance.

### Summary

Proper club financial planning allows club members to experience the satisfaction of a job well done. Besides preventing a lot of headaches and debts, effective utilization of a plan provides: experience in exercising fiscal accountability, a medium for club member communication and a very valuable instrument for preparing future plans. In short, the benefits are overwhelming. Why wait to start? Good luck. 🗣️



*past CPA, he is currently an accounting manager with a large manufacturing company.*

**Francis E. Lefler, CTM**, a member of Sunrise Toastmasters Club 619-26 in Fort Collins, Colorado, has held most club offices and has served as Area Governor. A

package which includes the two previously mentioned forms (81 and 82). All three items are available from World Headquarters, and all are listed on page nine of the 1984-85 Supply Catalog.

On the expense side, estimate the club's commitment to Toastmasters International for per capita fees and member initiation or transfer fees. The membership assumptions used to calculate income can also be used to project such fees. Other major items are the costs associated with each club and special meetings. Such costs should be easily calculated based on the specific activities already planned for the new year.

Each training and development program needs to be reviewed in detail to identify potential funding requirements. Special events such as hosting contests and area seminars should fund themselves. However, if a club chooses to pay the registration fee and meal expenses for its representatives at such functions, appropriate planning for these costs should be made.

Supplies, certificates of appreciation, trophies and newsletters are examples



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## BRING A FRIEND TO TOASTMASTERS!

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*And there's no better time for your club to grow than during Toastmasters' April-May membership campaign, Get Into Action. By adding new members during these months, your club will not only grow bigger, stronger and better — it can also earn special recognition.*

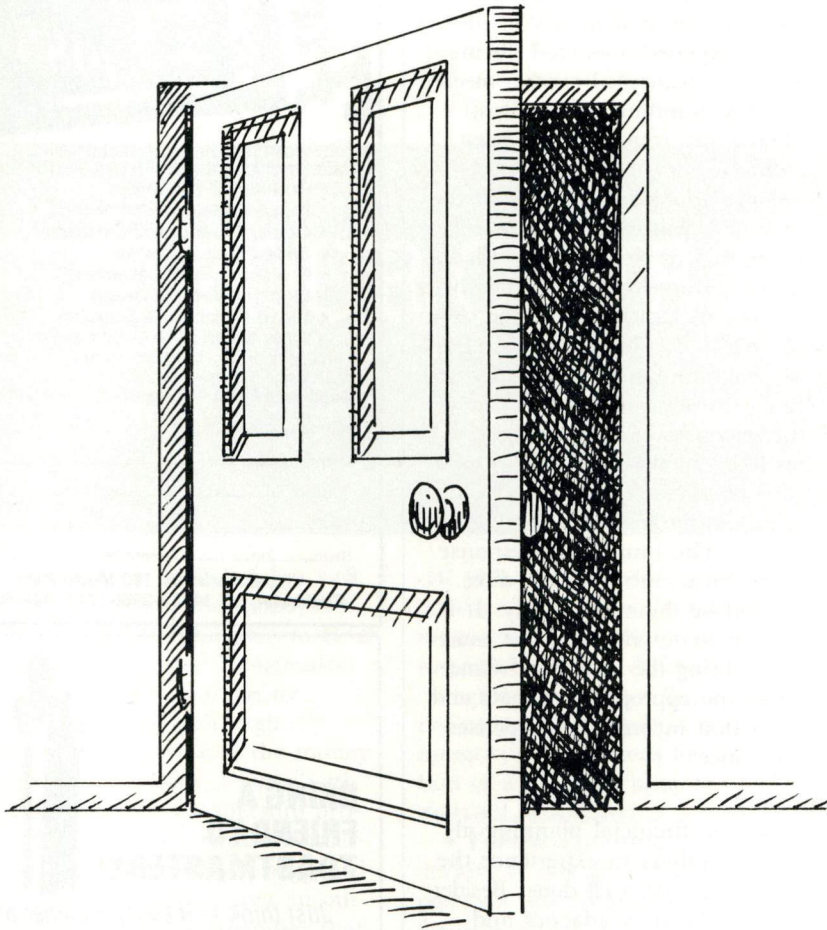
*Every club that adds five or more new members during April and May will receive a "Get Into Action" banner ribbon. Those adding 10 or more new members will be mailed a "Best Speaker" trophy. In addition, the top club in each district will be presented with a "top club" ribbon.*

*So don't hesitate . . . Get Into Action! Tell a friend about the benefits of Toastmasters, then invite him or her to your club's next meeting.*



# The Threshold Effect... Transforming Guests to Members

by Carl H. Hendrickson, ATM



SOMETHING STRANGE AND WONDERFUL HAPPENS  
TO GUESTS AS THEY STEP THROUGH THE DOOR  
OF A TOASTMASTERS MEETING.

**W**hat is your guest/member ratio? Does one of every ten guests join your club? One of every five or one out of two? Unless you are converting *each* into a member, an examination of your procedure for welcoming and selling guests on Toastmasters is in order. And if your guest/member ratio is poor, your club *definitely* needs to make guests feel more welcome and provide them with a more friendly and stimulating atmosphere.

## The Phone Contact

It is essential that the first contact a guest has with your club engender a favorable impression. Often this first contact is a telephone call from a potential guest who has seen your advertisement and is wondering whether the Toastmasters program could be of benefit to him or her.

The Toastmasters recipient of that call should be a warm, friendly, social individual with a thorough knowledge of Toastmasters and the many benefits

it can offer. A shrinking violet who abhors meeting strangers definitely should not be the telephone contact.

Likewise, a recording device should not be used. How quickly we lose our enthusiasm and interest when greeted by an impersonal machine!

The telephone contact should have a supply of Toastmasters literature and brochures on hand to send to anyone who calls. This material is a "silent salesman" which should be in each prospective member's hands before he or she attends a meeting. The written literature will reinforce the oral information provided by the telephone contact.

After providing verbal information about the program and promising to send brochures and pamphlets, the Toastmaster contact should invite the prospective member to be a guest at a club meeting. Convey any meeting requirements to the guest prior to the meeting. For example, if the program is a luncheon or dinner meeting, inform the guest that a meal will be provided and the cost thereof. If the meal is optional, advise the guest of this and give him or her the opportunity to make an informed decision.

The Toastmaster phone contact will serve as the guest's host, so it is imperative they be at the meeting in time to greet the guest as he or she first enters the meeting room. It is extremely important to the guest's sense of security to know there will be a "friend" at the meeting; albeit, one that he or she only has spoken to over the telephone.

Once the guest has arrived, it is the responsibility of the telephone contact to introduce the prospective member to club officers and other club members, and to explain club procedure and the Toastmasters format.

## The Threshold Effect

When a stranger crosses the threshold into a Toastmasters meeting room, a transformation *must* take place; this stranger must become a friend. Those first few "threshold" minutes are extremely important in establishing a secure base from which the guest can



be converted to a member. Whether the guest has been invited as a result of a telephone inquiry or has walked in "cold," he or she should be warmly greeted at the door.

A telephone contact is but one of the cadre of "official greeters" that belong to an invigorated club. These are individuals who are friendly and outgoing and who enjoy making new friends. They should be regular attendees at each club meeting and should have a flexible schedule that will permit them to arrive early at all meetings.

An "official greeter" is responsible for each guest or party of guests that attend a Toastmasters meeting. To aid their endeavors, it is helpful for each member to wear a permanent name tag and for each guest to receive a name tag upon entering the meeting room. Knowing and using names is a great aid in establishing a warm, friendly atmosphere.

Finally, the official greeter and the guest should exchange telephone numbers. Questions or concerns the guest may have can be answered or alleviated through a telephone call to the greeter. Also, by obtaining the guest's telephone number, the greeter has an opportunity to make a follow-up call to determine whether the guest has any questions and to invite him or her to the next meeting. Follow-up calls are a great way to show the guest the club cares and wants to help.

### The Club President

The role of the club's president in converting a guest to a member cannot be overlooked. First, he or she should *always* take the time to chat briefly with each guest before the meeting and to explain how happy the club is to have the guest visit with them.

Early in the business portion of the meeting, the president should introduce by name each guest to the assembled club members. The guests should be offered the opportunity to explain a little about themselves and why each has come to the meeting.

This "ice-breaking" technique allows many individuals the first opportunity to speak before strangers (the large majority of men and women who enroll in Toastmasters do so to overcome fear of speaking to a crowd) and introduces the guest to members who did not meet him or her before the meeting.

Finally, at the conclusion of the meeting, the president should thank


the guest for attending, invite him or her back to another meeting and offer the guest an opportunity to make a few comments about the meeting or ask a few questions.

Each guest is a potential member. He or she would not have attended the meeting unless there was a realization that the Toastmasters program could help improve speaking, thinking and listening skills. These individuals are taking a large stride forward by attending a Toastmasters meeting. They are among strangers, in a new environment.

### Ignite the Spark

If the club members provide warmth, friendship and support, the guest will lose concerns and inhibitions and will look forward to returning. Remember, the guest has a special need for the Toastmasters program or he or she would not be at the meeting. It is up to each member, but especially the official greeter and the

club president, to fan the spark of interest into a flame of desire to join.

By creating the appropriate setting of warmth, friendliness and support, you can turn that guest into a member. And through the infusion of new members with new, fresh ideas, your club will prosper into the dynamic entity it can be. 

**Carl H. Hendrickson, ATM**, is a member of South County Toastmasters Club 1957-8 in St. Louis County, Missouri. He has served as both club treasurer and president, won the club's Serious Speech Contest twice and also won the Division Serious Speech Contest. A counsel for Union Electric Company, Hendrickson is also a member of the Missouri Bar Association and the American Bar Association.

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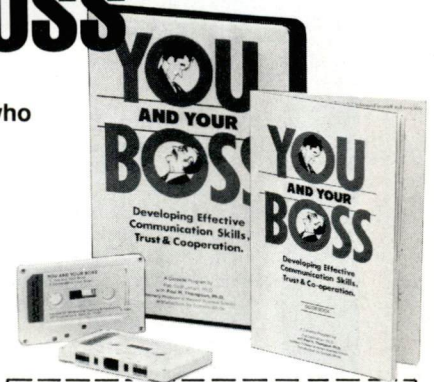
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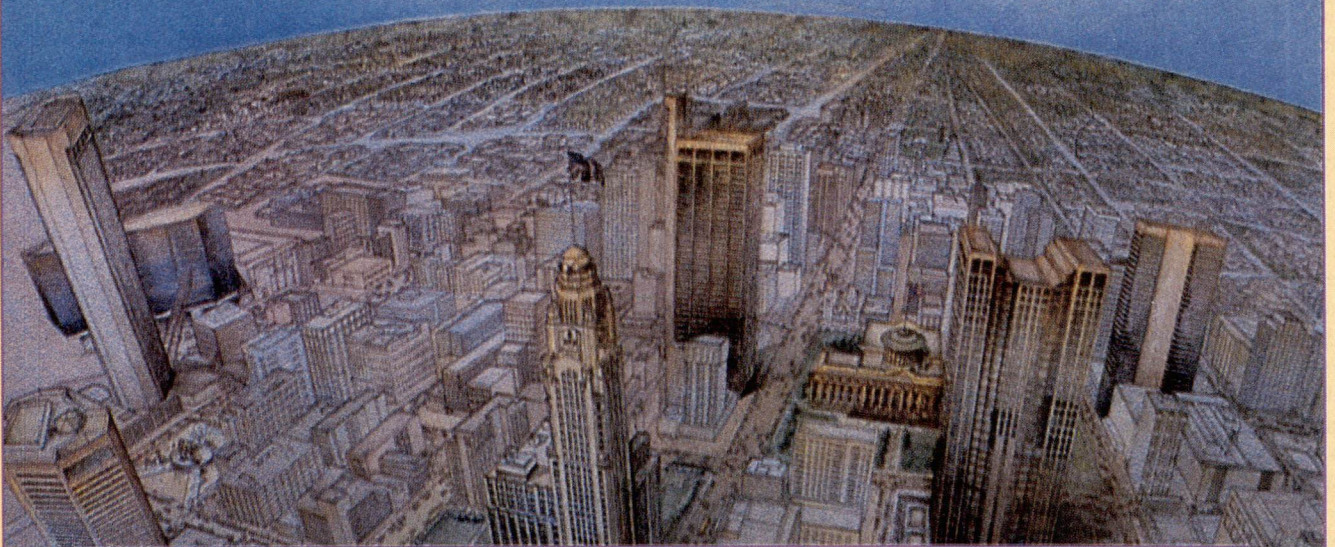
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# Turn the Tables on Prospects

by Sharon Lynn Campbell, ATM

**A**ll Toastmasters clubs need new members to survive and grow. Many sources of new members exist, including advertisements in local papers, listings in the phone directory, friends and relatives of members and so on. One often overlooked source is tabling—operating an information table at community or organization gatherings to tell people about the benefits of Toastmasters.

While tabling is an effective membership-building tool, if not handled properly, it can also produce some pitfalls. Successful tabling is a four-part process: locating suitable events, planning, staffing and follow-up. This article will tell you how to avoid the problems and enjoy the prospects generated by tabling.

## Suitable Events

Before you can operate a successful Toastmasters information table, you must find a place to put it. Some possible locales include local community fairs, gatherings of other organizations or professional societies, church and school fairs and any other meetings.

Keep track of upcoming local events, and ask function organizers if they could use some specific services the club can offer. Perhaps you could supply a speaker or a master of ceremonies or conduct a workshop on public speaking.

If the function's organizers agree to use the club's services, they will almost always give you permission to set up an information table somewhere. Even if they can't use your services, ask about setting up the table anyhow. They might well be able to accommodate you.

Once you obtain permission to set up a table, and especially if your club will provide some service for the event, get the agreement in writing well before the event. Send the organizers a letter requesting their signature of

agreement.

The letter should include *what* services you will provide and *when* the service will be provided; also *when* the information table will be in operation, *where*, precisely, it will be located, and *why* it will be there. If you are later challenged, the letter will enable you to defend your right to have the table functioning at the event.

It goes without saying that any services you provide to the event must be top-notch. The speaker should be excellent, the master of ceremonies superb, the workshop conducted by the best possible leader; *all* Toastmasters present must represent professionalism. Any second-rate performance will result in a greatly-reduced number of member prospects and could harm the Toastmasters name.

## Planning

Your goal at the event is to get people to the table and to induce them to listen to you. A very simple and inexpensive tactic will do both these things: Offer a free beverage. Handing out a free supply of icy lemonade or cold apple juice at warm-weather events (or coffee or tea in cold weather) will entice potential member prospects.

Generally, people feel obligated to at least listen to you while they are drinking your beverage, so this will give you a couple of minutes to spark their interest in Toastmasters. How many times have you been snared by this same method in supermarkets—a product demonstrator offers you a taste of a new pizza or cheese, and you find yourself listening to this stranger while you munch?

You can cut costs by using very small drinking cups which only hold a couple of ounces. If a person seems somewhat interested halfway through your chat, offer them a refill so you'll have a chance to finish.

The table itself should be divided

into two sections: Toastmasters literature and materials to give away, and materials for reference only. Tape a sign on each half of the table to clearly divide its contents and prevent loss of reference material.

Besides Toastmasters' handouts, the "help yourself" section of the table can contain the free beverages and a stack of blank paper (preferably with TI logo or club name and phone number imprinted) for prospects' use. Depending on your club's budget for this event, you may want to also give away pens imprinted with your ad. If you can't afford this, at least attach a couple of pens to strings on the table near the pads of paper.

Plan on providing plenty of Toastmasters literature for people to take home with them. Include the standard TI brochures (i.e. code numbers 99, 100, 101 in the Supply Catalog) complete with an up-to-date name, address and phone number of the club contact.

Also distribute copies of your club's next meeting agenda and current club newsletter, publicity flyers for upcoming events that guests may want to attend and any other handouts you may want to include.

To save your club secretary much time and trouble, provide a stack of envelopes on which prospects can write their names and addresses. Do try to get their phone numbers, too.

If the event is such that you may need the names and addresses of other clubs, provide a list of all open clubs within a reasonable distance. You can get this information from your District Directory or from World Headquarters.

You also need reference information to convince prospects of the value of Toastmasters. So you'll want the "reference" side of the table to contain such items as a Communication and Leadership manual and any or all of the advanced manuals. You'll also



want to display a Speechcraft manual, back issues of *The Toastmaster* magazine and awards your club's earned.

Sad to say, unless your staff is large and watchful, you shouldn't display anything you aren't prepared to lose. For instance, don't display any manuals in use by club members, because if they are stolen or lost all the valuable evaluations of previous talks will be gone.

### Staffing

As just mentioned, staffing of the table is crucial to retaining displayed material. But there's more to staffing an information table than just vigilance.

The Toastmasters serving as staff are the single most important element in the success of tabling. Once people are enticed to the table, staff members must have the insight, empathy and charisma to transform these uninformed strangers into prospects.

And staff members themselves are living promotion for the organization. They must embody the fine-tuned qualities of effective speaking, listening and thinking the Toastmasters program offers. They must be Toastmasters who are knowledgeable and *enthusiastic* about the organization, and must be pretty good salespeople, too.

Tabling can be tiring work, so be sure there's enough staff that no one has to work more than an hour or so without a break. If you expect large attendance at the event, you may want to schedule four to five staffers at all times.

It is better to overstaff than to understaff, because supplies will need to be replenished, the table kept neat, staffers replaced for breaks, etc. No one will be underemployed. Take care to not *ever* leave the table unattended. You could face a disaster of stolen or vandalized displays if you do.

Members working the table need to understand they are *not* there to visit with one another. They are there to meet strangers and turn them into prospective members. Sitting behind the table will not do the job either, so remove temptation by removing any chairs from behind the table. (This is why scheduling breaks frequently is so important—so staffers can go sit somewhere and relax.)

One method of securing strangers' interest is to step in front of the table,

approach passers-by and offer them a drink. Usually the prospect will accept, and you then have the opportunity to ask if they are familiar with Toastmasters. Depending on their answer, you either acquaint them with the program or find out more about how they heard about Toastmasters and what they think of it.

It is very important when addressing prospects to remember they are under no obligation to listen to you, and if they aren't interested, let them go gracefully. They'll retain kindly thoughts about Toastmasters, and may later steer someone else your way.

If you are rude or too pushy, Toastmasters will rate right up there in their minds with our society's most obnoxious. You won't win them all, so don't even try.

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## OFFER YOUR CLUB'S SERVICES AT LOCAL EVENTS.

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If the prospects are interested, chat with them. Find out what goals they have in life, what questions they have about Toastmasters and answer those questions by relating what Toastmasters can do to help them reach those goals. Tell them what Toastmasters has done for you and try to "close" the deal.

Get them to give you their name and address for your mailing list at the least, and a commitment to attend the next meeting as your guest if you can. If they can't make it to your club's meeting refer them to a convenient club. The idea of tabling isn't just to build your own club, but to promote Toastmasters International too.

You might have the misfortune to be visited by undesirable characters, especially if alcohol is served elsewhere at the event. One man stopped by one of our club's tables and proceeded to insult women in general loudly and persistently.

The key here is to ask them firmly to leave, now, and please don't come

back. You aren't *that* desperate for members, after all! If asking them firmly to leave doesn't work, one of your staff members should find a security guard to politely help.


If you see anyone making off with a reference item, act as if you assume it was an innocent error on their part—it really might be! People don't always read, or even see signs. By giving them the benefit of the doubt, if it wasn't an error, you haven't put them on the defensive and if it was an error, you won't have lost a good prospect.

### Follow-Up

Everyone has good intentions, and most prospects who give you their name and address firmly intend to look you up when the next meeting rolls around. But between the gold inlay they lost, the letter from the boss threatening to fire them, the dog's cut foot and the call from the Lottery Commission telling them they won \$1,000,000, they just might forget about the meeting.

If you follow up with a phone call you will remind them they need public speaking so they can make the talk show circuit now that they have all that money. Or they need to be able to confront their boss verbally without stuttering and shaking. Or they may just have to be able to communicate clearly with the veterinarian.

Keep it low-pressure, though, and if they've had a change of heart, that's okay. Let them go gracefully. Who knows, they might change their mind again in another month, and if you aren't nice about it the first time they'll certainly not call you again.

Of all the public speaking and persuasion opportunities you'll ever have, the challenge of tabling will be up there at the top as a chance for you to grow as a Toastmaster. With a little bit of effort at locating the opportunities, careful planning, good staffing and conscientious follow-up, you'll help your club, yourself and Toastmasters International grow. 

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CLUB PRESIDENTS CAN SPARK A BLAZE  
OF ENTHUSIASM, IF THEY CAREFULLY  
CHOOSE THEIR KINDLING.

# Club Presidents Spark the Fire

by Thomas Montalbo, DTM

**T**wo Toastmasters clubs were chartered at the same time in the same district. Each club started out with 20 members. Six months later one of the clubs had 40 members—all active, regular attendees—but the other club had folded. What happened? Why did one club not only survive but also thrive while the other died?

There's an old saying, "Fish begin to decay at the head." That also applies to organizations. When a professional football team loses game after game, the head coach is blamed and fired. When a business steadily loses money, the chief executive officer is replaced. Similarly, the difference between a strong and a weak Toastmasters club is the club president's performance.

As club president, it's up to you to provide conditions that motivate members to get the job done. The Toastmasters Communication and Leadership program is so named because communication naturally ties in with leadership. Communicating involves more than just talking to the other club officers and members. You must also listen to them.

David Dworkin, president of Nei-

man-Marcus department stores, stresses "how important it is for people in charge to listen to those around them." When you as club president listen to members, a give-and-take exchange of ideas is stimulated. In this interchange

enthusiasm, the other officers and members will follow your example. Your energy begets their energy. Your enthusiasm sparks their enthusiasm.

## What Is Leadership?

In a nutshell, your role as club pres-

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## *THE PRESIDENT'S LEADERSHIP DETERMINES WHETHER THE CLUB WILL BE WEAK OR STRONG.*

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you're the catalyst for transforming their talents and efforts into results. And the members are made to feel that achieving the club's goals also benefits them as individuals.

Mary Kay Ash, head of Mary Kay Cosmetics Company, says, "We have an expression, 'The speed of the leader is the speed of the gang.' Just as a salesperson or a satisfied customer can generate enthusiasm in someone else, one person can also generate it in a whole group. The best way to do it is by example."

If you personally show energy and

ident is to provide leadership. But as United States President Dwight D. Eisenhower once observed, "Leadership is a word and a concept that has been more argued than almost any other I know."

Judging by the varied views voiced by many persons, "leadership" is hard to pin down. If we go by the dictionary, leadership is directing, commanding or guiding a group of people. Industrial leader Clarence B. Randall was more specific in his book, *Making Good in Management*. He wrote, "The leader must know, must know



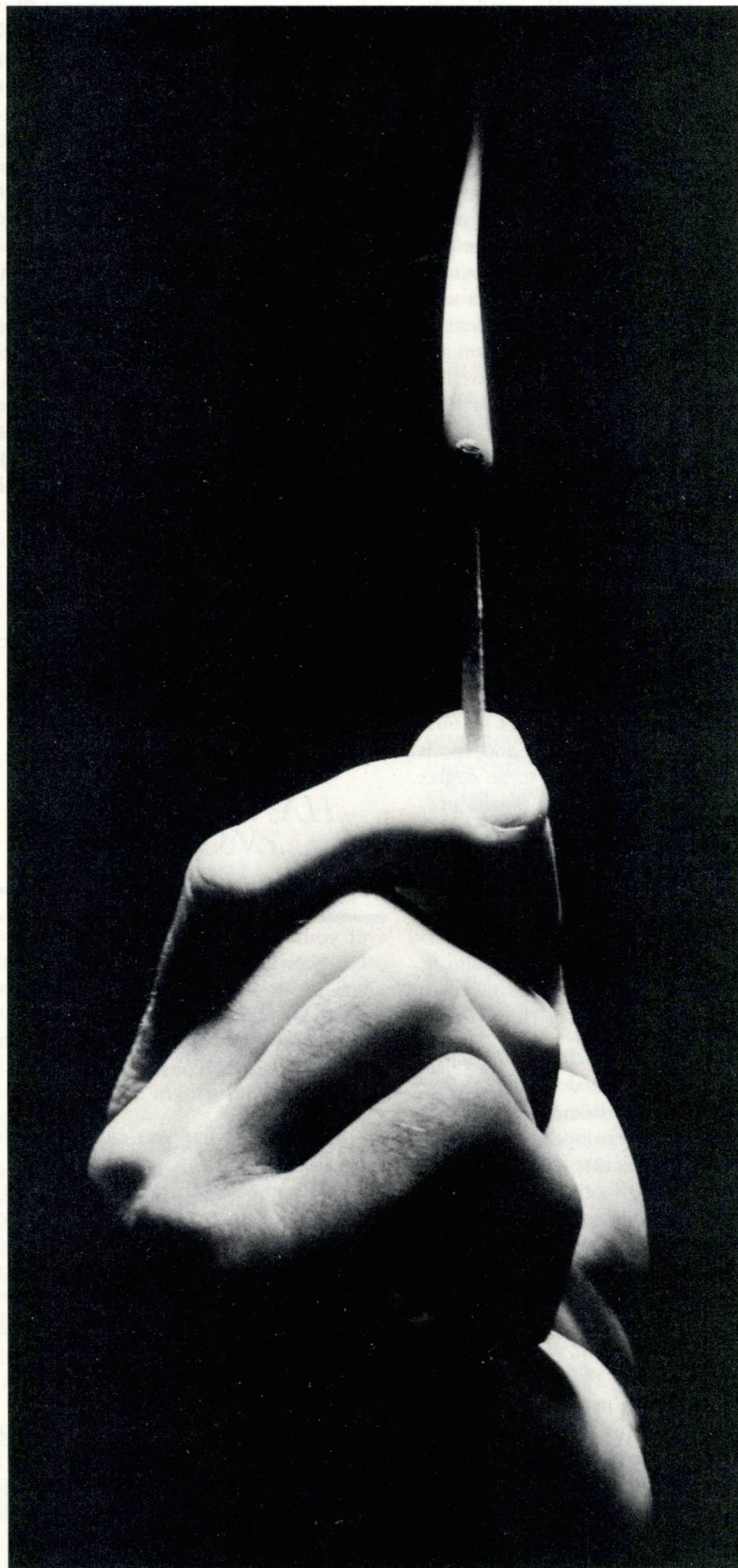
that he knows and must be able to make it abundantly clear to those about him that he knows.”

Randall’s explanation focuses on three essential qualities of leadership: (1) knowledge of the work situation and organizational structure in which the leader must operate; (2) self-confidence; (3) communication skills.

That interpretation hits the target: Leadership is directing or guiding others by persuasion or influence to do what you want them to do. Eisenhower put it this way: “Leadership is the art of getting someone else to do something you want done because he wants to do it.” That’s the key to successful leadership—motivating others to achieve established goals.

By definition, “motivate” means to push into motion, to urge or stir into action. That implies doing something to others. You can use a rod or stick to move cattle, but that approach won’t work with people because motivation must come from within a person.

Eisenhower said, “I would rather try to persuade a man to go along because, once I have persuaded him, he will stick. If I scare him, he will stay





just as long as he is scared, and then he is gone.”

That's good advice. You can't *force* other people to go along with you, but you can *bring* them along. They will commit themselves to the extent they can see ways of satisfying their own needs. Get them to do things because they want to. Persuade them to take a desired action or to believe something by appealing to their reason or emotion. Then they will embrace the idea or decision as if it were their own.

Eisenhower's persuasive skills won him unusually large voter support in his two U.S. Presidential election victories. Similarly, Winston Churchill's eloquent speeches rallied the British people to his call to save their nation from Adolf Hitler's threatened invasion. You might say, "Eisenhower and Churchill were not ordinary leaders." True, but no successful leader is ordinary. However, ordinary persons can succeed as leaders through extraordinary determination.

Warren Bennis, professor of management at the University of Southern California, recently completed a four-year study of 90 leaders in business, government, the arts and sports. He found they shared, in some degree, four characteristics: vision, persistence, ability to communicate, respect for self and others.

Of these, vision was the only one common to all in the study group. Bennis says these leaders have a kind of laser-beam intensity when talking about their vision. And this intensity seems to draw people to them.

### Your Job as President

When you're elected by your Toastmasters club as president, you assume leadership of the group. It's up to you as their leader to inspire enough confidence to turn the club members into enthusiastic followers. You might begin your term of office with an "inaugural" speech in which you paint a picture of growth for the club, of improved programs, or of some other ideas you envision for your administration. But it is important that you share your visions with club members to help make these visions become their own.

The job of president is the most important, the most difficult and the most satisfying of all the club offices. It's the most important because the president's leadership makes the difference between a vital, enjoyable club and a sluggish one. Your job as president is the most difficult because of things

you must do personally and because you must make sure all the other officers do their jobs. And your job is the most satisfying because it provides you with challenge, achievement and recognition as the chief executive officer of the club.

You're bound to achieve much satisfaction as club president. You sharpen your own leadership skills while helping the other officers develop theirs. You see to it the club flourishes as an active, healthy one for all its members.

Your election as president, however, doesn't automatically make you a leader. Only your performance on the job can demonstrate the quality of your leadership. You're responsible for results. You may delegate authority to other officers and members, but if they don't perform as expected, you're the one who is to blame. You bear the final responsibility for work done or not done.

Yet you can't rely on the authority

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## USE THE CLUB MANAGEMENT HANDBOOK.

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of your position to get the job done. No president can push a button and cause the other officers or members to jump in response like robots. This is especially true in a volunteer organization such as Toastmasters.

### Some Tips

But here's what you *can* do as club president:

- Treat all club members as you want them to treat you. Mary Kay Ash, in her book, *Mary Kay on People Management*, writes that at her company "every people management decision made is based on the Golden Rule."

- Find out members' needs and compare them with club goals.

- Develop a warm, friendly and positive club atmosphere.

- Give members opportunities to participate in planning and establishing goals. Such participation gains the members' consensus, commitment and involvement in achieving the goals which match their development needs. As Mary Kay Ash puts it, "people

will support that which they help to create."

- Build a spirit of teamwork directed toward accomplishing results that meet members' needs and club goals. You mold the club into a team by expanding responsibility to the entire club and showing members you trust them to get the job done right for both themselves and the Toastmasters organization. This builds a team whose members reinforce each other, since trust is contagious. If someone shirks a job or messes up, others in the club step in to help rather than make excuses.

- Give credit for achievement. Everyone appreciates grateful recognition.

- "Think things through, then follow through." That was aviation executive Edward Rickenbacker's formula for success.

### More Specific Steps

Those are the broad steps to take. Here are some more specific steps:

- Become thoroughly familiar with the Club Constitution and Bylaws, and *The Chairman* manual.

- Read the latest edition of Toastmasters International's Club Management Handbook. Give the other officers reprints of their respective sections under the handbook's "Club Officer Duties and Resources" section.

- Attend the officer training sessions conducted by your area and district. That's where you'll learn how to put into practice what the Club Management Handbook prescribes. The training session should also be attended by all other club officers. Training will make up for any differences or gaps between an officer's present skills and the new job requirements.

- Put the Club Management Plan into effect—it is the primary factor used in selecting top clubs for recognition by Toastmasters International. This is an ideal management tool for setting goals, identifying strategies and monitoring progress.

- Use the latest Toastmasters Supply Catalog (a new one comes out every year). Become aware of the variety of helpful materials available. Display this catalog at club meetings for the members' benefit.

- Read the *TIPS* newsletter, *Patterns in Programming* manual and *The Toastmaster* magazine for information and ideas.

- Appoint committees and preside at the Executive Committee. Jokemasters



poke fun at committees, saying "A committee is a group of people who take a week to do what one person can do in an hour," or "A committee is a group of people who individually can do nothing but as a group decide that nothing can be done."

But those committees are not the type you want. They're of no value to you or the club unless they produce results. Motivate your committee members to be positive, determined and enthusiastic. See that they understand what's expected of them. Make them realize they're important spokes in the club operation wheel. Keep your finger on the pulse of all committees. Remember that except for the Nominating Committee you're an ex-officio member of all standing and special committees.

- Attend and participate in area, division and district meetings.
- Preside at all club meetings.

### Presiding at Meetings

Basically, your responsibility as a presiding officer at club meetings is to keep the agenda items moving at a brisk pace in an orderly and common-sense manner, with due respect for the rules of parliamentary procedure. You're the final reference in procedural and policy matters (see your club's bylaws for details).

Be tactful, courteous and open-minded. Keep your cool. Be fair to everybody, even those whose views you disagree with. By being fair to all viewpoints, you'll gain the entire club's respect. Allowing minority opinions on certain issues is not only fair but shows the majority that they too will be heard when they might hold a minority view on some other issue.

You can be fair and considerate without leaving any doubt as to who's in charge and running the meeting. To keep members attentive to the business at hand, you might say: "I'm afraid we're drifting away from the subject. This is interesting, but we'd better get back to our agenda;" or "We're making the same argument for the second and third time. Are we ready to reach a decision on this matter?"

The quality of each club meeting depends on your planning for it. The extent to which you plan hinges on your leadership. This relationship between planning and leadership was emphasized by Dr. Ralph Smedley, founder of Toastmasters, who defined leadership as "the capacity to look ahead, think ahead, plan ahead and

then influence other people to go ahead on the plan."

Planning is important because everything else in a successful club operation results from it. So prepare in advance for every meeting. A couple of days before the meeting, check with the educational vice-president to assure yourself that the speaking/evaluation program and participants are ready and contact the secretary about correspondence and other items for the business segment.

Begin each meeting on time. Waiting for stragglers only encourages them to be late next time and wastes the time of those present. Carry through on a definite schedule. Make sure each segment of the meeting stays within the assigned time. Remember, you must set an example in your role as president. If you tell the others to stick to their allotted time, be sure you do your part to keep things moving.

After you've called the meeting to

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## ATTEND OFFICER TRAINING SESSIONS.

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order, let the members and guests limber up a bit. Ask them to stand and stretch, stamp their feet on the floor or reach out to someone near, shake hands and smile! While they're standing, call for the invocation and pledge to the flag.

Next, introduce the guests and welcome them. Make or call for announcements. Occasionally call the members' attention to an article or two in *The Toastmaster* magazine or your district bulletin.

Follow with the business portion, which should be brief, since the Executive Committee handles most of the club's business.

Then introduce the Toastmaster of the Meeting. No matter how well the Toastmaster is known to the members, give him or her a good send-off. Use a well-prepared short speech of introduction. You can achieve originality by using appropriate humor, anecdotes or incidents. Deliver the introduction with enthusiasm, but be brief.

When the Toastmaster of the Meet-

ing returns control to you at the meeting's end, thank him or her for participating, thank the guests for attending, ask them for comments and adjourn the meeting with a closing thought.

Soon after the club meeting, get in touch with the guests who attended. Presidential contact with prospective members enhances our Toastmasters image—it shows them we're on the ball. Follow up with a phone call or a short letter on official Toastmasters stationery. Thank them for their visit and invite them back.

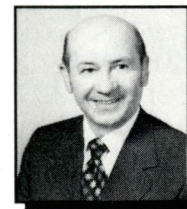
### Three Factors of Success

As you perform the duties of club president, bear in mind the three most crucial factors in the success or failure of your club are these: membership, attendance and programming. Good programs make members eager to come, glad to stay and proud to bring guests.

Your club will always lose some members because of attrition or other reasons. But such membership loss is overcome by inviting guests who may later become members because the programs impressed them. (See "Putting Variety in Club Programming" in *The Toastmaster*, August 1983.)

Briefly, then, the club president's role can be best described by singling out its central function—leadership—directing the activities of other officers and members. In so doing, the club president builds a team enveloped in an aura of enthusiasm which makes the club greater than the sum of its members.

Before success can be achieved in a Toastmasters club, it must first exist in the heart and mind of the club president. So, when it's your turn, be that dynamic president all your club members hope for! 🎤



**Thomas Montalbo, DTM**, a member of *Sparkling Toastmasters Club 3602-47* in St. Petersburg, Florida, has been active in Toastmasters since 1963, is a Past Area

Governor and has received a Presidential Citation for his articles in *The Toastmaster*. A former Financial Manager for the U.S. Treasury Dept., he holds a BA degree in English and an MBA degree in management and is the author of *The Power of Eloquence*, a public-speaking book published by Prentice-Hall, 1984.



# FLY HIGH in Formation



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*The "V" Formation Geese Fly in Is One of Nature's Perfect Structures, and Surprisingly the Toastmasters Club Is Very Similar.*

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My assigned topic as a participant in the Area Governors Speak-off for Founders District was 1983-84 International President Eddie Dunn's "Experience the Power of Toastmasters" theme. As I began preparing the speech my emphasis was on "power," the tremendous power of the Toastmasters organization. In a short time, however, I found my emphasis shifting to "experience."

I began to realize the power of Toastmasters is like the power of a storage battery. The power is always there, but to realize its benefit you must make a connection to the battery. Experience is the connection for tapping the power of Toastmasters and participation is the key to experience.

## **Migrating Geese**

As I pondered this new insight I remembered a lesson I learned from my dad on a warm spring day many years ago in northern Minnesota. As we fished for trout on the Prairie River my attention was drawn to a flight

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*by Jack M. Kantola, ATM*







of geese heading north to their summer home in Canada. My youthful curiosity aroused, I asked my dad why the geese were flying in a "V" formation. He said geese fly in formation because they can travel up to 30 percent faster in formation than if they fly individually.

Each goose was flying independently and yet they were all flying together. The formation's structure gave them the extra speed. In that simple concept is the reason Toastmasters is such a powerful force today. Each of us works independently within the Toastmasters structure to improve communication and leadership abilities and is able to grow at a much faster rate than if we work alone.

By uniting individuals within the Toastmasters club we have a true demonstration of synergy—the whole is greater than the sum of its parts. The structure provided by the Communication and Leadership manual and a well-run Toastmasters meeting create the same result as the "V" formation for the geese.

As I thought about that flight of geese after all these years I realized they also knew where they were going. They had a goal—their summer home in Canada. We as Toastmasters have goals as well. We all work to become Competent Toastmasters, Able Toastmasters and ultimately Distinguished Toastmasters. In the process of achieving those goals we achieve our goal of becoming more effective communicators and leaders.

The geese also have commitment. I have never heard of a flight of geese giving up and stopping in Kansas. They always reach their goal. Without structure, without the direction of a goal, without the commitment to reach our goal, we begin to wander aimlessly and lose momentum in our growth in communication and leadership.

My dad also told me the geese take turns in the lead position, the most demanding position in the "V" formation. When the lead goose begins to tire another quickly takes its place, enabling the lead goose to fall back into line to rest and regain energy.

Again the analogy is particularly relevant to the Toastmasters situation. Every six months we elect a new slate of officers and each week a different member serves as Toastmaster of the day. Maintaining the role as club president for too long a time, just as flying at point too long, will result in reduced performance and leadership burn-out.

In addition to the built-in sharing-the-load benefits, the Toastmasters method results in sharing the learning opportunity. Members are able to exercise leadership skills by participating as Toastmaster of the day or as an officer of the club. We learn more about our leadership style and become more effective in achieving results through other people.

### Learning Leadership

Learning leadership in Toastmasters has two advantages. First, it is a totally safe environment. I don't ever remember hearing about the president of a Toastmasters club being fired. In fact most clubs go to the other extreme, honoring even ineffective presidents with a plaque at the end of their terms.

Second, in a leadership role in Toastmasters you possess virtually no position power. You are therefore forced to achieve results by the use of personal power. Threats of reprisal don't work in Toastmasters, but setting a

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## *GEESE FLY UP TO 30 PERCENT FASTER IN THE "V" FORMATION THAN THEY CAN ALONE.*

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positive example yields fantastic results.

As the vice president of a manufacturing company I am very much aware of the scarcity of effective leaders in the United States today. So I am amazed by the reluctance of Toastmasters to participate in this greatest of leadership learning experiences, serving as officers of their Toastmasters club.

There is more to the lesson of the geese. The next thing my dad told me was that when a goose becomes too tired to continue the journey, at least one other goose stays with it—to watch over it, protect it and support it until it is strong enough to fly on. Here the obvious Toastmasters analogy is the mentor program, where an experienced club member is assigned to direct, assist, support and encourage a new Toastmaster.


However, in strong Toastmasters clubs the support extends beyond the designated role of mentor. All members rally to support a faltering fellow member, with an encouraging comment

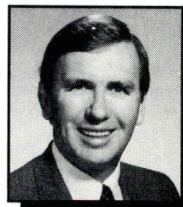
on the brief evaluation form, a touch or a word after the meeting or a telephone call to share a reaction or offer support.

Lastly, my dad said the noisy honking that draws your attention to a flight of geese also has its purpose. He told me the noise came from the geese at the back of the "V" honking encouragement to the geese in the more difficult roles at the front of the "V." The Toastmasters tradition of applauding all participants fulfills this same role and so should the evaluation process. Some may feel that viewing evaluation as encouragement is a contradiction. But it is only a contradiction if the evaluation is destructive.

The role of evaluation in Toastmasters is to provide direction and support: direction in identifying areas for improvement and support in acknowledging positive aspects of a speech and progress the speaker is making. We should never underestimate the power of positive feedback nor should we ignore the absolute need to provide direction.

The flock of geese flew on to their destination in Canada. The memory of that warm spring day on the Prairie River in northern Minnesota is melted into the memory of many similar days of my youth. But the lesson I learned from my dad that day will never be forgotten. It has made my Toastmasters experience and my life a whole lot richer. It has helped me to understand the value of total participation in Toastmasters.

I encourage you to make the connection of total participation in the Toastmasters program. Participate as a club, area, division or district officer. Participate in the educational programs, the speech contests, the workshops. Participate in Youth Leadership, Speechcraft and the Success/Leadership programs. If you do, then you will know what it means to "Experience the Power of Toastmasters." 



**Jack M. Kantola, ATM,** is a member of Riverside Breakfast Toastmasters Club 1348-F in Riverside, California, and mentor and charter member of Tri-City Achievers

Toastmasters Club 4836-F in Anaheim, California. He derived this article from a speech he wrote that won him the Founder's District Area Governors Speckoff in 1984.



CULTIVATE INTEREST AND KNOWLEDGE IN  
TOASTMASTERS MEETING TASKS, AND YOUR  
ENTHUSIASM WILL BLOSSOM.

# Cultivate Enthusiasm!

by David T. Auten, DTM

**W**hen we are either interested in or knowledgeable about a subject, we tend to be enthusiastic about it. This is one reason it is usually easy to speak on a subject we know something about. It is easy because we don't have to develop enthusiasm; it is already there.

Most of us, therefore, will choose a speech topic about which we are interested; one that will ignite a fire of enthusiasm in our minds. Research on such a topic is enjoyable and easily accomplished because we are already knowledgeable about it. We are not forced to begin at square one.

This same common-sense rule applies to club meeting roles we must fulfill. But often, when we are assigned the jobs of Grammarian, Table Topics Master, Toastmaster of the Meeting or Master Evaluator we are forced to return to square one. We must return to it in order to develop an interest, become more knowledgeable and subsequently develop a degree of enthusiasm. We must "psych ourselves up."

## Overcoming Negativity

This, in itself, presents a problem. Aside from our rigorous schedules and numerous time constraints, we have been, like Pavlov's dog, somewhat conditioned to negativism. We read and hear and see negativism on a daily basis.

The government did something wrong, the kids misbehaved, the bank overcharged our account, prices are too high, seven people were murdered, a truck went off the freeway—all these things and many others infiltrate our minds and soon we tend to develop a cynical attitude.

And it feeds on itself. The more we

develop a negative attitude, the more negative we become. As we become more negative, negativism becomes more marketable.

To achieve enthusiasm in the four Toastmasters meeting functions listed, we must first find something good in them. Only then can we nurture both interest and knowledge to create a degree of enthusiasm.

We must communicate a positive

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## INTRODUCE SPEAKERS EQUALLY.

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attitude to interest our audience and hopefully get them enthused. More importantly, if we can develop a positive attitude about the four Toastmasters functions, chances are we can develop a more positive attitude in our daily lives.

In the previous paragraphs, I have discussed enthusiasm. Now let's look at how to inject our specific club meeting roles with enthusiasm.

### The Grammarian

In most clubs, this function has two basic responsibilities. First, to introduce new words to members, and second, to comment on the use of English during the course of the meeting. The Grammarian must first have some knowledge of his audience. A club with a majority of scientists would not be interested in the same words as a club made up of business people.

The word of the week must be chosen with the audience in mind. The

Grammarian must be interested in it to the degree that he/she won't hesitate to gain knowledge of it. If the Grammarian then conveys his/her interest and knowledge to the audience, the audience will respond with enthusiasm.

The second part of the Grammarian's job requires different skill. When commenting on an individual's use of the English language, it is helpful to know something about the person before you engage in constructive criticism.

For example, an extremely successful businessman is a member of our club. He is an entrepreneur with a net worth somewhere around a half-million dollars. He is highly respected, extremely knowledgeable, well-liked, very honest and he doesn't know a verb tense from a watermelon. Furthermore, he doesn't care.

The important thing for our Grammarian to consider while constructively criticizing this man is simply that while his grammar suffers, he *does* communicate, and that's what Toastmasters is all about. By approaching the task with this in mind, constructive criticism is always positive—for every negative point made, the Grammarian compliments the speaker on his ability to communicate.

### The Table Topics Master

Outside a Toastmasters club, the opportunity to spend two minutes or so speaking extemporaneously to an audience rarely occurs. This in itself should spark enthusiasm in the interested Toastmaster.

But the Table Topics Master walks a fine line. On one side he/she can assign work-related or common-knowledge subjects respectively to each in-



dividual who can respond easily because their interest and knowledge is already there. On the other side, he/she can assign completely ludicrous themes such as "In two minutes' time, give us your thoughts on the constitution of Bolivia."

So a balance must be found. To create enthusiasm, the Table Topics Master must give each speaker a subject in which the speaker's general knowledge will assist in developing

his/her enthusiasm. Then rather than faltering, the speaker may add creativity and imagination to what little knowledge he/she has about the subject and present an intriguing monologue.

This is not to say the Table Topics Master must exclude humor. Virtually any concept may be discussed. It is to say, however, that topics must be designed to promote interest for both the speaker and the audience, and not just for the sake of obscure wit.

### The Toastmaster

Why this topic? Why this time? Why this speaker? Answer those questions during an introduction and you will create interest, knowledge and enthusiasm in both your speaker and the audience. But, you ask, if the speaker's subject is the constitution of Bolivia, how can I create interest? I don't know anything about Bolivia!

Discussions with speakers a week before the meeting accomplish a great many things—not the least of which is your assurance the speakers will show up. Questions about each speech will show your interest and arouse more enthusiasm in your speakers. Asking questions of the speakers will increase your knowledge about the subjects and the individuals.

If you communicate to the audience what you learn through these discussions, your speaker is more likely to have enthusiastic listeners. I'm sure they'd find Bolivia a fascinating country.

Finally, introduce your speakers equally. A two-minute introduction of one speaker outlining qualification after qualification is fine if every speaker receives the same treatment. However, if another one of your speakers receives only a fifteen-second introduction, his enthusiasm (and probably the au-

dience's) will quickly disappear.

### The Master Evaluator

It has been said the price we pay for our own self-improvement is helping our fellow Toastmasters achieve their goals of self-improvement. No job in a club meeting is more important to helping members achieve their goals than the role of Master Evaluator.

How many times have you heard the Master Evaluator say, "It was great, no real problems, liked your speech, business session was too long," etc. etc. etc.? None of these statements helps anyone achieve any objective. Such statements reflect one of two things: The Master Evaluator wasn't listening, or the Master Evaluator didn't care.

The subject of this discussion is not how to evaluate. It is how to reflect enthusiasm in the role of Master Evaluator. The steps are simple:

1. Take the time to know the individual you are evaluating (this shows your interest).
2. Understand his/her personal objectives in Toastmasters (this increases your knowledge).
3. Communicate your opinion honestly, tactfully and succinctly regarding the speaker's performance as it relates to achievement of his/her goals.

If the Master Evaluator does this, the individual being evaluated will listen with enthusiasm, because he/she will know the evaluator has shown interest in and cares about helping the speaker attain his/her goals.

### Cement Club's Enthusiasm

The Toastmasters meeting is a wonderful forum for learning to overcome our own obstacles while helping others surmount theirs. If we are able to do this in a positive manner, showing as much interest as possible, trying our best to increase our knowledge, remembering that no one is always right or always wrong, we will find our club solidly cemented on a foundation of enthusiasm.

When this occurs, we can do one more thing—we can carry the enthusiasm outside our club and into our lives. 🎤

David T. Auten, DTM, is a charter member of Executive Toastmasters Breakfast Club 3622-52, in Glendale, California. He has held Area offices and was Lieutenant Governor in District 52.

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TAPE-RECORDED SPEECHES AUGMENT  
EVALUATIONS AND ALLOW SPEAKERS TO  
TRACK THEIR OWN PROGRESS.

# TAPE —and Shape Up!

by Jack Kerr

**W**ant better evaluations? Try tape-recording each speaker and let the speakers evaluate themselves. Our evaluations-by-tape program started when our jester could not attend a meeting and submitted his jest on a cassette tape. The audience paid more attention to the jest because of the novelty of having the tape recorder speak with the voice of a member.

Later we discussed the problem posed in obtaining good evaluations. All of us tend to “whitewash” speakers, giving plaudits but bending over backward to avoid saying things that might hurt speakers’ feelings. Perhaps this is natural because we all want to be liked and we certainly don’t want to drive anyone away from the club. Unfortunately though, such evaluations don’t help us improve our speaking ability.

We realize this when we are evaluated “too nicely” on our own talks, but we still hesitate to “criticize” others for fear of hurting their feelings. Some evaluators feel too inexperienced to really “go at” other speakers. For these and other reasons our club realized we were not receiving or giving helpful evaluations, but we didn’t know what to do about it.

But then it dawned on us! Each person is his or her own most severe evaluator, but when speaking, people cannot thoroughly hear themselves speak: they can’t simultaneously remember the speech, notice voice inflection, tone or volume plus monitor audience feedback.

Some people try to compensate for this by practicing speeches at home in front of a mirror, and some work at home with the help of a tape recorder. But neither practice method

can include the realities of public speaking—the distractions and pressures associated with being on stage in front of peers.

## **The Plan: Tape and Shape Up**

Our different approach at improving evaluations evolved slowly. At first we tape-recorded each speaker and gave the speaker the cassette tape to take home for a week. The speaker could listen at home but the tape was

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## *EACH SPEAKER IS HIS OR HER OWN STRICTEST EVALUATOR.*

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to be returned and re-used the next week. Most of our members had access to a tape recorder but for those who did not, time was allowed after the meeting for speakers to listen to their tapes.

This worked but our speakers wanted to keep the tapes so they could see their progress over time. So now we have a set of tapes for each person. Each talk from the “Ice Breaker” onward is recorded consecutively and the speaker keeps this recording so that he/she can evaluate progress, note recurring problems and isolate speech faults—in private.

Serious students can listen to the final product—the speech as it is given to the club—over and over to see where evaluators got their ideas and where improvements should be made. (Oral evaluations are still given—the tapes augment the evaluation process.)

The program is still in a trial period. The speaker gives the tape to a “Recorder Operator” (RO) before the meeting starts. The RO puts the tape into the machine and starts it as the Toastmaster of the Meeting begins introducing the speaker.

In this way the speaker is not distracted by any movements of the RO and the tape is rolling when the speaker reaches the lectern. The RO stops the tape when the speaker is finished, inserts the next speaker’s tape, then gives each speaker their respective tape after the program.

If the speaker has no playback equipment, time is made available for listening to the speech—privately, with headphones. The tape is the property of the speaker just as the manuals are the property of the member.

## **Equipment**

Our equipment is simple. We use a cassette tape recorder small enough to bring to the meeting in a briefcase. An extension cord allows the RO to sit near the lectern and yet have access to a wall plug. The recorder works on batteries, but the wall plug power source is less expensive than batteries, less trouble than recharging rechargeable batteries and is more reliable than either kind of battery.

We use a separate microphone that plugs into the recorder and is supported by a simple stand near the speaker. We do not rely on the condenser microphone (built into the recorder). The built-in mike seems to pick up too much background noise and our accessory microphone cost only about \$5.

The microphone is not mounted on the lectern for there it picks up too much noise of pages being turned and bumps against the lectern. The micro-



# THE GOOD OF ORDER

by Bob Leiman, DTM

phone we use is directional and thus picks up very little room noise.

Tapes are provided to those who do not have a supply. These are inexpensive and in fact, thus far, have all been used tapes donated by members.

This cassette equipment is inexpensive and works quite well for voice recording. The fact that it can be packed into a briefcase is an added advantage.

## A Success

So far the program is a great success. Members are delighted with the idea of being able to hear themselves. It seems that speakers spot their own problems and are more critical of themselves than are evaluators, so our theory was right. The tape provides speakers a record of voice quality, enunciation, speech content and all other factors as they appear under pressure of speaking to the club.

Speech timing has also been aided. Speakers—particularly newer ones—are frequently surprised by the length of their speeches. They practice slowly at home and then because of nerves or audience feedback, finish before their assigned time is up at the meeting. The tape shows speakers that many people change speed when talking before an audience.

Speakers respond well to the equipment and we notice no extra nervousness as a result. They learn the microphone is not a snake and does not bite. They also learn the microphone will pick up their words even when they are not speaking directly to it.

So success is evident. Our oral evaluations seem to be getting better too, and this is an added plus. We are always looking for ways to improve and this seems to be working for us. What's also exciting is the availability of inexpensive home video equipment—this will add yet a whole third dimension to self-evaluation. Happy taping! 🎤

*[Editor's Note: For helpful tips on evaluations in general, see Toastmasters' new Success/Leadership module, "The Art of Effective Evaluation" (Code 251 in the Supply Catalog).]*

**Jack Kerr** was a member of Toastmasters International and served as a Toastmasters Club Educational Vice President. Designated as the "Traveling Ambassador" for the Science Museum of Virginia, Kerr says his job has enabled him "to put my Toastmasters training into good use outside the Toastmasters organization."

We admire sweet voices and effective speakers, but perhaps a rarer skill and one more envied and desired is the ability to manage an unruly and diversified assembly.

The presiding officer who can summon order out of chaos, tolerance from the discourteous, consensus from disagreement and supportive action from stalemates is the real envied and admired person—the one with rare talent and the sought-after leader in the organizational and business world. Leadership ability—the talent of making things happen—is a strong credential that carries weight in every arena. Effective use of parliamentary procedure is not only the key to effective meetings but to leadership ability as well.

Several levels of interest and expertise exist in such endeavors as speaking, sports or piccollo-playing. This is also true in meetings where the goal is to harness the undisciplined and bring about progress, decisions and action in deliberative assemblies. Let's identify these levels in parliamentary procedure and make it easy for members to set sights on their personal levels of expertise.

The **first level** of interest includes people who want to know bare basic motions, some meeting techniques and a little parliamentary jargon. These people tolerate rules if they are not too restrictive and bothersome. They'll even attend workshops and learn a little if it is not too costly in time or dollars.

The **second level** includes people who accept the principles of parliamentary procedure and are concerned that meetings are orderly, the minority is heard, the majority rules, and time isn't wasted. This is a group of individuals who will attend workshops and learn the basics.

They have ambitions to become leaders. Sometimes, a few of this group know just enough to show off and become a nuisance, raising "points of order" frequently. However, this is the group, too, that spawns the expert parliamentarians, the third level of meeting manager experts.

The **third level**, consisting of parliamentary experts, is uncrowded. These experts are much in demand to teach, conduct workshops and to serve as parliamentarians. They are most appreciated in resolving improper and illegal actions that may result in threatening court actions. The professional parliamentarian can close the barn door before delegates go astray, tempers run rampant and an entire meeting becomes fruitless.

The three levels of expertise in this field are diverse. Unless you are one of the few parliamentary experts at the third level, you've probably often felt a need for improvement in this rather technical subject.

In order to help Toastmasters get a better grasp on parliamentary procedure so that each member can be more efficient in club and other meetings, *The Toastmaster* magazine will present a series of six bimonthly columns over the next year on this topic. The columns will not only help clubs run more efficient meetings, but will enhance members' leadership skills and aid in their securing the most from meetings. The columns will offer guidelines, answer questions and provide information resources on parliamentary procedure.

If you are interested in becoming a better Toastmaster, a more respected leader, a person recognized as one who helps "make things happen," write to me at 124 West Washington Blvd., Ft. Wayne, Indiana 45802, or call me at 219-422-3680. I'd like to receive your questions and comments.

"For the Good of Order," watch for the next column in the May issue of *The Toastmaster* magazine. 🎤

**Bob Leiman, DTM**, Executive Director of the American Institute of Parliamentarians (AIP) since August, 1983, operates that organization's World Headquarters in Fort Wayne, Indiana. A Toastmaster for 28 years, Bob is a Past District Governor and was Toastmasters' 84th Distinguished Toastmaster. His parliamentary programs at four TI conventions have been popular and prompted strong interest and activity in parliamentary procedure.



# Toastmasters is TV Hit



Richard A. Brown, DTM, on the air with "Tips from Toastmasters."

by Richard A. Brown, DTM

*If you're ever in Lafayette, Louisiana, early on a Friday morning and you happen to turn on the television, you may be pleasantly surprised. If you turn to channel 10 at about 6:30, you'll find yourself right at home, in Toastmaster country.*

*For two years now, Toastmaster Richard A. Brown, DTM, has presented "Tips from Toastmasters" as a weekly feature of TV station KLFY's early morning talk show, "Passe Partout." Hosted by Jim*

*Olivier, the show reaches over 30,000 households in southwestern Louisiana and several out-of-state areas that carry the station by cable. The program has more viewers than any other early morning talk show in that region.*

*Brown's feature has been a resounding success and a potent public relations tool for Toastmasters. Here he tells how "Tips from Toastmasters" was born, in hopes*





Jim Olivier, host of "Passe Partout" helped Toastmasters get TV air time.

*that Toastmasters everywhere may make similar use of expanding cable and community television opportunities. Putting together such a program would be an outstanding club project—an excellent membership-building tool and a valuable learning experience.*

**W**hile watching an early morning talk show on a local television station, I noticed that in addition to interviews with guests promoting upcoming events, the show regularly featured interviews with individuals who talked about their areas of expertise. These guests appeared each week, usually on the same day of the week. For example, one person talked about house plants, another discussed exercise and a state police officer presented new safety tips each week.

The thought occurred to me that the ways we advertise and promote Toastmasters are very limited. Our television interviews are usually centered around special occasions such as Area or District functions or our anniversary month. But why not promote Toastmasters more often? In fact, why not present a weekly TV feature to share communication tips with people of all ages and of different backgrounds?

I thought it was a great idea, but how could I convince the host of this early morning TV talk show that I had something his viewing audience needed? Obviously this host must receive many requests for interviews. So to be successful, what was offered had

to be unique, appeal to everyone and cover a subject that no one else talked about. I felt Toastmasters fit the bill perfectly, and devised a marketable program—"Tips from Toastmasters," a weekly presentation of communication tips.

To be a successful salesperson, you must know your product and be prepared. My 11-year membership in Toastmasters took care of the first re-

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## *THE SHOW HAS BEEN A POTENT PUBLIC RELATIONS TOOL.*

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quirement. To prepare, I gathered my basic and advanced manuals and listed thirty themes that could each be developed into three-minute interviews.

Next, I took one of the themes, developed and formatted it, and put it on videotape. Finally I contacted the talk show host and said I had an idea for a regular feature—one that would appeal to the entire viewing audience—and would like to set up an appointment to show him this unique idea.

Well it worked. Later that week we met, he reviewed my list of 30 themes for future shows and agreed to give the idea a try for a couple of weeks.

The following Friday morning the

first "Tips from Toastmasters" interview debuted. The format was as follows: The talk show host greeted me as we sat behind a counter (much like the ones on news programs). Then I turned my attention from the host and presented my "Tips" to the camera.

At the end of the three-minute presentation, I turned to the host and said, "That's this week's 'Tips from Toastmasters.'" For more information, write me care of this station, or give me a call." It was all very exciting.

The first week's program seemed to go well. But as the second Friday approached, I wasn't sure what the decision would be as far as continuing the segment. I had received comments on the "Tips" feature from people, so when I met the host the second week, I informed him that a lot of people had complimented the station and the feature.

At the close of the second show, the host announced that "Tips from Toastmasters" would be a weekly feature on Friday mornings. My fellow Toastmasters and I were elated!

### **The Results**

As of press time, "Tips from Toastmasters" has been presented every Friday on channel 10 for two years. The feedback has been tremendous and the public exposure benefits for Toastmasters has been phenomenal!

The weekly exposure of "Tips from Toastmasters" has helped many people with their communication skills and many of these people have joined Toastmasters clubs or enrolled in a Speechcraft program.

Nearly 50 new members joined area clubs in the show's first year alone. At least three Toastmasters clubs have chartered as a result of this advertising. Former Toastmasters have watched "Tips" and decided they want to become active again.

Numerous Speechcraft programs have been conducted. In fact, one local bank conducted four Speechcraft programs and as a result formed two new clubs.

During the show's course, several other Toastmasters have also appeared sharing different communication tips. Whenever club members present speeches on interesting topics, I invite them to talk about the topics on the TV show.

Wherever we travel in our area, people mention "Tips" and tell us how important communication skills are. Many people say they get up extra early in the morning just to watch



## 30 Program Ideas

1. How to use humor
2. Types of humor
3. Using visual aids
4. Developing listening skills
5. Overcoming fear of groups
6. How to relate to the audience
7. How to make introductions
8. Speech blemish problems
9. How to read body language
10. Blue language is out in successful speaking
11. Developing telephone techniques
12. Communicating dissatisfaction to employees
13. Communicating dissatisfaction to employer
14. How to be a Master of Ceremonies
15. Leading a group discussion
16. Speaking under fire to hostile or negative groups
17. Overcoming stage fright
18. Choosing speech topics
19. Good speech organization
20. The goals of public speaking
21. Butterflies fly in formation—nervousness
22. Don't throw bricks at yourself
23. Don't imitate—be yourself
24. The power of voice
25. Lazy lips
26. Speeding while speaking
27. Develop articulation
28. Help your child speak better
29. Build your vocabulary
30. Using the right word


“Tips.” More importantly, they ask many questions about Toastmasters clubs, the program, costs and how they can join.

The weekly “Tips” presentation has been a huge success, more so than anyone ever imagined. In fact, another local television station liked “Tips” so much that their early morning talk show producer invited me to appear on their program weekly. When he heard about this, my talk show host confirmed our success by stating definitively, “No way! We have an exclusive here at Channel 10.”

Programming ideas for “Tips” continue to develop, so material is always fresh. People who watch the show and fellow Toastmasters are always sug-

gesting new topics. And *The Toastmaster* magazine is a constant source of programming ideas.

In the future, we plan to approach other community TV stations outside our market in Louisiana to implement their own “Tips from Toastmasters” program. And of course, we’d love to see other Toastmasters across the world start their own programs.

Accompanying this article are the original list of 30 themes and a program script from the show. Why don’t you and your fellow club members try your own variation of “Tips from Toastmasters”? You’ll be amazed at the result! Good luck! 

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**Richard A. Brown, DTM**, is currently District Governor of District 68. He has held many Toastmasters offices at various levels and received many awards, including Outstanding Area Governor in 1982. He is currently a member of several Toastmasters clubs. An office manager with New York Life Insurance Company, he has given management presentations at District and Regional Conferences.

### Speech Blemishes (Program Script)

There are many ways a speaker uses words and expressions that detract from his message. I call them speech blemishes because they are flaws, weaknesses in speaking style. They can be repetition of words, mispronunciation and my favorite, the wizard of uhs.

On any national news broadcast almost any day, you will hear a speaker talking like this: “It’s uh a pleasure to uh comment on uh that question. My uh stand has uh always been uh . . .”

If he uses one more uh, you want to scream. This speaker can be anyone, from the man on the street to a public official, business executive or even a politician. For some reason it seems the more important their position in life, the more uhs they utter.

The reasons for using uhs are many: (1) a pause for the next word or statement; (2) to have time to think of what next to say; (3) they have lost their place; (4) a bad habit, a speech blemish they didn’t realize they had.

Instead of using uhs that detract from your message, pause between statements, or take a breath, smile or frown as the case may be and go on. Don’t feel every second has to be filled with some sound.

The next time you speak in public, listen to how you speak. Are you a wizard of uhs? If so, Toastmasters is looking for you.



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# HALL of FAME

## DTMs

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

**Stanley M. Bunch**

Aerojet 67-F, Azusa, CA

**Joseph Bernardo**

Tustin 3733-F, Tustin, CA

**Nancy L. Kehmeier**

Gopher 183-6, Minneapolis, MN

**Paul Siegel**

Gavel 11-1, Long Beach, CA

**Joyce M. Layton**

Northwest 30-11, Indianapolis, IN

**William P. Byrne Sr.**

John Pournaras Agency 2338-13, Ambridge, PA

**Carol A. Skalla**

AM Air Toasters 2341-16, Tulsa, OK

**Douglas G. Landblom**

Queen City 1967-20, Dickinson, ND

**Duane Olsen**

McCook 2788-24, McCook, NE

**Ruth Ann (Spencer) Bangs**

Plus-Two 349-25, Fort Worth, TX

**G. C. Brown**

Irving Noon 4344-25, Irving, TX

**Michael Fogoros Jr.**

Westgate 3159-28, Toledo, OH

**Raymond J. Snay**

Raytheon MSD 4604-31, Bedford, MA

**Jon J. Jackson**

Four Seasons 4245-33, Tehachapi, CA

**David M. Levine**

Truckee Meadows 178-39, Reno, NV

**Stephen J. Beede**

Sunrise Center 3359-39, Citrus Heights, CA

**Ronald Gosling**

Huber Heights 1740-40, Dayton, OH

**William N. Hodges**

Huber Heights 1740-40 Dayton, OH

**Patrick L. Pepe**

True Potential 5394-46, Rego Park, NY

**Thomas K. Y. Kam**

Kamehameha 720-49, Honolulu, HI

**Adele Larson**

Southern Marin 1441-57, Mill Valley, CA

**Sharon S. Bath**

Red Bank 2091-58, Charleston, SC

**M. Coley Pardue**

West Knoxville 3117-63, Knoxville, TN

**Mabel Louise Johnson**

Elmwood Sr. Citizens 4032-64, Winnipeg, Man., Can

## ATM SILVER

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

**Gloria Anne Waterloo**

Good News 5496-16, Tulsa, OK

**Carl W. Miller**

Abbott 2679-30, North Chicago, IL

**E. Frank Poyet**

Harmon-Izers 1910-33, Las Vegas, NV

## ATM BRONZE

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

**Michael A. Moone**

Huntington Park-Bell 14-1, Huntington Park, CA

**Arthur M. Wells**

Leisure World 2230-F, Seal Beach, CA

**Michael A. Moone**

Santa Fe 4273-1, Los Angeles, CA

**James R. Stringham**

Aztec 2531-3, Tucson, AZ

**Doug Ward**

AC Earlyrisers 3646-6, Robbinsdale, MN

**H. M. Singh**

Coal Country 4261-20, Hazen, SD

**James M. Degerstrom**

Skokie 1608-30, Skokie, IL

**Carl W. Miller**

Talk of The Town 4041-30, Waukegan, IL

**James D. Beissel Sr.**

Downtown Sunrise 4668-38, Lancaster, PA

**James Weber**

C.B.A. 2882-42, Saskatoon, Sask., Can

**Ervan N. Chew**

Daybreakers 839-56, Houston, TX

**Suzy Smith**

Dawnbreaker 4487-58, Aiken, SC

**Walter Fischer**

Boomerang 1791-69, Rockhampton, Qld., Aust

## ATMs

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

**Henry M. Sarchet**

Twenty-Nine Palms 118-F, Twenty-Nine Palms, CA

**Jess J. Fernandez**

Los Cerritos 192-F, Bellflower, CA

**Colette E. Gardner**

Newport Center 231-F, Newport Beach, CA

**Richard D. Yost**

Grand Terrace 290-F, Grand Terrace, CA

**Frederick J. Bisesi**

La Habra 2164-F, La Habra, CA

**Jim McJunkin**

Westwinds 2436-F, West Covina, CA

**Wayne D. Williams**

Hemet-San Jacinto 3806-F, Hemet, CA

**Joseph Peter Mango**

Rialto Toasters 4064-F, Rialto, CA

**Bill Gower**

Winners 4244-F, Santa Ana, CA



- Frank M. Cook**  
Nooncasters 4280-F, Pomona, CA
- Kenneth G. Burke**  
Mensanaty 4438-F, Tustin, CA
- E. O. Lane**  
Huntington Park-Bell 14-1, Huntington Park, CA
- Toni A. Boice**  
International City 1377-1, Long Beach, CA
- John D. Spear**  
Board of Realtors 4579-1, Long Beach, CA
- Rama Joisa**  
Sno-King 1137-2, Seattle, WA
- Frank MonteCalvo**  
Sea-Masters 4739-2, Seattle, WA
- Donald R. Murray**  
Saguaro No. 16 16-3, Tucson, AZ
- Lloyd Aycock**  
Paradise Valley 4770-3, Phoenix, AZ
- James A. Albers**  
West Valley Orators 107-4, San Jose, CA
- Susan Swope**  
Sri-Organon 1435-4, Menlo Park, CA
- James N. Eskes**  
San Jose TM 1577-4, San Jose, CA
- Rebecca A. Field**  
San Jose TM 1577-4, San Jose, CA
- Jack Dwan**  
Amyac 4460-4, Sunnyvale, CA
- Mahendra A. Shah**  
Amyac 4460-4, Sunnyvale, CA
- Gerald E. Marino**  
Stadium 1815-5, San Diego, CA
- John W. Plum**  
Courthouse 1886-5, San Diego, CA
- Charles D. Ferguson**  
Loquacious Nooners 3121-5, San Diego, CA
- Mary Jo Crowley**  
Toast of the Coast 5288-5, Encinitas, CA
- Wayne Benjamin Hanson**  
Victory 221-6, St. Paul, MN
- Jan David Fisher**  
Rochester 271-6, Rochester, MN
- Dorothy M. Lind**  
Kaposia 330-6, St. Paul, MN
- James M. Donahue**  
Daybreakers 814-6, Edina, MN
- Edna I. Larson**  
Lutheran Brotherhood 1767-6, Minneapolis, MN
- Florence Myslajek**  
Centennial 3580-6, St. Paul, MN
- Leonard J. Gloeb**  
Heritage 3676-6, St. Paul, MN
- Darlene J. Anderson**  
Anoka 2748-6, Anoka, MN
- Donald M. Wurst**  
Early Birds 3907-6, Minneapolis, MN
- Martha D. Trupp**  
Vancouver 353-7, Vancouver, WA
- Ben G. Neumayer**  
The Dalles 620-7, The Dalles, OR
- Edward W. Schultz**  
Canby 1353-7, Canby, OR
- Robert Lucas**  
Early Words 3657-7, Longview, WA
- George A. Knobloch**  
Webster Groves 461-8, St. Louis, MO
- Lance Richter**  
O'Fallon 994-8, O'Fallon, IL
- D. Roy Richards Jr.**  
Cascade 993-9, Yakima, WA
- Dale E. Bricker Sr.**  
Shelby 703-10, Shelby, OH
- Holly M. Kunkle**  
Galion 3062-10, Galion, OH
- Joe Grytko**  
Pioneer 17-11, Indianapolis, IN
- Gil Smith II**  
Victory Lane 44-11, Indianapolis, IN
- Ronald L. David**  
YMCA 715-11, Anderson, IN
- Michael H. Kinsinger**  
Tecumseh 485-11, Lafayette, IN
- Kendall E. Krause**  
Early Words 1202-11, South Bend, IN
- Don Pergal**  
Greater Greenwood 4081-11, Greenwood, IN
- Patricia Laserna-Valena**  
Chief Munsey Sunrisers 4552-11, Muncie, IN
- Lee N. Howell**  
Utoy 810-14, Atlanta, GA
- Eugene D. Dietz**  
Peachtree Center 2261-14, Atlanta, GA
- William B. Morris**  
Carpet Capital 4464-14, Dalton, GA
- David R. Turner**  
Bartlesville 186-16, Bartlesville, OK
- Bobby L. Miller**  
Eleventh Hour 3312-16, Tinker AFB, OK
- James F. Morgan**  
Dover 2077-18, Dover, DE
- David H. Crow**  
J. Deer Voice/Distinct 5361-19, Waterloo, IA
- Sharron Maxine Billey**  
Cranbrook Ladies 731-21, Cranbrook, B.C., Can
- John Christopher Wakefield**  
Kalamalka 4869-21, Vernon, B.C., Can
- David J. Armstrong**  
Positive Thinkers Club 3922-21, Vancouver, B.C., Can
- James W. Baker**  
Litwin 2109-22, Wichita, KS
- Karl E. Wolfs**  
Engineers 2654-22, Kansas City, KS
- John L. Bailey**  
Sandia 765-23, Albuquerque, NM
- Wayne C. Coleman**  
Early Bird 2534-23, Albuquerque, NM
- Jay Dee Scamehorn**  
0630 1756-24, York, NE
- Dona Rosales**  
UNMC Speakeasies 4300-24, Omaha, NE
- Barbara Howe Speaker**  
Irving 3365-25, Irving, TX
- Francis Earl Lefler**  
Sunrise 619-26, Fort Collins, CO
- Charles W. Trimble**  
Early Risers 784-26, Greeley, CO
- Larry C. Siedschlag**  
Boulder Early Risers 3022-26, Boulder, CO
- James W. Schweiger**  
Pikes Peak 3044-26, Colorado Springs, CO
- Michael J. Hollie**  
Sea Gate 996-28, Toledo, OH
- James L. Bargaheiser**  
Fostoria 4514-28, Fostoria, OH
- Andrew P. Venditto**  
Plaza 954-29, Pensacola, FL
- Jerry E. Sharp**  
Hattiesburg 3553-29, Hattiesburg, MS



**Benjamin Franklin Smith**  
Hattiesburg 3553-29, Hattiesburg, MS

**Demetra L. Manzara**  
Oak Park 614-30, Oak Park, IL

**Dietmar M. Wagenknecht**  
McGaw Park 1654-30, McGaw Park, IL

**Fred W. Wirsig**  
The Quaker Oats Co. 3766-30, Barrington, IL

**Allen K. Lang**  
EPA 4501-30, Chicago, IL

**Jeanne I. La Londe**  
Meridian 4681-32, Lacey, WA

**George McCormick**  
China Lake 853-33, China Lake, CA

**Frank E. Clark**  
Sandpiper 1224-33, Ventura, CA

**Ruth J. Oden**  
Daybreakers 1388-33, Modesto, CA

**Jeanette Desmond Poyet**  
Wordsmiths 3105-33, Las Vegas, NV

**Lionn Deon Kirk**  
Real Orators 4146-33, Las Vegas, NV

**Wanda M. Stroub**  
Four Seasons 4245-33, Tehachapi, CA

**David R. Webb**  
Sunrise 4333-33, Merced, CA

**Jane M. Partington**  
Oconomowoc 834-35, Oconomowoc, WI

**Barbara J. Hoffman**  
Menomonie 1272-35, Menomonie, WI

**Jerry H. Stone**  
Appleton 1331-35, Appleton, WI

**Richard Hawley**  
Sentry 4596-35, Stevens Point, WI

**Emily W. Robinson**  
Bethesda 684-36, Bethesda, MD

**Michael A. Keane**  
Commerce 693-36, Washington, D.C.

**Anthony T. Laing**  
Housing & Urban Development 1795-36, Washington, D.C.

**Peggy S. Tignor**  
Cuopawamsic 2635-36, Quantico, VA

**Walter Gerald McDonough Jr.**  
HDL 3323-36, Adelphi, MD

**Ruth E. Phillips**  
NRL Forum 3614-36, Washington, D.C.

**Celso S. Barrientos**  
Penthouse 3618-36, Washington, D.C.

**Norman F. Weiss**  
Plaza 3776-36, Arlington, VA

**Helen L. Burkett**  
Virginia Advanced Spkrs. 5378-36, Alexandria, VA

**Nancy L. Mills**  
Gold Mine 241-37, Concord, NC

**Billy R. Bunn**  
Capitol City 661-37, Raleigh, NC

**Jerry Wayne Drennan**  
Raleigh 843-37, Raleigh, NC

**Eugene E. Kupstas**  
Kinston 962-37, Kinston, NC

**Polly D. Peevy**  
Washington 1854-37, Washington, NC

**John H. Wehrenbeng**  
Washington 1854-37, Washington, NC

**John F. Carr Jr.**  
West Rowan 2225-37, Cleveland, NC

**Joseph P. Sherwood**  
Greenville 2595-37, Greenville, NC

**Jack F. Cherry**  
Texasgulf Lee Creek 4523-37, Aurora, NC

**Joseph Burns Elkins Jr.**  
Texasgulf Lee Creek 4523-37, Aurora, NC

**David F. Gould**  
Trenton 1100-38, Trenton, NJ

**Henry M. McLeod**  
Trenton 1100-38, Trenton, NJ

**Edward H. Vagnoni**  
Valley Forge 1128-38, Norristown, PA

**Ellis L. Antunez**  
Ponderosa 559-39, Reno, NV

**Kris Richins**  
Carmichael 2213-39, Sacramento, CA

**Fred J. Daniels**  
Kit Carson 2299-39, Carson City, NV

**Anne Butterfield Kerns**  
Ad Lib 3780-39, Reno, NV

**Mrs. Jerry M. Edwards**  
Chemical City 287-40, South Charleston, WV

**James L. Horvath**  
Megacity 553-40, Dayton-Kettering, OH

**Nancy A. Walter**  
Sodak 224-41, Sioux Falls, SD

**Leslie L. Christianson**  
Brookings 3797-41, Brookings, SD

**John Edson Boyd**  
Downtowners 294-42, Sherwood Park, Alta., Can

**Shall Sinha**  
Bowmen 2161-42, Sherwood Park, Alta., Can

**John A. Flowers**  
Friendly City 2479-42, Moose Jaw, Sask., Can

**William Hohn Heinsen**  
Kitowin 2928-42, Red Deer, Alta., Can

**Haus Otto Pfeiffer**  
Circle T 3093-42, Medicine Hat, Alta., Can

**Brent Murray Stumph**  
Millwoods Vocabulaires 4383-42, Edmonton, Alta., Can

**Francois Robillard**  
Diamond 4809-42, Edmonton, Alta., Can

**Russell D. Mann**  
Down Breakers 5143-42, Edmonton, Alta., Can

**Sara Adame**  
King Cotton 1310-43, Memphis, TN

**Connie L. Bass**  
South Plains 261-44, Lubbock, TX

**Marion E. Shennum**  
Monday Morning 1557-44, Amarillo, TX

**Robert E. Barnhill III**  
Lubbock Professional 5011-44, Lubbock, TX

**Melvin E. Crotwell**  
Speak-Easy 4747-44, San Angelo, TX

**Coburn DeGoosh**  
Kennebec Valley 1468-45, Augusta, ME

**Marion T. Hanrahan**  
Kennebec Valley 1468-45, Augusta, ME

**David A. Keenan**  
TM Greater Burlington 4899-45, Burlington, VT

**Page Emory Moyer**  
Bryant Park 2895-46, New York City, NY

**Edward M. Smith**  
Picatinny 3547-46, Dover, NJ

**William Peter Carey**  
Toastmasters TM Club 3781-46, New York, NY

**Thomas S. Griffin**  
Richmond County 3817-46, Staten Island, NY



**Linda Posner Pepe**  
True Potential 5394-56, Rego Park, NY

**Jay G. Fox**  
Palm Beach Noon 22-47, Lake Worth, FL

**Helena N. Wood**  
Palm Beach Noon 22-47, Lake Worth, FL

**Linda Sue Smitherman**  
Southside 546-47, Jacksonville, FL

**Floyd Jerome Wilkerson**  
State Farm 1178-47, Winter Haven, FL

**Geraldine Stames**  
Friendly 3001-47, Ft. Lauderdale, FL

**Spurgeon H. Barrett**  
Suncoast 1667-47, Tampa, FL

**George H. Shyrock**  
Bradenton 2449-47, Bradenton, FL

**L. Eugene Lanehart**  
Midweek 3397-47, Jacksonville, FL

**Robert B. Gaylor**  
Triple Crown 4147-47, Ocala, FL

**Fekry H. Ismail**  
Rust 556-48, Birmingham, AL

**Thomas L. McVey**  
Tennessee Valley 960-48, Huntsville, AL

**C. George Trist**  
Hawaiian Telephone 1942-49, Honolulu, HI

**Leslie Jackson**  
Ala Moana 3701-49, Honolulu, HI

**Shannon Wood**  
Ala Moana 3701-49, Honolulu, HI

**Chas A. Poling**  
MWD Watermasters 445-52, Los Angeles, CA

**Milton T. Bassett**  
Lockheed 1653-52, Burbank, CA

**Gary L. Moore**  
Warner Center 2966-52, Woodland Hills, CA

**Annette A. Anderson**  
Easy Risers 109-56, Houston, TX

**Evelyn L. Byars**  
USAA 181-56, San Antonio, TX

**Ken J. Treanor**  
USAA 181-56, San Antonio, TX

**Lenis A. Harvey**  
Southwest Speakers 2200-56, Houston, TX

**Julia Nan Overton**  
Northwest Houston 3373-56, Houston, TX

**Richard Michael McConnell**  
Oakland 88-57, Oakland, CA

**Stuart D. Shicoff**  
Sun Valley 998-57, Concord, CA

**Anne H. Frazier**  
T.S. 5229-57, Hayward, CA

**William J. George**  
Anderson 1946-58, Anderson, SC

**Orin G. Briggs**  
Columbus East 2968-58, Columbia, SC

**Lynn Carter-Holt**  
Rock Hill 2040-58, Rock Hill, SC

**Amy Penland**  
Downtown Charleston 4513-58, Charleston, SC

**Lavinia G. Shaw**  
Lord Elgin 3168-60, Saint Thomas, Ont., Can

**Alice M. Greinke**  
Unity 5321-62, Grand Rapids, MI

**Michael Bachynsky**  
Speakeasies 2750-64, Winnipeg, Man., Can

**Bettiann Rochelle McDonald**  
Speakeasies 2750-64, Winnipeg, Man., Can

**Nancy W. Sleeth**  
Empire Statesmen 1427-65, Rochester, NY

**Donald E. Jacobs**  
Norwich 1574-65, Norwich, NY

**Terry Garner Schutt**  
Link 2848-65, Binghamton, NY

**Bernard A. Taft**  
Bell 3920-65, Buffalo, NY

**Kathleen L. Magee**  
River City 4524-65, Binghamton, NY

**Lula W. Roberts**  
Blacksburg 3351-66, Blacksburg, VA

**Rick Phillips**  
Fat City 4123-68, Metairie, LA

**Armin Francke**  
Port Hunter 2776-70, Newcastle, N.S.W., Aust

**Allan Deighton Mears**  
Cronulla 3034-70, Cronulla, N.S.W., Aust

**David George Charles Pettit**  
Industry House 3952-73, Melbourne, Vic., Aust

**Rolly Pacana**  
TM Club of Davao 3854-75, Davao City, Philippines

**Teodoro A. Papa**  
Executive 4086-75, Makati, Philippines

**Tadashi Ohta**  
Yokota Speakers 583-U, Yokota Air Base, Japan

## NEW CLUBS

**5713-2 Virginia Mason Medical Center**  
Seattle, WA—2nd & 4th Wed., 6:45 a.m.,  
Virginia Mason Medical Center, HRB  
Auditorium, 909 University St.

**5709-3 Kingman**  
Kingman, AZ—Tues., 6:30 p.m., LaPosada  
Restaurant, 1420 E. Andy Devine  
(753-1486).

**5707-4 Pink Panthers**  
Redwood City, CA—Thurs., 6:45 a.m.,  
Safeco Title Company, 749 Brewster Ave.  
(369-6771).

**5710-4 Dataquest**  
San Jose, CA—Wed., 7:30 a.m., Dataquest,  
1290 Ridder Park Dr. (971-9000, x 517).

**5703-7 Sandy**  
Sandy, OR—Thurs., noon, U.S. National  
Bank, P.O. Box 4412 (668-4171).

**5704-14 Savannah Electric & Power Co.**  
Savannah, GA—Mon., 5:30 p.m., Hyatt  
Regency, 2 West Bay St. (232-7171).

**5719-15 Sperry Data Linkers**  
Salt Lake City, UT—Tues., 11:45 a.m.,  
Sperry Corp., 640 N. 2200 West (539-7104).

**5714-20 UND**  
Grand Forks, ND—2nd & 4th Thurs., noon,  
University of North Dakota, Memorial  
Union, Governors Room (777-3508).

**5715-21 Queen Charlotte Islands**  
Port Clements, B.C., Can—1st & 3rd  
Mon., 7:30 p.m., Port Clements Firehall  
(557-4352).

**5701-47 Electric Toasters**  
North Ft. Myers, FL—Tues., noon, Lee  
County Electric Cooperative, Inc., P.O.  
Box 3455 (995-2121, x 149).

**5718-48 Vulcan Materials**  
Birmingham, AL—Mon., noon, Vulcan  
Materials Co., One Metroplex Dr.  
(877-3102).

**5717-49 Makiki**  
Honolulu, HI—Mon., 7:15 p.m., RLDX  
Makiki Annex, 1666 Mott-Smith Dr.  
(536-6330).

**5716-53 Mass Mutual**  
Springfield, MA—Wed., 4:05 p.m., Mas-  
sachusetts Mutual Life Insurance Co., 1295  
State St. (788-8411).



**5702-60 Concordia**  
Kitchener, Ont., Can—Wed., 6:30 p.m.,  
Concordia Club, 429 Ottawa St. South  
(742-4491).

**5705-56 TMC**  
Houston, TX—Mon., 5:30 p.m., Hermann  
Eye Center, 1203 Ross Sterling Ave.

**5708-57 Noon**  
Santa Rosa, CA—Tues., 11:45 a.m., Sea-  
son's, College & Mendocino Avenues  
(528-1932).

**5723-57 Golden Bear**  
Berkeley, CA—Thurs., 5:30 p.m., Univer-  
sity of California, 44 Barrows Hall  
(849-9663).

**5712-60 Woodstock**  
Woodstock, Ont., Can—2nd & 4th Thurs.,  
7 p.m., City Hall, 500 Dundas St.  
(424-9213).

**5711-63 Tic Talk**  
Oak Ridge, TN—Thurs., 1 p.m., Office of  
Scientific & Technical Information, P.O.  
Box 62 (576-1223).

**5724-65 Norstar Upstate**  
Utica, NY—1st & 3rd Thurs., 4 p.m.,  
Oneida National Bank, 268 Genesee St.  
(798-2727).

**5706-75P Metro Bacolod**  
Bacolod City Philippines—Thurs., 6 p.m.,  
(2-91-93).

## ANNIVERSARIES

### 55 Years

San Diego 7-5, San Diego, CA

### 50 Years

Portland 31-7, Portland, OR

### 45 Years

Fort Wayne 159-11, Fort Wayne, IN

### 40 Years

University 304-2, Seattle, WA  
Spokane Valley 308-9, Spokane, WA  
Wichita Falls 305-25, Wichita Falls, TX

### 35 Years

Arrowhead 788-F, San Bernardino, CA  
Burnt Toast 815-F, Riverside, CA  
WAC Tuesday 813-2, Seattle, WA  
Federal 832-2, Seattle, WA  
Broadway 789-7, Portland, OR  
Espanola Valley 799-23, Espanola, NM  
Woodfords 816-45, Portland, ME

### 30 Years

Reddys 1820-3, Phoenix, AZ  
Owensboro 1730-11, Owensboro, KY

Victoria Beaver 790-21, Victoria, B.C.,  
Can  
Arlington 1728-25, Arlington, TX  
Playground 1797-29, Ft. Walton Beach, FL  
Sunrisers 1188-41, Huron, SD  
Coral Gables 1695-47, Coral Gables, FL  
Tampa 1810-47, Tampa, FL  
Farmers Insurance 1703-54, Aurora, IL  
Rockford 1752-54, Rockford, IL  
Magellan 1843-U, Guam

### 25 Years

Burien Breakfast 2543-2, Burien, WA  
Lakehead 2003-6, Thunder Bay, Ont., Can  
Bellringers 3134-22, Kansas City, MO  
Lexington 3024-24, Lexington, NE  
Vanderbilt 3061-46, New York, NY  
Fundmasters 3120-57, Novato, CA  
Skywest 3137-57, Hayward, CA  
Mount Royal 2827-61, Mount Royal,  
Que., Can

### 20 Years

Sweptwing 52-2, Renton, WA  
Coast Toasties 3880-7, Newport, OR  
Ontario 3876-15, Ontario, OR  
Susquehanna 3898-18, Aberdeen Proving  
Ground, MD  
Dawn Yawn 3218-26, Lakewood, CO  
Christian 3883-33, Las Vegas, NV  
SCGF 3884-52, Los Angeles, CA  
Northern Connecticut, 3591-53, Windsor,  
CT  
Greater Springfield 3902-53, Springfield,  
MA  
Nashville Federal 3834-63, Nashville, TN

### 15 Years

Moreno Valley 2169-F, Sunnymead, CA  
Whittier 3280-F, Whittier, CA  
Early Words 3657-7, Long View, WA  
Hercules 1252-15, Magna, UT  
Noontimers 1345-18, Baltimore, MD  
Woodlawn-Security 2929-18, Baltimore,  
MD  
Boulder Early Riser 3022-26, Boulder, CO  
Eastern Middlesex 3565-31, Wakefield,  
WA  
Federal 3508-33, Fresno, CA  
Yreka 3623-39, Yreka, CA  
Stelton 755-60, Hamilton, Ont., Can  
L'Chaim 3769-70, Sydney, N.S.W., Aust

### 10 Years

Speak-Easies 841-F, Covina, CA  
Capsule Communicators 2276-F, Downey,  
CA  
Downey Breakfast 2741-F, Downey, CA  
Redwood City 2881-4, San Mateo, CA  
Ralston Purina 471-8, St. Louis, MO  
Airport 3222-15, Salt Lake City, UT  
Cranbrook Ladies 731-21, Cranbrook,  
B.C., Can  
Reedsburg Area 2780-35, Reedsburg, WI  
Mt. Shasta 1122-39, Mount Shasta, CA  
Foliage 840-47, Apopka, FL  
Gainesville Sunrise 3106-47, Gainesville,  
FL  
Connecticut General 803-53, Bloomfield,  
CT

1960 North Houston 2659-56, Houston,  
TX  
Laurentien 1400-61, Shawinigan, Que.,  
Can  
TM Club Le Marquis 3778-61, Ottawa,  
Ont., Can  
Livingston County 1538-62, Howell, MI

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**REGION I** June 28-29  
Hyatt Airport  
Oakland, Calif.

**REGION II** JUNE 21-22  
Irvine Marriott  
Irvine, Calif.

**REGION III** JUNE 28-29  
Marriott Austin  
Austin, Texas

**REGION IV** JUNE 14-15  
Howard Johnson's  
Rapid City, S. Dakota

**REGION V** JUNE 7-8  
Excelsior Hotel  
Little Rock, Ark.

**REGION VI** JUNE 21-22  
Holiday Inn  
Middleburg Heights, Ohio

**REGION VII** JUNE 14-15  
Stouffer's Valley Forge  
Valley Forge, Penn.

**REGION VIII** JUNE 7-8  
Princess Hotel  
Freeport/Lucaya  
Grand Bahama Island

### 1985 INTERNATIONAL CONVENTION

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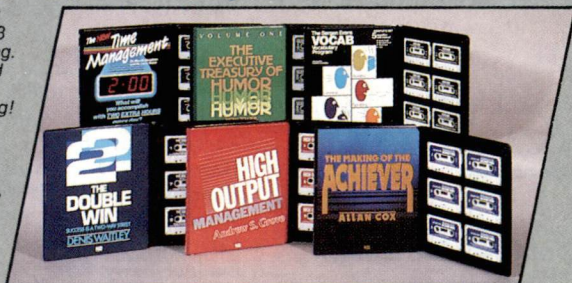
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