

# TOASTMASTER®

SEPTEMBER 2006

## Laws for Positive Leadership

How to be a leader  
others want to follow.

**Special Leadership Issue:**

**Picking Potential  
Leaders**

**How to Present an  
Idea and Be Heard**

**Meet Johnny Uy, DTM**  
Toastmasters' 2006-2007  
International President

**Becoming a *New*  
Competent Leader**

# Simply Amazing

Greetings, Toastmasters around the world! Hello! Ciao! Ni Hao! Hallo! Bonjour! Hola! Moshimoshi! Mabuhay!

We are truly an international organization whose programs have touched the lives of millions of people in 90 countries. When our founder, Ralph C. Smedley, and his motley group of 20 men met at that first Toastmasters meeting October 22, 1924, would any of them have, in their wildest dreams, imagined they were starting something that would grow this big? I doubt it. And yet, here we are today. Isn't that Simply Amazing!

When I walked into my first Toastmasters meeting in 1989, I had absolutely no idea where that road would lead me. I didn't know most of the people in the room and I didn't even know there was anything beyond the club. And yet, here I am today. Isn't that Simply Amazing!

How about you? What is your Simply Amazing Toastmasters story? Have you become more confident, more eloquent and an overall better person? Have you become more willing to help others in and out of your club environment? Do you now think of yourself as a better leader, a better communicator? Then you're Simply Amazing!

And with members like you, then Toastmasters is Simply Amazing! To be amazing is to be so remarkable as to elicit disbelief. Please take note that "remarkable" comes first. We need to do such a remarkable job in working through our programs that personal change is evident and elicits astonishment, and therefore, is perceived as "Simply Amazing." Likewise, we need to do an equally remarkable job in supporting, coaching and encouraging our fellow members and our clubs so that they enjoy phenomenal success and are also seen as "Simply Amazing!"

We join Toastmasters because we have dreams – dreams of attaining a desired level of proficiency in communication and leadership. We pursue our dreams because our dreams are our possibilities. As we work through the Toastmasters programs, we soon realize there are many Toastmasters willing to help us achieve remarkable results. And with their help, we learn, we grow and our lives are changed, one at a time.

Before we know it, we find what we have been seeking from the start – our voices, expressed with more self-confidence and more self-esteem. We are simply amazed and want to share what we now have, and so we serve our world of Toastmasters by bringing in more members and helping them grow, succeed and achieve their dreams.

Thus the cycle never ends, as every Toastmaster does a remarkable job in working through our programs... as every club fulfills its mission of helping members achieve... as every district provides guidance to clubs and works on building new clubs and club membership growth. We can become "Toastmasters: Simply Amazing" but we must first do remarkable work and offer excellent service.



Johnny Uy, DTM  
International President



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
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#### The Toastmasters Vision:

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

#### The Toastmasters Mission:

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

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

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

## Competent vs. Confident

At our club we often discuss the subject of Competent vs. Confident. Therefore, after seeing the title "Competent or Confident" (April) I was looking forward to reading Frank Adamo's article. However, I was disappointed.

Adamo says that to be competent is to be a commoner, and that since nearly all of us are competent, we should join Toastmasters to gain confidence. Frank, by his own admission, thinks he is quite competent even though he is the Ah Champion of his club. With all due respect, I think he is right to lack confidence (his own words).

I derive a totally different meaning from the definition of *competent* (as does our club. It is far better, in my opinion, to be a competent speaker and lack confidence than to be a confident speaker with few speaking skills. That is the reason I became a Toastmaster. Sure I lacked confidence when I started, but I soon found that confidence was forthcoming. But when I got to the higher manual speeches (#5 and up) my evaluations became more critical. Why? So that along with this newfound confidence, I would also become competent. And where better to practice becoming competent than at a Toastmasters meeting among friends?

As for changing the name from Competent to Confident Toastmaster: Confidence stems from one's opinion of one's self, whereas competence is as evaluated by another. What is the point in being confident if you do not have the skills?

Domenic De Masi • Coffs Harbour Club 3387 • Coramba, NSW, Australia

## Recruiting for 21st Century

An article in the June issue by Steve Brandon titled "Recruiting for the 21st Century" invites comment. Challenging over 80 years of experience that have produced the world's finest

educational program, Brandon seems to feel it is time to drop our standards as Toastmasters. I'm disappointed about his apparent opinion that women and minority leaders should lower the performance bar and focus more on people than the program. An unfortunate view sometimes encountered with new members is the urge to shy away from duties and tasks. Perhaps Toastmaster Brandon, when and if he achieves his CC, may realize that women and minorities can measure up fully to our program. He might even concede that white males also make important contributions.

I believe Toastmasters International offers a warm and welcoming environment where we work together while building our listening, thinking and speaking skills. Gender and racial bias have no place in this remarkably fine educational program! Recruiting for the 21st Century will continue to be as successful as in the past if we move forward in a spirit of goodwill and openmindedness toward all our members!

George H. Shyrock, DTM • Charlotte County Club 692939  
Englewood, Florida

## Choose Club Names Carefully

What's in a name? Shakespeare asked that question long ago, but it's still relevant.

My club originated 22 years ago in a senior center inside a building that was once used as a carriage house. As a result, the senior center took the name "Wagon Wheel." The founders of the club took the same name.

I suggested a name change, but veteran members preferred to keep the folksy old moniker. When the senior center closed, we had to find a new location and it was finally time to change the name. We voted for "Savvy Speakers" and have been more successful in attracting younger mem-

bers ever since. So I suggest to new clubs: Never choose a name that identifies a location or time of meeting. These may change over the years.

Likewise, the letter written in the June issue by Thomas La Fleur had convincing reasons to change the venerable but antiquated name of our wonderful organization. I feel the Toastmasters name has held back the expanding of clubs and membership with its suggestion of male exclusiveness and ritualized public drinking, which is so different from the actual activities and ambience. Only the warmth and sincerity of the members in word-of-mouth contacts have overcome the negativity of a name that is outdated.

Peggy A. Caselle, DTM • Savvy Speakers Club 5659  
Syracuse, New York

## Now Playing Herself

The article "Lessons from Oscar" (April 2006) and Rosa Phua's letter (June 2006) are spot on. As an actress in amateur theater, I can assure you that getting up on stage having memorized a script (which someone else has written) and playing a character (not yourself) is completely different from having to stand in front of an audience as yourself, with your own written script.

This is the reason I joined Toastmasters, as I found that I was comfortable playing anyone but myself in front of an audience. Without a different persona to hide behind, even the famous have the same problems that non-Toastmasters experience when giving a speech. Some of the best actors and actresses I have met come across as shy and insecure offstage. The wonderful thing that Toastmasters has done for me is to make me confident as me, and not as someone else.

Lynn Moss • Two Oceans Toastmasters Club 8185  
Fish Hoek, South Africa

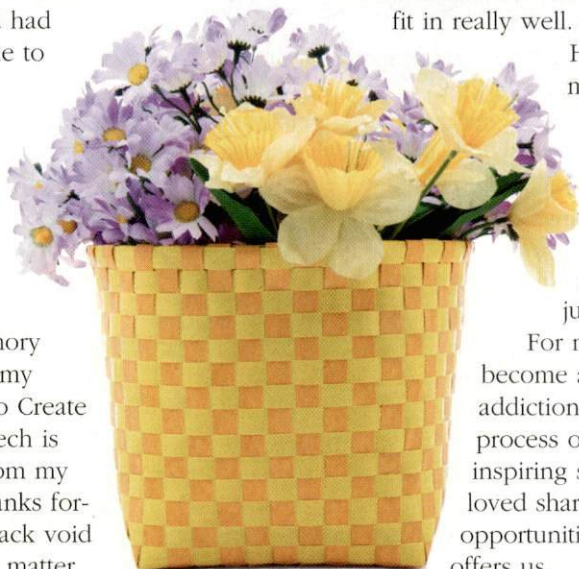
From nightmare to addiction.

# Don't Bring Me Flowers!

Our team at work was hosting a big meeting with more than 100 people; a combination of clients, co-workers, vendors and management types. My associate, Bill, and I had the task of giving two speeches: "Eight Ways to Create Value in Yourself" and "Eight Ways to Create Value for the Project." We planned to present our 16 combined tips together. We practiced, got the timing down and were ready to go.

The day of the meeting, I couldn't find Bill. I went to the meeting room, and there was no Bill. The project manager opened the meeting and still no Bill. The project manager introduced our clients and then called us forward, but still no Bill. Shaking, I made it to the stage and to the lectern. I adjusted the microphone warily. Still, no Bill. I was on my own.

I didn't die of heart failure. No one booed me off the stage. No one threw tomatoes. But I did get flowers. Bill sent them the next morning. He had been called into an emergency meeting for another project and had been unable to get away. Though I made it through the presentation all by myself, the actual memory of reading my "16 Ways to Create Value" speech is blocked from my memory banks forever – a black void in my gray matter.



That was the day I decided to do something about my lack of confidence as a public speaker.

We had a Toastmasters club at my office, but I had never visited it and really didn't know much about the organization. I thought Toastmasters was a group of people who gave fancy speeches about politics, freedom and the right to pursue happiness; speeches similar to something from John F. Kennedy, Dr. Martin Luther King, Jr., or Ronald Reagan. Little did I know that most Toastmasters are people who were just as scared as I was. I visited the office club and eventually realized that these people didn't get up and give lofty speeches in front of cheering crowds. Instead, they got up and messed up. They said too many ahs and uhms. They forgot whole paragraphs from their speeches. They had nervous tics. Their visual aids were shown backward. They talked too softly. They talked too loudly. They talked too long. And just like me, some of them talked too fast. I knew I would fit in really well. So I signed up!

Halfway through my ATM Bronze, I realized that Toastmasters was no longer just a speech class for me. And it wasn't just a hobby.

For me it had become a full-blown addiction. I loved the process of building an inspiring speech. And I loved sharing the growth opportunities Toastmasters offers us.

Then my division governor called me and offered me an "opportunity." Our district conference for the whole state of South Carolina was coming up in two days (*days* not *weeks*) and could I give an eight- to 10-minute entertaining speech for the *advanced* club that meets the Friday night before the conference? That's when the room started to spin and lights flashed before my eyes. And though one side of me wanted to welcome the opportunity, the other side had a major flashback to standing alone on that stage, scared to death. I took a deep breathe and forced myself to say, "Yes!"

For two days I worked on crafting a speech using local folklore, exaggerated situations, and real people and places. With my confidence unsteady but my resolve firmly planted, I gave that speech. When you step out of your safe zone to nail a speech, earning robust belly laughs from your fellow Toastmasters, that feels great. That night, I performed flawlessly. No nervous tics for me. No ahs or uhms for me. And the rhythm of my delivery was perfect.

I went home from that conference with a strengthened sense of my abilities. From that original list of "Eight Ways to Create Value in Yourself," I had accomplished the second item, "Join Toastmasters!" It was a great feeling to achieve something from that list I'd created. What's even better, along the way, I matured into a much more confident speaker. **T**

**Sharon Reshni, ATMS, CL**, is a member of Fluor Toastmasters Club 7785 in Greenville, South Carolina.

# Prepared for Tomorrow's Opportunity

By Ed Sykes, DTM

**When an opportunity to film a TV commercial came along, Joy Fisher-Sykes was ready and able.**

When I tell others about Toastmasters, I usually explain how the program works and how they can benefit by it. Then, I add the following:

"Toastmasters prepares you for tomorrow's opportunities. Because of the confidence you'll gain from improving your speaking and leadership abilities, you will be able to take advantage of any opportunity that will come your way."

As an example, let me tell you how her Toastmasters training helped Joy, my wife and business partner, take advantage of an opportunity that came our way recently. Joy, who is a motivational speaker and an ATMB, received a call from a regional television station manager who had heard her speak at a business meeting. The station manager had a client who wanted to produce a television commercial and thought Joy would be a perfect product spokesperson for his real estate investment company. But she had never done a television commercial. After learning a little more about it, Joy replied that she would be very interested.

The station manager mentioned that one other candidate for the job was being considered – a professional model. But he also called to interview Joy. She approached her telephone interview with confidence and poise. The station manager later

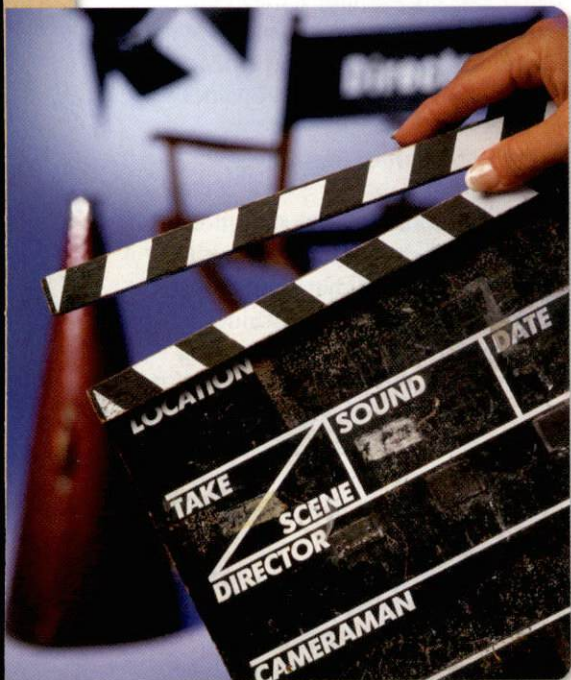
called and said the business owner was quite impressed with her speaking ability and had decided to go with Joy. He said the model's speaking ability "left much to be desired" and that there was "no comparison" between the two choices.

Joy received the script for the 30-second commercial, and after rehearsing a few times, realized that the fastest she could perform it was 45 seconds. She called the station manager and was told to continue rehearsing the script. Any needed changes in it would be made while filming the commercial.

The day came for the shoot. We met the station manager who introduced us to the director, the camera person and finally, the business owner, his wife and their partners. The director and the business owner revised the script, reducing its reading length to 30 seconds. Then they handed it back to Joy, asked her if she felt comfortable with the changes and announced that they were ready to start filming the commercial as soon as she was ready.

I don't know how you might have felt, but I felt more pressure just standing on the side than Joy displayed while standing in front of the camera. She took about one minute to examine the changes and then called out, "Let's start shooting!"

I was proud to note that while many directors require 10 or more



takes to get it right, Joy nailed it each time, adjusting smoothly to all of the required changes. They were finished in only five takes.

Her commercial was shown during prime-time television shows and received great responses.

**“Because of the confidence you’ll gain from improving your speaking and leadership abilities, you will be able to take advantage of any opportunity that will come your way.”**

The business owner was impressed with the results and asked Joy to continue as his television spokesperson for the new real estate investment commercial he was producing with a National Broadcasting Corporation (NBC) affiliate. Of course, Joy welcomed the opportunity!

With even more confidence than her first time, she nailed the new commercial. And it has been a success. This commercial is being shown during the *Oprah Show*, the *Today Show* and *Fox News*, along with other television programs.

Because we were “prepared for future opportunities,” even more exciting possibilities have opened up for us that we would never have thought about in the past. Joy is now exploring additional commercial prospects. We are working with

the station manager to produce a local television program. Joy and I will never forget that Toastmasters prepared us for these and future opportunities.

Like the old saying goes, “Preparation plus opportunity equals success.”

Table topics prepared Joy for the initial telephone interview and on-the-spot script changes. Preparing and giving Toastmaster speeches, especially vocal variety and gestures, enhanced her confidence and presentation skills. Taking on leadership roles at the club and district levels prepared Joy to “own her space” when interacting with high-level people in diverse situations.

Too often, I see members wait for the “right time” to take full advantage of their Toastmasters experience. The right time is today! I tell them, “Every opportunity to speak is an opportunity for success.” I can say that because I know by witnessing Joy’s experience that it prepares you for almost any future opportunity. Nobody can foresee what your opportunity will be, when it will come, or what form it will



▲ Joy Fisher-Sykes

assume, but it *will* come.

So, be like Joy and prepare yourself for future opportunities. Participate in Table Topics *today* so that you will be prepared for tomorrow’s job interview or

business prospect. Give your speech *today* so that you will be prepared for tomorrow’s corporate meeting. Volunteer *today* to be Toastmaster of the club meeting so that you will be prepared for tomorrow’s high school reunion. Participate and let Toastmasters “prepare you today for tomorrow’s opportunities.” **T**

**Ed Sykes, DTM** is a member of the Virginia Beach Club in Virginia Beach, Virginia. He and his wife, Joy Fisher-Sykes, ATMB, are founders of the Sykes Group and presented a session at the recent International Convention in Washington D.C. Reach them at [www.thesykesgrp.com](http://www.thesykesgrp.com).

**Editor’s Note:** Do you have an inspiring story of how the Toastmasters program has helped you? Tell us at [letters@toastmasters.org](mailto:letters@toastmasters.org).

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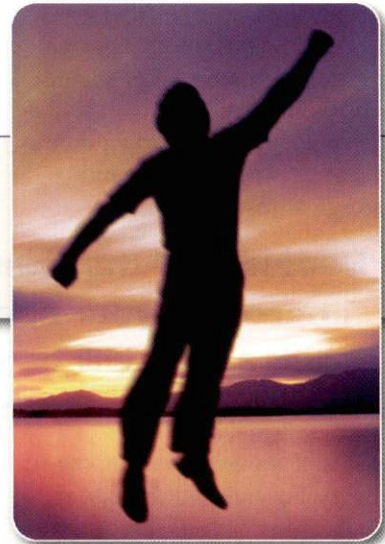
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**Meet Toastmasters' 2006-2007  
International President Johnny Uy, DTM**



## Toastmasters:

# SIMPLY

# Amazing!

**N**ewly elected  
International  
President Johnny Uy (pronounced "oob-ee," as in dewy)  
comes to Toastmasters with much leadership experience and  
enthusiasm for promoting the organization's growth worldwide.  
A native of the Philippines who speaks many languages, he has a  
keen insight into cultural differences and how the Toastmasters  
program works in various parts of the world. In this interview,  
he'll tell you more.

Uy has been chosen to lead Toastmasters International's 210,000 members for a one-year term during which he will travel extensively, meeting Toastmasters from all over the world and promoting the organization to community and corporate leaders. A dedicated Toastmaster for 17 years, he is a Distinguished Toastmaster who has served as an officer at various levels and worked his way up to his prestigious current position. Professionally, he's an entrepreneur, serving as president of Pawe Group, Inc., a company with diverse business interests. He lives in Cebu City, Philippines, with his wife, Irene, who is an ATMB. They have four children: Twins Diane and Rodrick, age 24; Jacklyn, 20, and Krystle, 16.



**Explain why you chose your theme, "Toastmasters: Simply Amazing!"**

I had all but given up on a theme that "said it all" when I recalled an experience with my mobile phone company. I had just switched to a new provider and immediately encountered problems with the phone. The level of service this company offered to remedy the problem totally blew my mind – it was simply amazing! As I sat in their office, two or three of their people ran around to get things right for me, and I was approached by one of the managers who said, "You're a Toastmaster, right? I wonder if you could help set up a Toastmasters club in our company!"

Just like my experience with my phone company, to be Simply Amazing is to be so remarkable as to elicit disbelief. The Toastmasters program is Simply Amazing in what it can do to help our members develop their skills and build their self-confidence. But for it to work, every member must put in his or her share of effort. The bottom line is this – members work through the different communication manuals and the *Competent Leadership* manual; fellow members provide encouragement, support and very helpful evaluations; encouraged by the results,



members stay and recruit more members and build more clubs. However, we need to always keep in mind that to be Simply Amazing, we must be like that mobile phone company I mentioned, and offer excellent service.

**You are our first International President from the Philippines. Tell us about the growth and future of TI in that part of the world.**

Toastmasters clubs have been around in Asia for many years, but growth never was close to being amazing. In 1995, when there were only two districts in Asia, a few Toastmasters from different clubs began visiting Toastmasters conferences around the continent. Subsequent years saw reciprocal visits and a higher attendance from Asia at the International conventions.

Those visits generated enthusiasm, inspiration and a desire to build more clubs and form more districts within the countries around Asia, causing a boom in growth over the past 10 years. This is the reason I have always been an advocate of Toastmasters visiting each others' clubs. We learn and draw inspiration from each other.

Today, we have six districts and one territorial council in Asia. As in all parts of the world, people are seeing the "Simply Amazing" results of membership growth in Toastmasters. What does the future hold? Frank Sinatra's song comes to mind: "The best is yet to come."

**What are some cultural differences in how the Toastmasters program is conducted between Asian countries and in North America?**

Culturally, Asians are extremely polite, which makes pointing out the areas that need improvement during evaluations a challenge. And in the event Asian Toastmasters do not agree with what you say or do, chances are they will just keep quiet rather than voice their dissent. Likewise, modesty in Asian culture calls for deflecting any praise offered. When complimenting an Asian for a job well done, do not be surprised if you get a response like, "You're exaggerating" or "I just got lucky" instead of "Thank you."

Some Asian countries also have what might be called a "class system." Persons of a higher designation, title or "class" expect to be treated a little differently from others. It would not seem appropriate for someone from a different level to coach, mentor or evaluate him or her. And people in some Asian countries are not too comfortable with humor, so you may be surprised that your best jokes appear to bomb there.

But most Asians are very enthusiastic about their Toastmasters membership. It is a big deal for them to be Toastmasters. In countries where English is not a first or even a widely spoken language, membership in Toastmasters can be seen as a status symbol, a badge of honor that signifies the member speaks excellent English.

Asians also see Toastmasters as an opportunity to network and meet more friends. Thus, an Asian Toastmasters club might plan activities outside of a club meeting, such as a beach outing, a night at the local family karaoke or even an expedition to climb a mountain. This desire to get together and have fun results in the very high attendance at Asian district conferences where attendance exceeding 500 are common.

**Tell us about your hobbies and interests outside of Toastmasters.**

In my younger days, I was very much into sports. I have had my share of bruises and dislocated joints from Tae



Kwon Do and Aikido; missed shots and blocked shots in basketball; lost balls in golf; checkmates in chess, and target misses in Practical Pistol Shooting (good thing I missed the humans, too!).

Now, I am interested in music – songs and dances – but unfortunately, songs and dances are not interested in me. I can't carry a tune and I have two left feet. I think the President's first dance at the International Convention proved my point.

#### When and why did you join Toastmasters?

Sometime in 1988, I met someone at a store who told me he was on his way to his Toastmasters meeting. That was the first time I ever heard of Toastmasters. He went on to tell me all the great and fun things they do in their Toastmasters club. He got me really curious, excited and eager to find out more – probably even join up. But he never invited me to attend their meetings!

A year later, I sat beside a man named Felipe Chan at a social gathering and he asked if I had heard of Toastmasters, and would I like to come and attend a demonstration meeting for a new club? I jumped at the chance to finally be able to attend.

The reason I have remained a member all these years is because in Toastmasters, I have found a home... a place that allows me to dream my dreams.

#### You are a businessman – the president of your own company, the Pawe Group, Inc. What kind of business is it?

Yes, I am an entrepreneur. I am into real estate development and leasing of land, buildings and apartment-like hostel rooms. But my main business is the dealership and distribution of consumer goods. Among these are the non-carbonated drinks of the Coca Cola Company, the liquefied petroleum gas (more commonly called propane gas in North America) of Chevron, Minola, the Philippines' leading brand of coconut

cooking oil, a popular local brand of cracker nuts, corn starch and canned tuna.

#### How has your Toastmasters training benefited you in your career?

It has made me more confident in dealing with others. In business, one has to face all sorts of people. Some of them can be very trying. My Toastmasters experience has taught me how to communicate differently with different personalities. And the evaluations I have received have also taught me to look on the bright side of issues that business associates may bring up, instead of just shutting them out.

Having a reputation of being a Toastmaster also has some benefits. People always think that Toastmasters have more to say and they say it better. I once attended a Congressional Committee public hearing in Cebu City, my hometown. It was a long hearing that dragged all day because everyone wanted to say something, and people were not only getting repetitive, they weren't saying it well at all. People were tired and wanted to just go home. No one was listening to the speakers anymore. Then I was called up for my take on the issue at hand. As I walked to the microphone, I overheard someone say, "Shhh. Let's listen. This one's a Toastmaster!"

I really didn't have anything new to say, but because someone in the audience recognized me as a Toastmaster, word spread and people sat up and listened. Isn't that Simply Amazing!

#### Do you often give speeches outside of Toastmasters?

Yes, I have had the honor of being asked to address a few conferences in recent years. These include trade organizations, civic groups, non-government organizations, school functions and even the Philippine national police. Regardless of the group I speak to, and no matter what topic they want me to talk about, I always find a way to segue into Toastmasters and its benefits.

## Are You Good Enough to be a Pro?

  
**Toastmasters' Accredited Speaker Program is now accepting applications for 2007.**

**T**he Accredited Speaker Program is designed to recognize those Toastmasters who have attained a professional level of excellence in public speaking.

To qualify, you must be an Able Toastmaster, Advanced Toastmaster Bronze, or Advanced Communicator Bronze and a member in good standing of a Toastmasters club. You must have completed a minimum of 25 speaking engagements outside the Toastmasters club environment within the past three years. Then, you must pass a rigorous two-stage judging process.

Those Toastmasters who earn the prestigious title of Accredited Speaker will receive widespread recognition both inside and outside Toastmasters International. They will have taken the steps that can launch them on exciting careers as professional speakers.

Only a handful of Toastmasters have what it takes to become Accredited Speakers. If you think you're one of them, visit the Toastmasters International Web site, [www.toastmasters.org](http://www.toastmasters.org) and download the application.

**The deadline for the 2007 Accredited Speaker Program is November 1, 2006.**

### What aspect of Toastmasters do you like best?

I like the fact that in Toastmasters, you can make a total fool of yourself and still get a warm round of applause. We develop our skills and build our self-confidence precisely because we are among very supportive friends in our clubs who are willing and eager to help us.

After we learn from our mistakes at our Toastmasters meetings, we can then face the world, knowing that we will do a good job.

### Tell us about your worst speaking experience.

I think every speaking experience is a learning opportunity, and the worse the experience, the bigger the opportunity to learn and improve.

At a region conference I attended, my keynote speech had a few jokes that did not strike me as offensive. Unfortunately, several members of my audience didn't agree with me. I could feel their discomfort as I ended my speech.

Fortunately, Toastmasters are a helpful and supportive lot. They never pelted me with their salads or buns, nor did they walk out on me. I even got an evaluation right after the speech (Boy! Did I get an evaluation!). I learned an important lesson that day – know your audience.

### Do you have any role models when it comes to public speaking? If so, who?

When I was a new Toastmaster, one of my passions was to compete in the International Speech Contest. I had purchased an audiotope of former World Champion of Public Speaking David Brooks' presentation at the 1990 International Convention and was so impressed that I decided to write him a letter. He didn't know me and I lived halfway around the world from him, but he responded, offered encouragement and even sent me hard copies of his contest speeches.

We became fast friends and I believe I may even have picked up some of his speaking styles and adapted them as my own. His speaking style taught me how to mix humor with a serious message to avoid sounding dull. He is truly a champion's champion who emulates the Simply Amazing service I would like to see all our members give to fellow members.

### Tell us about some leaders you admire, and why.

One leader who stands out is Rosita. In her early teens, she had a dream of becoming a successful department store owner. There was only one problem: She had no money. Undeterred, she started out as a street vendor and progressed ever so slowly and painfully as she relentlessly pursued her dream until, finally, she achieved it. Rosita Uy is my mother.

She is a natural leader. She knows what she wants and goes for it. She uses whatever resources she has to fulfill

her goals. She doesn't look for excuses as to why things can't be done. Instead, she finds new ways to get things done with what she has. In the process, she does an extremely amazing job of leading herself, her family and her employees toward one clearly defined goal.

**“In Toastmasters, I have found a home... a place that allows me to dream my dreams.”**

Every leadership skill she has, she picked up from the school of hard knocks. I'm a whole lot luckier because she provided me with a good education, a good practical training in business, and most of all, she served as an excellent role model in leadership.

### In Toastmasters, we are focusing more and more on leadership. Tell us why leadership and communication go hand in hand.

A leader is a person who can inspire people and rally a team to achieve extraordinary feats. Needless to say, you can't do that if you have poor communication skills. In Toastmasters, we learn communication skills by doing – by actually getting in front of a group and speaking. We are also able to learn leadership skills by actually taking on leadership tasks. People have varying degrees of innate skills in communication and leadership. What we do in Toastmasters is to point our members in the right direction, highlight these skills, offer suggestions for improvement where these are missing, and *voilà!* A star is born!

### How do you define success?

To quote my favorite definition, “Success is when you get paid to do something you love so much, you would have done it for free anyway.”

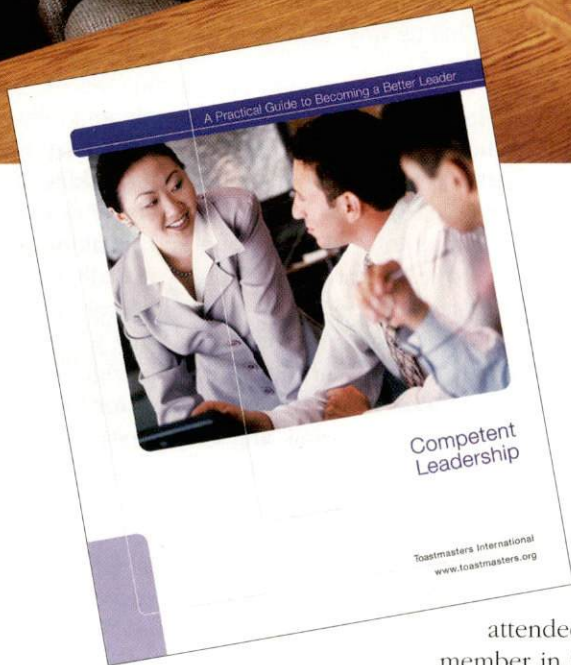
### What's your dream for your term in office?

Many years ago, there was a bit of military adventurism in my hometown. Troops from both sides gathered on either end of a major bridge ready to do battle. Negotiations went on all through the night. Nothing much happened until the leaders from both sides decided to meet at the top of the bridge. Guess what? They were both Toastmasters. And peace reigned in the land after that. True story!

My dream may have to go a lot longer than my term of office. My dream is for Toastmasters to be in every company, in every community, and in every country. My dream is for men and women to develop their listening, thinking and speaking skills so much that everyone will be able to communicate well with each other, be more tolerant of one another and in the end, achieve world peace! Wouldn't that be Simply Amazing! **T**



By Bonnie L. Maidak, ATMS/CL



## Becoming a New Competent Leader

For four long months, I waited for the new *Competent Leadership* (CL) manual to appear. Along with many other Toastmasters, I was curious to see what it would contain. Finally, in January 2006, I snatched it up and within 48 hours I had determined a schedule to finish its 10 projects in order to submit the award on July 1. I wanted to be the first person in my district to earn this new award. (Deciding to be the first in *anything* is just one example of how Toastmasters has changed my life.) The timeline would be tight. However, achieving my goal

would be possible if I included one CL project assignment in every meeting I attended. No doubt being a member in four clubs would help.

The schedule defined how to achieve my goal, yet going through the process of completing the new leadership manual taught me some unexpected lessons as well. My experiences identified some pluses and minuses that you may want to consider for yourself or your club.

The largest plus of the new leadership manual is how it will make the High Performance Leadership (HPL) project less daunting. I worked on the CL manual simultaneously with a HPL project. Several times I consulted the self-assessment skills quiz for a specific CL project to help me with the HPL project. By practic-

ing specific leadership skills in a supportive club meeting environment, I gained more confidence to carry out the HPL project. I saw the value in practicing these skills more often in regular club meetings than only once or twice during the HPL project completion. Working in the new CL manual identifies what a Toastmaster needs to break the HPL project down into smaller "digestible" bits.

In my four clubs, I was the only one working on the new CL manual, so I had the luxury of completing a project for every meeting. When several club members are working on projects at the same meeting, the time needed to identify evaluators, exchange manuals, prepare written or verbal evaluations might extend the meeting length or individual completion schedules. Your club may wish to formulate a policy regarding

the maximum number of projects that can be done at the same meeting (considering that many clubs often limit the number of speakers to three per meeting). Instead, your club culture might support verbal evaluations for *all* individuals participating in a club meeting. While completing the manual, I learned how important it

Completing the new manual requires the club member to fulfill each typical meeting role at least once. Roles such as general evaluator or Toastmaster of the day (TMOD) need to be performed multiple times. The manual states that doing the same role counts for credit only once per project per

before they start on the new manual in earnest.

The manual suggests that you ask the VPE to assign an evaluator. I was serving as VPE in one of my clubs and had initially asked members who were fast readers and quick thinkers to be evaluators. Since the manual was new, most club members were unfamiliar with it. I could not always provide the project description and objectives to the evaluator before the meeting began.

So to make it work, I often relied on the same individuals to serve as evaluators. No doubt this decreased their enjoyment of club meetings, as each was forced to read the project description while attempting to participate in the meeting. As members become more familiar with the manual, this situation will occur less often. However, to avoid asking the same individuals to serve as evaluators for CL manual projects, the VPE might want to keep track of who serves in this role for each meeting.

## “Working in the new CL manual identifies what a Toastmaster needs to break the HPL project down into smaller ‘digestible’ bits.”

was to determine my four clubs’ policies in this regard.

Another plus that I see in the new CL manual is that it encourages individuals to sign up for different meeting roles. Three years ago, one of my clubs experienced few volunteers for meeting roles other than speaker. We solved it by holding a contest to see who would serve first in each meeting role. The new manual will serve as another possible solution for this problem.

meeting. Because I knew the manual, I was aware of opportunities for other club members. During the past few months, I encouraged one VPE to ask for a CL manual evaluation when she served as club contest coordinator. For the end-of-the-year celebration arranged by another club member, I encouraged her to complete the “chairing a club special event” project. These individuals seized these opportunities, even though it will be some time

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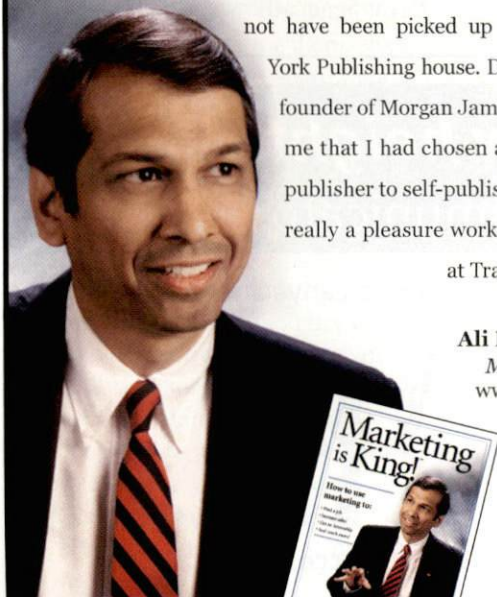
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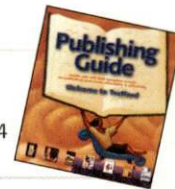
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To alleviate added work for the VPE, I suggest two immediate solutions: An assistant VPE can focus on the new CL manual and step up to become the head VPE the following year. Or the FreeToastHost Web service might provide a solution through additional support that can be created to assist in this tracking.

My suggestions for project evaluators are:

- Speaker or general evaluator to evaluate projects involving speech evaluator
- General evaluator for TMOD, Ah-Counter, grammarian or timer
- Topicsmaster for Table Topics speaker
- TMOD for speaker, general evaluator or Topicsmaster
- Club president or another club officer for other non-specific projects

I enjoyed completing the new manual, but doing it in such a condensed time frame took its toll. Though the new manual was helping me to conduct my HPL project better, I had to postpone some efforts for the HPL project in order to finish the new manual. It also cost the clubs for which I was serving as area governor this past year. What's more, other Toastmasters and personal projects lost a little ground in the

balancing act. This confirmed for me how each decision we make carries pluses and minuses. As a result, I encourage anyone who is starting the new manual to recognize that the length of time to achieve other concurrent projects or goals might need to be extended. Unless you are a member of multiple clubs or a club that meets weekly, it is more likely that it will take closer to one year to complete the new manual.

The initial printing of the new manual was not perfect. I wanted more specific information regarding some of the project or role descriptions:

- Do you need to be successful to receive credit for events such as membership or public relations campaigns or club special events (projects number 6, 8 and 10)? This is not required in the HPL program nor in speech manual projects, would it be the same for CL manual projects?
- What is "helping a Webmaster"? Is it a one-time, one-month, or longer commitment? For projects number 6, 8, and 10, I decided to ask the club president what would be acceptable. Other suggestions could be offered.
- How long do you need to mentor someone in order to complete project number 9? For the

Advanced Communicator Gold, you need to coach a new member through three speeches, but the minimum time to mentor an existing member is not specified.

I hope that Toastmasters will provide official answers to these questions in future versions of the CL manual.

The last plus of the new manual is the overall quality of the manual itself, even with my few questions. It will be easy to sell the Toastmasters program to corporate, government, military and community organizations when club members explain and demonstrate the practical leadership skills that can be learned and developed by completing the new manual.

I achieved my goal to complete the new CL manual by June 30, 2006, and faxed the award application to World Headquarters on July 1. We don't yet know whether I was the first to earn this award in my district. No matter what, I learned a lot from the experience, which is exactly what we wish for in our Toastmasters activities. **T**

**Bonnie L. Maidak, ATMS/CL**, would like to thank the members of the following four clubs for their participation in this learning experience: (all in District 36) US Senate 473, NTL Advanced Speakers 3797, Flagship 5796, and Great Seneca Power Talkers 8897.

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## How to keep members happy, motivated and committed.

By Carl Duivenvoorden, DTM

# Member Retention Strategies

If you can speak to 20 people, you can speak to 200 – that's one of the mantras of Toastmasters, and one of the reasons a membership of 20 is the target for a growing, successful club. But membership numbers alone don't guarantee success. True success happens when club members are committed, active and enthusiastic – when they feel “ownership” of the club while achieving their personal goals.

Here are a few ideas for reducing membership losses and keeping clubs focused on their members' needs:

- **Hold educational meetings:** Always remember that education is the cornerstone of Toastmasters. Strive to ensure that every speech is a manual speech; that every evaluation is constructive and sincere; that every meeting functionary role is treated with due regard. If possible, involve everyone in every meeting.
- **Set goals:** This is a critical element of member retention. Challenge members to set goals for themselves, and encourage them to share their goals with the club. (Sharing a goal is one step in committing to it.) Have your club's vice president education work with members constantly to help them achieve their goals.
- **Recognize achievement:** This is even more critical for member retention. Make acknowledgement part of your club's culture and recognize all members' speaking, leadership, recruiting or life achievements. For example, honor your best new-member recruiter with a pin, or present “Halfway” certificates to members halfway through their Communication Program manuals. One club I know gives standing ovations for manual speeches numbers one and 10.

- **Is the club focused on meeting the needs of its members?** Have the club's vice president membership conduct a membership survey every few months, and be prepared to make adjustments as necessary. Toastmasters' Member Interest Survey (catalog #403) is ready-made for the purpose. If members know their input counts, they will become more committed stakeholders in club success. Also, periodically hold discussions about club climate, Distinguished Club Program progress and other club issues.

- **Follow up on absentees:** Call members who have missed several meetings to find out why. Help them refocus on their goals, and make meeting adjustments if necessary.

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

- **Make 'em laugh:** Fun learning is effective learning. Use introductions, Table Topics, speeches and theme meetings as opportunities for humor.

- **Hold club social events:** Barbecues, holiday gatherings or birthday parties can be fun ways to gel club membership!

- **Orient new members:** Put together a package of information about your club for each new member. Include your membership list, the club executive, explanations of functionaries, TT's Supply Catalog and other relevant material. Keep a few club copies of the *Competent Communicator*


manual on hand, so new members can start speaking before their own arrives.

- **Assign mentors:** Help new members get off to a flying start by teaming them up with a coach for their first few speech projects and functionary roles. The Club Mentor Program Kit, catalog #1163, contains all you need to set up an effective mentoring program.

- **Challenge your CCs:** Many Toastmasters see the Competent Communicator award as a peak, when it really is a plateau. Don't let members who've just completed the communication or leadership manuals slip away – show them the great learning opportunities offered by advanced manuals, the leadership track – even advanced clubs.

- **Promote leadership opportunities:** Challenge all members with opportunities for leadership in the club, area, division and district.

- **Promote area, division and district events:** Contests and conferences are often “Toastmasters turning points” for members: eye-opening experiences that showcase the possibilities that exist beyond the club.

In the business world, it's said that it's easier to keep a customer than to find a new one. Even if we are successful at attracting new members to our clubs, let's never overlook the importance of keeping current members satisfied, motivated and committed. 

**Carl Duivenvoorden, DTM**, served as District 45's Governor in 2004-2005. He lives in Upper Kingsclear, New Brunswick, Canada.

# Laws for Positive Leadership

How to be a leader others want to follow.

By Victor Parachin





**W**hile serving in the U.S. Army Reserves, Terence T. Griffiths' assignment involved observing companies in his battalion to determine why members were not re-enlisting. He visited one company in Alaska that had greater losses than others. During his stay, the company commander gave a briefing on an upcoming joint military exercise involving the Navy, Air Force and Marines. He informed his troops

that all their leaves would be cancelled. Griffiths could see that the little morale the men had held onto was slipping badly. The commander finished by saying that during the operation there would be another acting commander. He explained with, "I'll be on vacation."

Griffiths immediately understood why that battalion was losing soldiers. They felt no loyalty to their company commander. That incident is a sad but compelling example of negative, ineffective and selfish leadership. Healthy leadership – the type that excels and succeeds – always moves along a more positive path. A positive leadership style inspires, motivates, energizes, unites, generates loyalty and produces results.

Here are 10 laws to follow in order to be a more positive leader in your work, your community, your Toastmasters club and your family.

▪ **Give more than you expect others to give.** Many people are looking out for Number One – themselves. Be the person who looks out for Number Two, Number Three, and so on. "Ask yourself, *How can I give a little more to the people around me? What can I do to lighten their work load? Who can I mentor? How can I provide the best effort?* Go the extra mile on behalf of others. Fashion your leadership style by this wisdom from President Woodrow Wilson: "I do not believe that any man can lead who does not act...under the impulse of a profound sympathy with those whom he leads." Wilson means good leaders don't ask people to do what they would not do themselves. Good leaders are characterized by their ability to give more than they expect others to give.

▪ **Combine optimism and perseverance.** That advice comes from Paul Orfalea, founder of Kinko's and coauthor of *Copy This!*, a book on his success in leadership. He says the

only antidotes to failures and setbacks are optimism combined with perseverance. Those two qualities empowered Orfalea to succeed despite his struggles with dyslexia throughout his time in school. He says, in his book, that all his life, those same two ingredients have kept him moving forward: "I failed at many jobs when I was younger (like getting fired from a gas station because my handwriting was so bad no one could ever read what I wrote on charge slips). Now I look at setbacks as a sign that there is another, probably better, opportunity elsewhere. I just need to find it." Combine optimism and perseverance, then lead by example. Others who observe your conduct will not only feel inspired but will act the same.

▪ **See everyone as a diamond in the rough.** There are no poor performers, only poor leaders who fail to find ways of helping others succeed. They fail to see the potential in every person, leaving it untapped. Rabbi Shlomo Carlbach once spoke to members of Manhattan's Diamond Dealers Club. During a question-and-answer period following his talk, the Rabbi was challenged by one of the attendees who asked why Rabbi Carlbach "wasted" so much of his time with people who were homeless, unemployed, drug addicted and mentally ill. The Rabbi responded by asking the group whether they had ever accidentally thrown out a million-dollar diamond in the rough. "Never!" shouted the group. "An expert would know the worth of a stone he held in his hand."

That gave Rabbi Schlomo an opportunity to educate his audience: "I'll let you in on a little secret, my friends," he said. "I'm also an expert on diamonds. I walk the streets every day, and all I see are the most precious diamonds

**"The most important thing you have to know in life is that everyone, everyone, is a diamond in the rough."**

walking past me. Some of them you have to pick up from the gutter and polish a bit. But once you do, oh how they shine! So you see, the most important thing you have to know in life is that everyone, everyone, is a diamond in the rough."

▪ **Express appreciation; accept responsibility.** Catherine the Great said, "I praise loudly, I blame softly." Sadly, some leaders are quick to accept credit and even quicker to assign blame. The best leaders reverse that pattern. They

give credit to subordinates for work well done and they do that both privately and publicly. Respected leaders are generous in giving credit where credit is due and are always prepared to accept responsibility when a project fails.

■ **Remain balanced.** Unfortunately, some leaders operate with inflated egos. These types demand rather than command respect. No matter how high you rise or how important you become, remain a balanced person. Operate with a sense of humility. Last February, Joey Cheek won an Olympic gold medal for speed skating. Shortly afterward, he was asked what he learned from winning the gold. His answer is instructive: "Keep things in perspective. I've seen the world and met amazing friends through my sport. But it's not that big a deal. I mean, I skate around the ice in tights. What is important is what I do off the ice."

■ **Show respect for people around you.** Your words and actions will show how much you value other people's contributions. Consider the example of Katharine Graham, publisher of the *Washington Post*. Although she led a powerful and influential newspaper in the nation's capital, she did so with compassion, kindness, humility and sincerity. Graham was well-known and highly regarded for the humble, respectful way she treated those who worked for the paper.

One who admired her for those qualities was Richard Cohen, a columnist for the *Washington Post*. He tells of a hot, humid Sunday in July when a tent was erected on the Post's parking lot. "It was for a company party, given for people whose names you never hear – those un-bylined, non-TV-appearing types who take the ads or deliver the paper or maybe just clean the building." Cohen saw Katharine Graham making her way toward the party. "She was old by then, and walking was difficult for her. She pushed her way up the ramp, moving in a laborious fashion. She had a farm in Virginia, a house in Georgetown, an apartment in New York, and most significantly that hideously hot day, a place on the water in Martha's Vineyard. Yet here she was..." One of Katharine Graham's great legacies was the way she treated everyone with respect, whether they were famous and powerful or anonymous and vulnerable.

■ **Treat everyone as family.** Paul Orfalea says his company, Kinko's, is stronger and better than the competition because he stresses the importance of the personal touch. Referring to his struggle with dyslexia, Orfalea says: "Because I can't read or write well, I've had to trust others to help me get things done – from Danny, my best friend since fourth grade, to Natalie, my wife, to my coworkers. At Kinko's, I set a policy that most of our communication be done not by written memos, but by talking face-to-face. This made us work closer as a team, and we had better relationships (and more fun!) as a result."

■ **Be a source of inspiration.** When appropriate, share your wisdom. Offer people insights you have gleaned along the way. Nurture those around you so they expand, enlarge,

grow and do more than they ever thought they could do. John Erskine was a highly regarded American educator, musician and novelist noted for energetic, skilled work in several different fields. Erskine said he learned one of the most valuable lessons of his life when he was only 14 years old. It took place when his piano teacher asked: "How many times a week do you practice and how long do you practice each time?" Erskine said he tried to practice once daily for an hour or more. "Don't do that," she responded. "When you grow up, time won't come in long stretches. Practice in minutes, whenever you can find them – five or 10 before school, after lunch, between chores. Spread your practice throughout the day and music will become a part of your life."

It was advice he accepted and acted upon. Erskine became a concert pianist who performed with the New York Philharmonic. Later he served as president of the Julliard School of Music and director of the Metropolitan Opera Association. He also went on to teach literature at Columbia University and wrote 45 books. His most famous, *The Private Life of Helen of Troy*, was written as he commuted to Columbia.

■ **Stress cooperation not competition.** Knute Rockne, the famous American football coach, led his team to many victories by stressing cooperation with teammates versus competition. "I have to get the most energy out of a man and have discovered that it cannot be done if he hates another man. Hate blocks his energy and he isn't up to par until he eliminates it and develops a friendly feeling (toward all his teammates)."

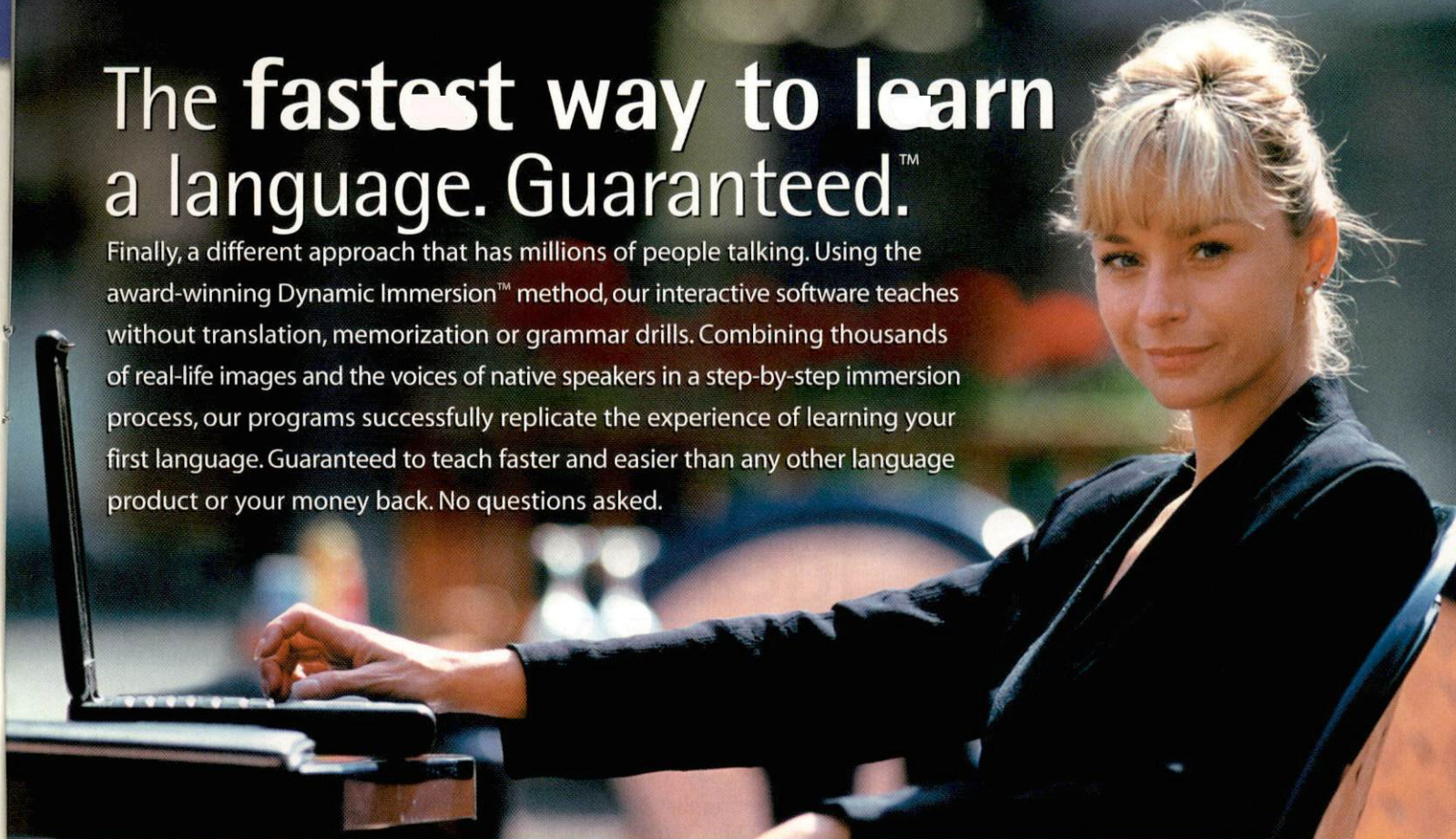
■ **Maintain a sense of humor.** No one enjoys being around someone who is humorless, heartless, rigid and unable to laugh or enjoy all aspects of life. People who take themselves less seriously are far more pleasant to associate with. No matter how daunting or serious your work, do it with a sense of lightness, merriment and playfulness. An Air Force sergeant was interviewing a young man whose military term was ending. The sergeant asked if the airman would consider re-enlisting. "I wouldn't re-enlist if you made me a four-star general, gave me a million dollars and Miss America for a roommate!" the man seethed. Obviously the sergeant had a sense of humor. On the form the sergeant simply wrote: "Airman is undecided."

If that selfish Army commander in Alaska had put into practice only one or two of these tips, he might have prevented the loss of his soldiers' morale. If he had practiced all 10 tips on a regular basis, his troops would have followed him anywhere, even under hazardous circumstances. Chances are you'll never have to lead soldiers into combat, but you can earn loyalty, trust and admiration from team members in any organization. Follow these rules and others will follow you. **T**

**Victor Parachin** is a freelance writer living in Tulsa, Oklahoma. Reach him at [vmp5@cox.net](mailto:vmp5@cox.net).

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## Speaking Up in a Meeting:

# How to Present an Idea and Be Heard

By Sam Silverstein

**Leading with questions is often better than leading with solutions.**

If you've been asked to present your findings, ideas or experience to a group meeting, then the skills you learn in Toastmasters obviously benefit you. You know to start with an effective opening that describes the problem at hand and gives background on the issue. You know to make two or three points or to disclose your findings. You know to use visual aids or stories and anecdotes to illustrate your message. And you know to close with a call to action. You don't have to be a member of Toastmasters for long to understand these fundamentals of giving a sound presentation.

But what if you're in a meeting where an issue is on the table and you're part of an open discussion? You may feel apprehensive about sharing your thoughts in this setting, especially if your superiors are present. You may be afraid that no one will support you or that your thoughts won't come across effectively. Essentially, you lack the confidence required to speak up.

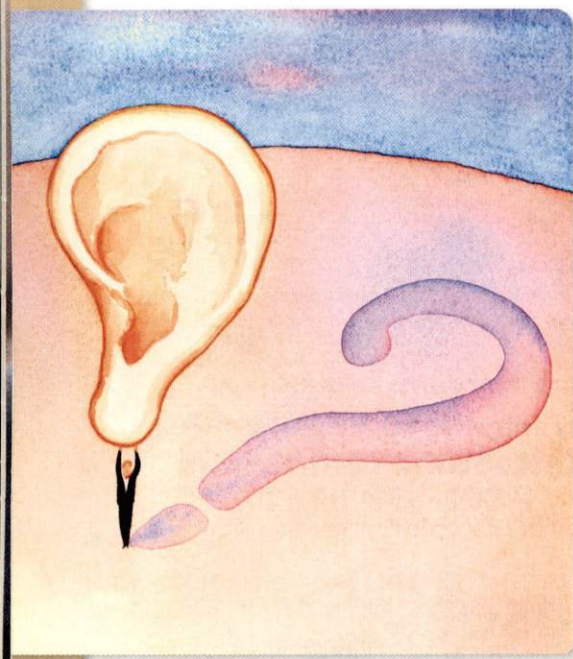
So, can your Toastmasters skills help you speak up effectively to be heard and influence the direction of the meeting? Absolutely! Consider the following strategies.

**1 Be Prepared.** Everyone feels frustrated when a vocal person comes to a meeting unprepared. The person will revisit issues that have already

been resolved, won't understand the root of the discussion and will waste everyone's time as a result. This is why preparation is a critical part of being able to speak up and influence the outcomes of a meeting. You want to be confident that your points are relevant and timely. In the end, you want everyone else in the meeting to know that you are knowledgeable and your ideas are grounded.

Just as you would never give a Toastmasters presentation without being fully prepared, you shouldn't go into a group meeting without doing some prep work. Prior to the meeting, gather as much information as possible on the topics you'll be covering and the decisions you'll be making. Review what happened in the last meeting, research new findings on the issue at hand, and know the pros and cons of each solution. Not only will it increase your expertise on the issue, but it will also increase your credibility and save everyone time. This will earn the respect of the other meeting participants. So for every meeting you attend, you need to be prepared with knowledge on the situation.

**2 Listening is Just as Important as Talking.** In Toastmasters, you likely spend more time listening to your fellow club members than you do giving presentations. Without good listening, you can't effectively critique



your fellow club members or ask good clarifying questions. Exercise those finely honed listening skills in your next group meeting at work.

When you go into a meeting, you may be eager to get your thoughts on the table. But often, listening before you talk makes what you have to say more effective. By letting everyone else talk first you can take the pulse of the room. You can understand what everyone else feels and thinks about the situation. So let everyone else talk first, rather than being the first one to jump out there with your ideas. When you let people spout off their concerns before you talk, then you're loaded with ammunition.

Waiting also gives you the opportunity to synergistically build on what someone else says. For example, you may have a good idea, and someone else may have a good idea. But when you put the two together, you have an incredible idea. By hearing what everyone has to say, you can combine your thoughts with those already presented and potentially come up with the best alternative.

**3 Lead with Questions.** When your opportunity to talk comes around, leading with questions is often better than leading with solutions. If someone else has presented an idea and the group doesn't seem to be following his or her comment, you can use questions to clarify or to gather information. Clarifying questions rephrase and repeat what someone else says when people aren't catching on. This is not only a great skill, but everyone else appreciates the clarification as well.

At that point, you have a perfect opportunity to add your ideas. You've framed your thoughts by getting everyone to agree on the issue and narrowed the focus of the discussion, which means your message is more on target and is more likely to get support.

You can also use clarifying questions to change the pace of a meeting. If the meeting is fast-paced and

everyone is presenting their ideas without much discussion or debate, then no one is really being heard. In this case, a clarifying question forces everyone to stop and listen to what is being said. The discussion will slow down and the group can work out a solution more effectively.

**4 Don't Marry Your Ideas.** Realize that solutions are often a process and a product of the group as a whole. Don't get defensive when others don't fully support your idea or when someone else builds off your idea. It's comparable to the times when you miss winning a Table Topics or Best Speaker ribbon at a Toastmasters meeting. Although you did a good job on your presentation, someone else had a better

point or delivered his or her message more effectively. Remember that the point of meeting is to come up with the best solution for the whole, no matter who thinks of the idea.

Also, acknowledge that your ideas are likely influenced by what everyone else says. If someone pats you on the back for coming up with a great solution, don't hesitate to pass the praise to someone else. For example, when a supervisor congratulates you on a great idea, give credit to your team. Say, "Thanks, but I never would have come up with it if my teammate hadn't brought up his idea." Be humble and acknowledge the success of the group, and you'll earn the respect of your peers and superiors.

**5 Know When Not to Talk.** Understand that you don't have to be vocal in every meeting. At times, sitting back and listening is more beneficial, especially if you're new to the group. In other words, you want

to earn the respect of everyone else sitting at the table before you speak. Otherwise you'll just look like a show-off.

You earn that respect by thinking before you talk, so what you have to say adds value to the discussion. Remember, it's not quantity; it's the quality of your comments that makes the difference.

When you're in a meeting, the key is to add value to the discussion, not just to talk. And when you do add value, you must be able to speak in a way that everyone feels the impact of your thoughts.

When you're in an open discussion situation, these five techniques will strengthen the skills you learn in Toastmasters, especially your improv-

**“Remember that the point of meeting is to come up with the best solution for the whole, no matter who thinks of the idea.”**

tu speeches. But don't forget to speak with confidence, frame your points logically, back up your ideas with facts, and illustrate your ideas with anecdotes from similar situations so people will be more likely to buy in.

When you use these techniques successfully over time, you will earn the respect of your team, and speaking up in meetings will grow easier. As a result, everyone will listen to you every time you have something to say. People will also seek out your ideas and opinions when they have problems. You will become a well-respected member of the team, people will value your ideas, and most important, your opinions will matter. **T**

**Sam Silverstein** is a speaker and entrepreneur who has sold one of his businesses to a Fortune 500 company. He is the author of many books, including *The Power of Choice*, *The Success Model* and *Only The Best On Leadership*. For more information visit [www.SamSilverstein.com](http://www.SamSilverstein.com).



# Picking Potential Leaders

Want to find leaders for your club and district? Consider these 11 questions.

By John C. Maxwell, Ph.D.

**G**ood leaders realize the significance of surrounding themselves with talented people. That's why leaders repeatedly ask me, "How can I be sure to hire the right person?" I have never discovered a foolproof hiring practice, but I do know that finding a great hire goes hand in hand with identifying potential leaders. My mentor and friend Fred Smith has helped me arrive at these 11 questions to ask when looking for a leader:

**1** When looking for a leader, do I see a constructive spirit of discontent? Constructive discontent is a leader's unscratchable itch. It's the trait making a leader averse to average and opposed to the status quo. Potential leaders possessing "constructive discontent" will question existing systems and push for improvements. They perceive problems and come up with solutions.

As [Toastmasters' 2006 Golden Gavel recipient Jim] Kouzes and Barry Posner say [in their book, *the Leadership*

**“Potential leaders have a ‘holding court’ quality about them. Their words carry weight. What they say is valuable and inspires action.”**

*Challenge*], leaders have a pioneering instinct. They are not afraid to step out into the unknown. They are willing to take risks, innovate and experiment in order to find new and better ways to operate.

**2 Do they offer practical ideas?** Highly original thinkers can have problems leading when they are unable to judge their ideas realistically. Brainstorming is not a helpful practice in leadership unless useful ideas are generated.

In the words of John Galsworthy, “Idealism increases in direct proportion to one’s distance from the problem.” Potential leaders have the rare ability to translate idealistic goals into realistic and workable actions. Leaders are not frozen when obstacles disrupt the perfect plan. They have the flexibility and fortitude to account for resistance to the ideal.

**3 When they speak, who listens?** Potential leaders have a “holding court” quality about them. Their words carry weight. What they say is valuable and inspires action.

When watching groups of people interact, in a matter of five minutes, I can pick the leader every time. When it comes time for the group to make a decision, all eyes focus upon the person with the greatest influence.

The extent of a person’s influence speaks volumes about their potential in leadership. Here are seven key areas to evaluate the level of influence in a possible hire or a candidate for a leadership position:

- Character** – who they are.
- Relationships** – who they know.
- Knowledge** – what they know.
- Passion** – how strongly they feel.
- Experience** – where they’ve been.
- Past successes** – what they’ve done.
- Ability** – what they can do.

**4 Do others respect them?** Respect is vital for leadership, yet it can be difficult to discern in young leaders who have not fully developed. Peer respect doesn’t reveal ability, but it shows character. I have found the following acronym on respect a helpful device to evaluate the respectability of emerging leaders.

- R** = Respects their coworkers and exhibits self-respect. Instead of asking for respect, they give it and earn it.
- E** = Exceeds the expectations of others. Naturally sets the bar higher than anybody else sets it for them.
- S** = Stands firm on convictions and values.
- P** = Possesses maturity well beyond their years and shows self-confidence.
- E** = Experiences a healthy family life.
- C** = Contributes to the success of others.
- T** = Thinks ahead of the pack. Potential leaders are marked by their ability to outpace the thinking of those around them.

**5 Can they create or catch a vision?** I have a subset of four questions I try to answer when evaluating a potential leader’s ability to catch or cast a vision:

- **Are they able to become a part of someone else’s vision** before they demand that others follow their vision? I watch emerging leaders to see if they can catch a vision before I determine whether or not they can create a vision. I look for potential leaders who are willing to follow before they lead. I want to see if they can serve before they empower.
- **Do they add value to the vision given to them?** In other words, do they have the creativity to take a vision and make it better? Rather than blindly implementing the vision of another leader, potential leaders are able to improve upon the vision and make enhancements to it.
- **Do they show a high level of commitment to the vision?** After they buy into the vision, I want to know if they will pay the price to make the dream a reality. Potential leaders are willing to take responsibility for the vision.
- **Are they passionate about the vision?** A person can accept a vision and take steps toward its fulfillment, but I am searching for an added dimension of excite-

**“Potential leaders are marked by their ability to outpace the thinking of those around them.”**

ment and energy. I want a person with a contagious passion for the vision; someone with an infectious enjoyment who spreads the vision to others.

**6 Do they show a willingness to take responsibility?**

In my opinion, The Statue of Liberty should have a sister-statue – The Statue of Responsibility. People are quick to rail against infringements upon their freedom, but slow to take responsibility for their actions.

Benjamin Franklin said, “I never knew a man that was good at making excuses who was good at anything else.” Avoid choosing employees who are unwilling to take ownership or averse to responsibility. It’s easier to go from failure to success than from excuses to success.

**7 Do they finish the job?** The bookends of success are initiative and closure. If you cannot initiate, you cannot make things happen. If you cannot close, things that could happen never will.

Take notice of the projects you delegate to a potential leader. Do the jobs get completed 100 percent, or do they end up back at your desk demanding time and attention? The answer will tell you a lot about the leadership ability of the potential leader.

**8 Are they emotionally strong?** No one can lead without being criticized or facing discouragement. A potential leader needs mental toughness. I don’t want a mean leader, but I do want a tough-minded leader who confronts reality and pays the price of success.

**9 Do they possess strong people skills?** Leaders with people skills will be more enjoyable to work with, and they will get more things accomplished. Be wary of hiring a potential leader without friendliness, tact or team spirit.

Observe whether the potential leader motivates or manipulates others. Motivation is moving people for mutual advantage, and it is a necessary leadership skill. Manipulation is moving people for personal advantage. Manipulation is always wrong and damaging to the health of teams and organizations.

Even without experience in a leadership position, potential leaders are already exerting influence in some capacity. Research their track record – both their achievements and their impact on the lives of those nearest them. If they can lead people without having a position, they’ll do very well when they get one. If they can’t lead people without a position, giving them a title will not help. The leader makes the position; the position doesn’t make the leader.



**10 Will they lead others with a servant’s heart?** Servant-leaders never pursue a mission at the expense of their people. Rather, servant-leaders earn the loyalty and best efforts of their people by serving the interests and investing in the development of those they lead. A servant-leader leads to see others succeed.

Rabbi Lawrence Kushner expanded on this concept when he said, “*The purpose of life is not to win. The purpose of life is to grow and to share. When you come to look back on all that you’ve done in life, you will get more satisfaction from the pleasure you have brought into other people’s lives than you will from the times that you outdid them and defeated them.*”

**11 Can they make things happen?** Some people make things happen, and others wonder what happened. Make sure a potential leader can produce.

Walt Mason gives expression to the value of a results-oriented producer in his poem, “The Man Who Delivers the Goods”:

*There is a man in the world who never gets  
turned down, Wherever he chances to stray.  
He gets the glad band in the populous town,  
Or out where the farmers make hay;  
He is greeted with pleasure on deserts of sands,  
And deep in the isles of the woods;  
Wherever he goes there is a welcoming band –  
He’s the man who delivers the goods.*

One is too small a number to achieve greatness. To accomplish anything of significance, you must have the right people by your side. I trust these 11 questions will aid you as you pick potential leaders. **T**

**John C. Maxwell, Ph.D.**, is an author of more than 30 books about leadership, including such best-sellers as *Falling Forward* and *The 21 Irrefutable Laws of Leadership*.

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#### **About Bo Bennett, DTM**

Bo Bennett is a distinguished Toastmaster, business man, author, programmer, philanthropist, martial artist, motivational speaker, amateur comedian, and most of all a husband and a father devoted to improving the lives of others. Since age 10, Bo has started several companies and sold them anywhere from \$1 to \$20,000,000.00. Today, Bo remains active President of Archieboy Holdings, LLC. and CEO of Boston Datacenters, Inc. Bo is also the creator of FreeToastHost.org, the Toastmasters service that currently provides free websites for more than 2000 Toastmasters clubs around the world.



***When it comes to success, there are no shortcuts.***

# On the Shoulders of Giants

By Marilyn Jess, ATMG, CL

**Remember to thank those who have helped you grow as a speaker and person.**

Giants are not fictitious characters. They are here – in our real world – and in their existence lies our greatness. As Toastmasters, we learn that true success is never a solo performance. It's always with the help of many other people, often behind the scenes, that we achieve our goals. These people are our "giants." They carry us on their shoulders so that we might reach for success. In the end, we owe these people our gratitude.

One of my giants was a family member named Helen Jess. Years ago, while pondering the subject of speech number 10 for the Competent Toastmaster award, I noticed the objective had to do with inspiring the audience. Because Helen had recently died, I wanted to pay tribute to her and thought that the subject of her life would inspire my club members. I researched the life of this woman who had lived almost 94 years, and I came to appreciate just how large her influence had been. She touched us with her wisdom and kindness and was a true giant in a small body.

Ancient Chinese teachings say the greater your harvest of wheat or rice, the lower you must bow to bring it to market. Pay attention and you will see that the truth behind this sentiment echoes loudly throughout our lives. We grow older, and the list of important people who've helped us grows longer. Our harvest grows ever larger. The many giants' shoulders we

stand on move us forward into a rewarding, fulfilling life.

Have you ever thought about just how many shoulders you've stood on to get where you are today? Who helped make you the speaker, leader and person you are now? Have you thought about who your giants are?

The people in your life have altered your path in varying degrees. Have you thanked them? Giving thanks to these influential people can take many forms – a visit, a letter or a phone call. You can even turn your expressions of gratitude into a series of inspirational speeches. Think back and remember the giants you have known. There are some you may have forgotten. Besides those closest to you – your family, friends and fellow Toastmasters – there are others. Here are examples of giants whose shoulders have held strong for others.

- **The special teacher** who challenged and supported you, who saw in you some spark of greatness and helped you reach higher for it. This may have happened long ago, or recently in an adult education course. I remember my first day of college orientation when I returned to finish my bachelor's degree. That day I met a professor who led me through the next seven years of work to a master's degree.

- **The co-worker** who helped you when you were new at a job, worked with you on a successful



team, saw you through a career crisis or just listened when you needed to be heard. When things seem their darkest is when this giant truly shines. When I ran into a bumpy, rutted road in one of my jobs, a giant reassured me that all would work out if I gave it time. And it did.

■ **The client** with whom you may have 'clicked' or been challenged to your limit. If a business associate forced you to take your skills to a new, higher level, then that person helped you grow. I had a learning experience when an angry patient ordered me out of his hospital room some years ago. Because of him, I discovered a better way to handle unhappy patients.

■ **The absent friend** who may have fallen out of your life recently or long ago. As a result of living in a mobile society, we're often forced to leave friends behind. Even short-term friends can have a profound affect on you. A friend I had in college moved in a direction that didn't include me in her new life, but without her friendship and help – at the time – I wouldn't have finished my master's project on schedule.

■ **The absent Toastmaster** who influenced you in an important way but has now left the club. Think about

how you have grown because of something she or he said or did that impressed you. A fellow Toastmaster, Mike, once performed a dramatic reading in our club – 20 minutes long and performed from memory. He held everyone in awe. Not long after, Mike left our club to relocate for a job change. It's no surprise that he became a division governor in his new district. Our club is still inspired by his feat.

■ **The long-distance hero.** We never meet or know, personally, these people. Yet they can be role models who help us reach higher. Denis Waitley was the first motivational speaker I ever heard. I listened to him on a set of tapes that a mentor (another giant) had given me. Waitley's calm, strong voice, simple words and timeless ideas helped propel me, years later, into joining Toastmasters.

■ **The 'ice breaker'** who invited you to your first Toastmasters meeting. That person was influential in your personal growth. Jim Kinner was the first Toastmaster I ever met. Jim left our club not long after I joined. Yet he influenced me profoundly during our first phone conversation, and in those first daunting club meetings he helped me stay on course. Though Jim has since passed away, his influence remains in my life. I paid tribute

to this giant by writing about him in our district newsletter.

Have you thanked your giants? If you're reading this, it's not too late. Write that note. Make that call. Show up in person. Or, share your appreciation by presenting a speech. There's no feeling like knowing you've passed along the wisdom of the giants. A rewarding speaking career – indeed, a rewarding life – is full of thanks for the boost you received from older, wiser or stronger people. Make the commitment to remember and give thanks to those who helped you grow as a speaker and person.

Don't forget! The giants concept works both ways. Look up. Who's standing on your shoulders? Anyone? Boost someone up there. Now, how does it feel to change a life? Maybe, someday, your whole week will brighten when you receive a note like this:

*"Marilyn – just a small note to let you know that all of your help was very much appreciated. It was a big factor in assisting me to have a successful interview. I was promoted!"* T

**Marilyn Jess**, a registered dietitian, is a member of two Toastmasters clubs in Western Massachusetts. She gives workshops on speaking skills for her peers in dietetics. You can contact her at [www.speakuprd.com](http://www.speakuprd.com).

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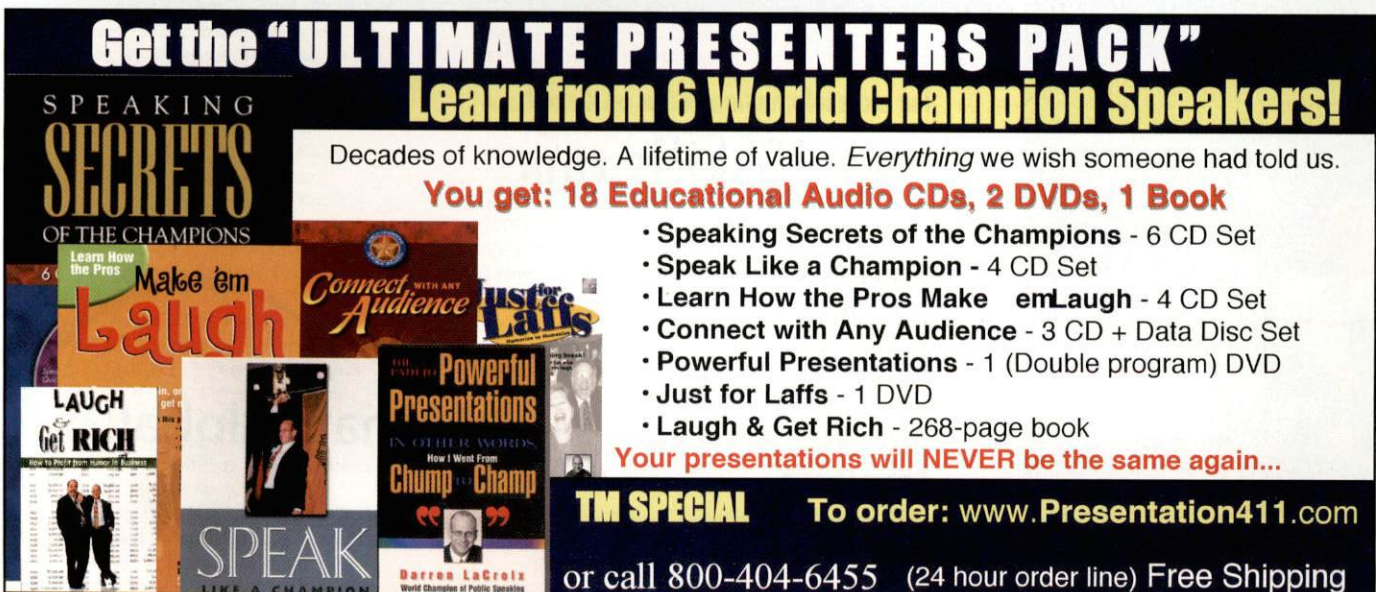
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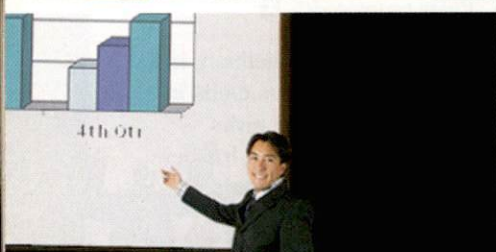
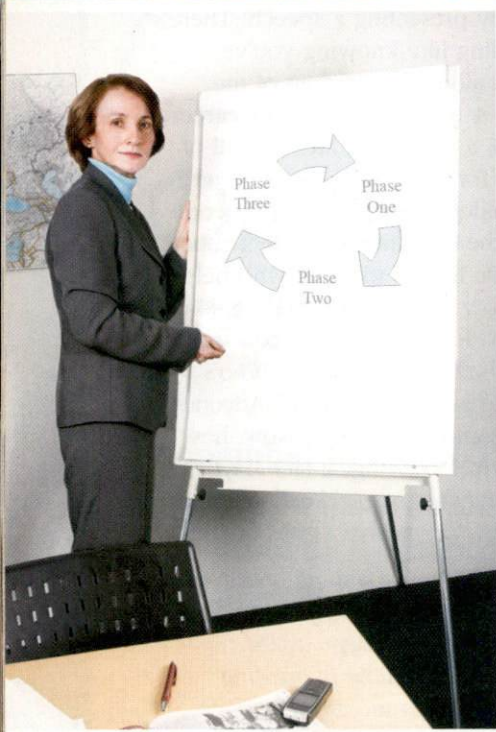
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The following listings are arranged in numerical order by district and club number.

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 Leland Pound 7368-F, Mission Viejo, California  
 Betty C. Dietz 8771-F, Huntington Beach, California  
 Linus Romey 3243-U, Anchorage, Alaska  
 Michael T. Dugan 5560-U, Anchorage, Alaska  
 Marcia K. Boyette 586026-U, Fairbanks, Alaska  
 Matthew Brown 3645-1, Torrance, California  
 Susan Chou Roth 817222-1, Manhattan Beach, California  
 Lana J. Ellis 7971-2, Seattle, Washington  
 Adavern W. Pullen 16-3, Tucson, Arizona  
 Carol D. Veach 1820-3, Phoenix, Arizona  
 Valley Owen 3198-3, Sierra Vista, Arizona  
 Mary R. Di Cerbo 4346-3, Scottsdale, Arizona  
 David J. Boudreau 4788-3, Phoenix, Arizona  
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 Nancy S. Starr-Cassidy 7713-3, Tempe, Arizona  
 Surinder Kumar Tuli 824624-3, Mesa, Arizona  
 Harvey M. Reiss 849641-3, Phoenix, Arizona  
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 Sandee Brogan 9230-3, Phoenix, Arizona  
 Allan F. Gramando 9751-3, Eloy, Arizona  
 Susan E. Carino 5474-4, Santa Clara, California  
 George Mattathil 9109-4, San Francisco, California  
 Rich Gannon 5469-5, San Diego, California  
 Daniel Rob Grundtner 1284-6, Roseville, Minnesota  
 Steven L. Reagles 175-6, Mankato, Minnesota  
 Brian K. Perry 373-6, Roseville, Minnesota  
 Diane S. Weggen 4535-6, Pine Island, Minnesota  
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 Colin T. William 5212-11, Lafayette, Indiana  
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 Jack Charles Mercica 110-12, Pomona, California  
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 Sayeed A. Shaikh 7213-12, Claremont, California  
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 Remick L. Ho 813938-21, Vancouver, Canada  
 Kathy D. Adkins 4989-22, Wichita, Kansas  
 RW Thompson 740825-22, Kansas City, Missouri  
 John N. Donnellon 5327-23, Edgewood, New Mexico  
 Dennis Lynn Peters 5731-23, Albuquerque, New Mexico  
 Daniel H. Stouffer 771996-23, Albuquerque, New Mexico  
 Charlotte M. Endorf 8111-24, Norfolk, Nebraska  
 Jeffery William Johnson 6191-25, Fort Worth, Texas  
 Gordon S. Savage 747209-26, Denver, Colorado  
 Beverly J. Bowen 1081-27, Patuxent River, Maryland  
 Lavonda Kay Broadnax 1460-27, Washington, District of Columbia
- Andrew C. Margrave 3469-27, Alexandria, Virginia  
 John Lesko 692583-27, Rosslyn, Virginia  
 John J. Segna 7635-27, Reston, Virginia  
 Lynn M. Griesemer 8539-27, Fairfax, Virginia  
 Paula D. Shelton 4506-28, Detroit, Michigan  
 Bill Moylan 647634-28, Farmington, Michigan  
 Carolyn Lee 7236-28, Detroit, Michigan  
 Pamela D. Jones 813773-28, Detroit, Michigan  
 Pamela D. Williams 813773-28, Detroit, Michigan  
 Barbara S. Morris 9464-30, Palos Hills, Illinois  
 Inez Staten 726318-33, Las Vegas, Nevada  
 Jose Luis Villagomez Chavez 5675-34, Morelia, Mexico  
 Luis Carlos Ochoa Lucero 8037-34, Chihuahua, Mexico  
 Enrica Molinari Senno 848043-34, Boca Del Rio, Mexico  
 Jose Luis Mariz Perez 848043-34, Boca Del Rio, Mexico  
 James L. Hughes 3390-35, Madison, Wisconsin  
 Suzanne Barone 4036-36, Chevy Chase, Maryland  
 Christopher L. Cavett 4493-36, Chevy Chase, Maryland  
 James E. Whitney 692953-36, Greenbelt, Maryland  
 Terrell C. McMann 2706-38, Bethlehem, Pennsylvania  
 Lori Puccio 6331-39, Sacramento, California  
 Dan Beach 7118-39, Citrus Heights, California  
 Noralee Cole 9292-39, Sacramento, California  
 Deborah S. Brent 3500-40, Columbus, Ohio  
 Karen E. Bishea 453-40, Crestview Hills, Kentucky  
 Ervin L. Gleghorn 5136-40, Celina, Ohio  
 Francis Daniel Blaney 6474-40, Cincinnati, Ohio  
 Walter R. Watkins 7241-40, Bellefontaine, Ohio  
 Ron Wiggers 2799-42, Lethbridge, Canada  
 Jill M. Malo 5766-42, Calgary, Canada  
 Verla Boyle 6250-42, Calgary, Canada  
 Joseph B. Knoke 6495-42, Prince Albert, Canada  
 Letitia Crawford 1684-43, Jackson, Mississippi  
 Sheila Anne Beam 6145-44, Lubbock, Texas  
 Dorothy M. Brooks 2156-45, Brunswick, Maine  
 Dan Bell 3978-45, Halifax, Canada  
 Michael P. Kennedy 3978-45, Halifax, Canada  
 Betsy Black 6954-45, Concord, New Hampshire  
 Marquesa L. Pettway 5446-46, New York, New York  
 Julian Hernandez 6445-46, Union City, New Jersey  
 Joyce Cash 1978-47, Boca Raton, Florida  
 Lawrence Way Shivertaker 1980-47, Orange Park, Florida  
 Renee L. Moyd 2155-47, Jacksonville, Florida  
 Sandra H. Lacey 3179-47, Oviedo, Florida  
 Billy M. Jackson 3651-47, Tallahassee, Florida  
 Amy Abrams 4698-47, Pinellas Park, Florida  
 L. Sydney Saunders 5725-47, Nassau, Bahamas  
 Tennyson P. Tse 5758-47, Weston, Florida
- Lucia F. Almquist 6026-47, Sarasota, Florida  
 Carole Ann Pagels 6273-47, Clearwater, Florida  
 Godfrey A. Springer 7178-47, Nassau, Bahamas  
 Karuna Sabharwal 8503-47, Orlando, Florida  
 Jeffrey P. Beard 2805-49, Aiea, Hawaii  
 Gary Gillespie 2364-50, Dallas, Texas  
 Kyle W. Elkins 712979-50, Texarkana, Texas  
 Katie Shockley 8654-50, Richardson, Texas  
 Margo M. Standley 9019-50, Dallas, Texas  
 Andrew Thien Kon Tzu 2574-51, Kota Kinabalu, Malaysia  
 Bernard Vincent Louis 5611-51, Petaling Jaya, Malaysia  
 Melanie Chin 6376-51, BSB, Brunei Darussalam  
 Violeta Chan 6637-51, Kuching, Malaysia  
 Yuen Foong Hor 6895-51, Kuala Lumpur, Malaysia  
 John P. H. Lau 708110-51, Kuching, Malaysia  
 Rudy Theios 8039-51, Jakarta Pusat, Indonesia  
 Yana Arsyadi Leiper 8039-51, Jakarta Pusat, Indonesia  
 Peter Geissler 1549-52, Los Angeles, California  
 Kay Marie Baron 2374-52, Hollywood, California  
 Michael A. Baron 2374-52, Hollywood, California  
 Andrea A. Andreas 6746-52, La Canada Flintridge, California  
 Normand C. Thibodeau 2908-53, Hartford, Connecticut  
 Jean F. Shanahan 790849-53, Poughkeepsie, New York  
 Gurinder Garcha 877627-53, Schenectady, New York  
 Amanda J. Phillips 1752-54, Rockford, Illinois  
 Daniel J. Kyburz 5568-54, North Aurora, Illinois  
 Aloysia R. George 612882-54, Peoria, Illinois  
 Edwin Blythe 366-56, Houston, Texas  
 Nancy R. Reingold 505-56, Houston, Texas  
 Jocelyn V. Williams 5472-56, Houston, Texas  
 Shawn Lacagnina 5916-56, Houston, Texas  
 Patti Magee 8120-56, Houston, Texas  
 David B. St. Dennis 9693-56, Houston, Texas  
 John E. Martin 9951-56, Houston, Texas  
 Kenneth M. Smith 2056-57, Concord, California  
 James A. Pineo 452-57, San Leandro, California  
 Betty Taylor 6132-57, Clearlake, California  
 Ethel L. Harrison 7166-58, Summerville, South Carolina  
 John D. Kapteyn 964-58, Greenville, South Carolina  
 Barry Moore 1609-60, Aurora-Newmarket, Canada  
 Kshamalee C. Wirekoon 1693-60, Toronto, Canada  
 Vaidhehi Kumar 3143-60, Scarborough, Canada  
 Iona Rodricks 585043-60, Mississauga, Canada  
 Lori Lococo 5879-60, Niagara Falls, Canada  
 Sharlene A. Stafford 5879-60, Niagara Falls, Canada  
 Fely Ragudo 681269-60, Mississauga, Canada  
 Antonio S. Cortes 754606-60, Toronto, Canada  
 Joan C. Warren 7994-60, Toronto, Canada  
 Doug Piercy 8059-60, North York, Canada  
 Nick Waldteufel 3200-61, Montreal, Canada  
 Nicolas R. Waldteufel 3200-61, Montreal, Canada  
 Dora Joseph 6232-61, Ottawa, Canada  
 Dorothy A. Berthelet 700580-61, Ottawa, Canada  
 Jean-Luc Leterme 9361-61, Montreal, Canada  
 Penny Rosema 6148-62, Ada, Michigan  
 Graham Kash 2744-63, Cookeville, Tennessee  
 Ann E. Robey 6906-63, Chattanooga, Tennessee  
 Christina M. Kish 8256-63, Nashville, Tennessee  
 Harry C. Hobbs 2065-64, Flin Flon, Canada  
 Jean Marie Webb 2638-64, Winnipeg, Canada  
 Laurette Irene Greenlay 3207-64, Winnipeg, Canada  
 Kurt Penner 8166-64, Winnipeg, Canada  
 Robert S. Legary 940-64, Winnipeg, Canada

Marlene M. Markham 4799-65, Rochester, New York  
 Linda L. Cory 620-66, Salem, Virginia  
 Janet Geisler 8413-66, Fort Monroe, Virginia  
 Marianne I. Gevers 372-69, Brisbane, Australia  
 Kerry Hartwig 586027-69, Hervey Bay, Australia  
 Lou Cervetto 668-69, Southport, Australia  
 Terri New 7222-69, Hervey Bay, Australia  
 Lorraine Ann Lehmann 8193-69, Emerald, Australia  
 Jacqueline Sue Moran 9256-69, Inverell, Australia  
 Clare Smith 9334-69, Ballina, Australia  
 John Inglis 4870-70, Killara, Australia  
 Peter Haller 583927-70, Wallsend, Australia  
 Maria R. Pantalone 6748-70, Parramatta, Australia  
 John A. Mascarenhas 678119-70, Manly Vale, Australia  
 Claudio Rispler 8184-70, HURSTVILLE, Australia  
 Moira Agnes O'Riordan 2272-71, Clonakilty Co Cork, Ireland  
 Eddie Dunphy 9341-71, Greystones, Ireland  
 David S. Hatchuel 4748-72, Auckland, New Zealand  
 Philip Shambrook 5333-72, Auckland, New Zealand  
 Stephen A. Bovett 602353-72, New Plymouth, New Zealand  
 Sybe Haakma 6693-72, Paeroa, New Zealand  
 Mandy Jane Grainger 7144-72, Christchurch, New Zealand  
 Ian Bratt 1315-74, Benoni, South Africa  
 Craig D. Strachan 3966-74, Cape Town, South Africa  
 Ronald Martin 5031-74, Germiston, South Africa  
 Tshepo Diutlwileng 6358-74, Sebokeng, South Africa  
 Ruth Pressler 8217-74, Johannesburg, South Africa  
 Gilberto B. Pasimano 1088-75, Manila, Philippines  
 Isabela M. Borres 731561-75, Cagayan De Oro City, Philippines  
 Teruko Nakao 7283-76, Nishinomiya, Japan  
 Darin D. Oelkers 4880-78, Bozeman, Montana  
 Kirk Dewey 717-78, Bismarck, North Dakota  
 Mohammed Iqbal Butt 1599-79, Manama, Bahrain  
 Krishnan Subra Manian 1950-79, Abu Dhabi, United Arab Emirates  
 Udayshankar Bolan 8154-79, Dubai, United Arab Emirates  
 Subramaniam Narayanaswamy 1573-80, Singapore, Singapore  
 Lucy Tan Mei Yuen 682319-80, Singapore, Singapore  
 Choon Huat Wekie Tay 8705-80, Singapore, Singapore  
 Bernard Yue 9567-80, North Point, Hong Kong  
 Oswin M. Benito 9546-81, Curacao, Netherlands Antilles

## Anniversaries

August 2006

### 55 YEAR

Lubbock 884-44, Lubbock, Texas  
 Columbus 959-40, Columbus, Ohio  
 Greenville 964-58, Greenville, South Carolina

### 50 YEAR

Florence 1916-58, Florence, South Carolina  
 Interior 2157-36, Washington, District of Columbia  
 The Excel Orators 2164-F, La Habra, California  
 Aylesbury 762-71, Aylesbury, England

### 45 YEAR

Excellcomm 2246-40, Columbus, Ohio  
 Chopawamsic 2635-27, Quantico, Virginia

### 40 YEAR

Twilite 3480-03, Tempe, Arizona

### 35 YEAR

Fairfax 1899-27, Vienna, Virginia  
 Sociable Seafarers 2270-70, Mona Vale, Australia

### 30 YEAR

Logos 445-F, El Monte, California  
 Taverners 1347-74, Cape Town, South Africa  
 Berowra RSL & Citizens 1879-70, Berowra, Australia

Spieler's 3214-22, Kansas City, Missouri  
 Ballard Weekenders 3662-02, Seattle, Washington

### 25 YEAR

Los Hablantes 1476-52, Los Angeles, California  
 Village Toastmasters 4672-74, Bedfordview, South Africa  
 Canadair Employees 4673-61, Dorval, Canada  
 Massey 4675-72, Palmerston North, New Zealand  
 T.G.I.F. 4679-22, Overland Park, Kansas  
 Meridian 4681-32, Lacey, Washington  
 Zimmer 4683-11, Warsaw, Indiana

### 20 YEAR

Prairie Schooners 6372-42, Saskatoon, Canada  
 Azteca 6373-05, San Diego, California  
 Metropolitan Ohio 6377-40, Columbus, Ohio  
 West Austin II 6379-55, Austin, Texas  
 Fiesta Bilingual 6380-50, Dallas, Texas  
 Spokane Falls 6381-09, Spokane, Washington  
 Advocates 6382-21, Victoria, Canada  
 John Hancock 6384-31, Boston, Massachusetts  
 Post Toasties 6387-31, Natick, Massachusetts

## September 2006

### 60 YEAR

La Crosse 411-35, La Crosse, Wisconsin

### 55 YEAR

Monterey Peninsula 934-04, Carmel, California  
 Castro Valley 961-57, Castro Valley, California  
 Kinston 962-37, Kinston, North Carolina

### 50 YEAR

Concord Breakfast 2056-57, Concord, California  
 Penn-Harris 2128-38, Harrisburg, Pennsylvania  
 Andrews 2184-27, Clinton, Maryland  
 Researchers 2201-31, Hanscom, Massachusetts

### 45 YEAR

Wayne 2099-46, Wayne, New Jersey  
 New Southwest 3314-27, Washington, District of Columbia  
 Procurement 3344-14, Robins A F B, Georgia

### 40 YEAR

Innovators 1023-11, Indianapolis, Indiana  
 Dalby 2622-69, Dalby, Australia  
 Tamworth 2762-70, Tamworth, Australia

Grand Falls-Windsor 3477-U, Grand Falls-Windsor, Canada  
 Fort Leonard Wood 493-08, Fort Leonard Wood, Missouri

### 35 YEAR

Boca Raton 3299-47, Boca Raton, Florida

### 30 YEAR

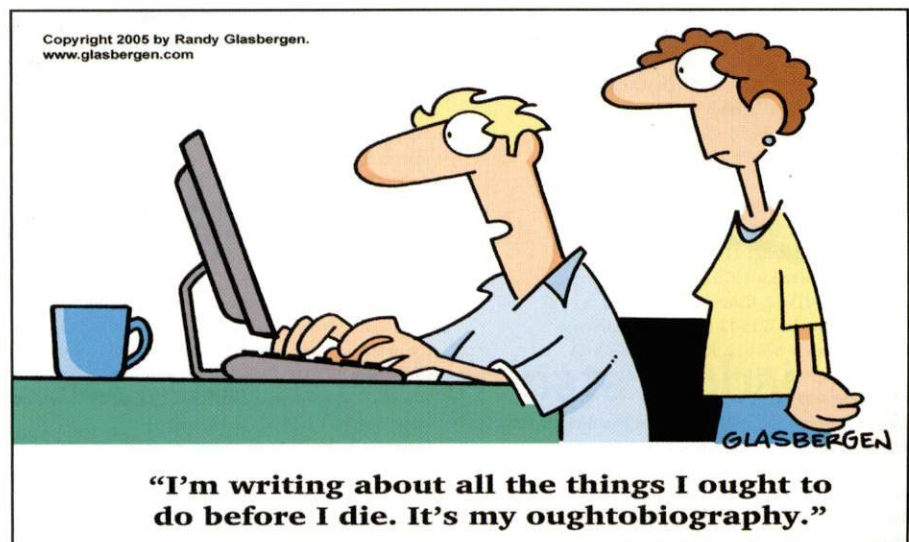
Lexical 1367-16, Lexington, Oklahoma  
 Stampede City 2105-42, Calgary, Canada  
 Poway-Black Mountain 2955-05, Poway, California  
 Money Talks 3295-04, San Francisco, California

### 25 YEAR

Manila Bay 1088-75, Manila, Philippines  
 President's 1713-14, Marietta, Georgia  
 Daylighters 2039-07, Beaverton, Oregon  
 Waynesville-St. Robert Area 2842-08, Waynesville, Missouri  
 I Express 3531-15, Ogden, Utah  
 Bishop 3649-33, Bishop, California  
 Christiansburg 3715-66, Christiansburg, Virginia  
 Pomona Professionals 3810-12, Pomona, California  
 Executive 4688-74, Harare, Zimbabwe  
 Unity 4695-40, Columbus, Ohio  
 Speakeasy 4698-47, Pinellas Park, Florida  
 Stockholm 4700-59, Stockholm, Sweden  
 Super Speakers 4701-06, Eden Prairie, Minnesota  
 Energy Capital 4703-63, Oak Ridge, Tennessee  
 Speechmakers 4704-30, Buffalo Grove, Illinois  
 Dobson Ranch 4705-03, Mesa, Arizona  
 Los Oradores 4706-39, Sacramento, California  
 Hawaii Kai 4716-49, Honolulu, Hawaii  
 Quinebaug Valley 4719-53, Brooklyn, Connecticut  
 Plano Frontier 4721-50, Plano, Texas  
 Midtown 4722-46, New York, New York  
 WRY 4723-02, Bellevue, Washington  
 Annapolis 4724-18, Annapolis, Maryland  
 Maximizers 4726-06, Eagan, Minnesota  
 Laughmasters 4727-05, San Diego, California

### 20 YEAR

Expressionaires 1184-25, Grand Prairie, Texas  
 Heartland Communicators 1676-24, Omaha, Nebraska  
 Singularly Speaking 2253-33, Ventura, California  
 Concord Spellbinders 2993-65, Fredonia, New York  
 Diablo View 4160-57, San Ramon, California  
 Ejecutivos de Matamoros 4551-34, Matamoros, Mexico  
 Pleasanton Community 4762-57, Pleasanton, California  
 Parker 4881-26, Parker, Colorado  
 Capital Toastmasters II 4977-36, Washington, District of Columbia  
 Tobacco Road 5230-37, Fuquay Varina, North Carolina  
 Williams Lake 5253-21, Williams Lake, Canada



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- February 23-25, 2007 Orlando
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- The 16 biggest mistakes that could stop your speaking career before it gets started.
- 5 specific ways to GET PAID TO SPEAK BY NEXT WEEK (these tips alone will pay for this program).
- One secret question that can get you a \$1,500 - \$6,000 bonus!
- 29 tools and forms that you need to get started quickly (they took me 12 years to develop).
- Seven different speaking business models and which is best for you.
- How to speak for free and still earn a huge income

**...And much, much, much more**

**What people have said:**

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- Charlotte Endorf, Norfolk, NE

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