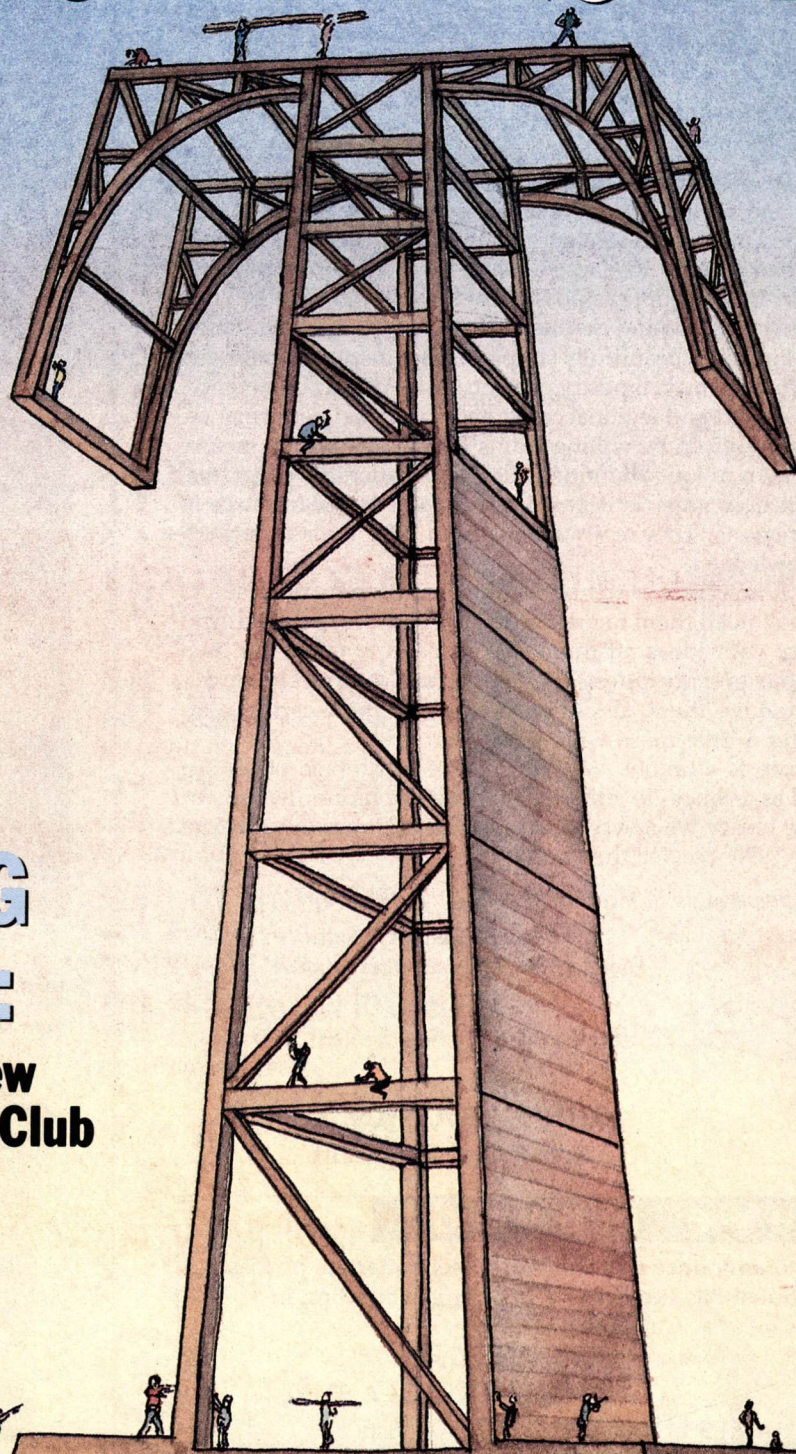


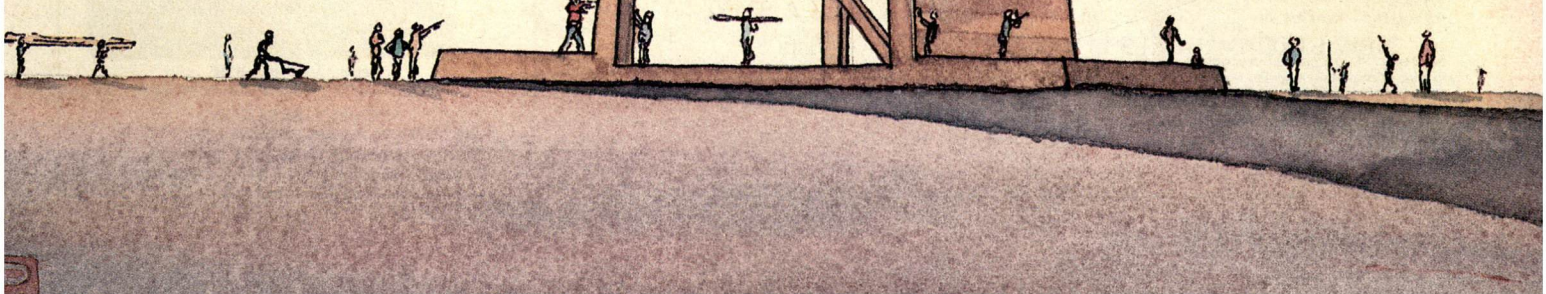
# THE TOASTMASTER

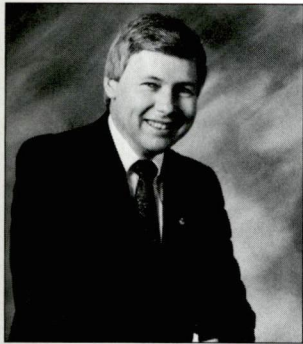
JULY 1990



**YOUR  
LASTING  
LEGACY:**

**Founding a New  
Toastmasters Club**





## Securing Success

Success, to be worthwhile, can neither be bought nor given—it must be earned. To enjoy success to the fullest we must secure its retention, its lasting wealth.

I believe the only way to achieve this is to share knowledge. Only *you* know the way to the peak of the mountain—how to win a speech

contest, or achieve Top 10 Club or President's Distinguished District status.

During my fall and spring presidential visits there was one common ingredient that helped make each visit successful: Each district never overwhelmed any one person with too large a job or time commitment. Each chairman involved as many people as possible to help prepare for the visit. All work was carefully planned and executed. When viewed from a distance, the whole program appeared beautifully simple. Closer inspection revealed the intricacy of the finely woven tapestry of a successful district conference. What we see at our district and regional conferences is a final performance. Hundreds of hours are given by willing teams of Toastmasters to ensure the success of their own unique communication and leadership programs.

I have also seen how important past leaders can be as a resource to their districts and regions. They're always ready to offer their expert advice and share knowledge.

In many ways, it is similar to the personal commitment you make to your family. You don't need them to make your decisions for you, but you may wish to bounce your ideas off them. We all need to make our own mistakes and win our own victories. The belief that we can rely on our families, when we require them, allows us to be a little more caring, a little more daring, and a little more willing to risk.

Toastmasters, too, is a family. We should take advantage of all our members' help and assistance. Together, we can leave a monument to our success. That is the legacy we leave to our district, region and organization — not just for 1990, but for the years to come.

*"Our past prepares us to meet the challenges of the future."*

Dr. Ralph C. Smedley  
 Founder, Toastmasters International

**JOHN F. NOONAN, DTM**  
 International President

## we have moved!

We are pleased to announce that the World Headquarters of Toastmasters International has moved to a new, larger building in Rancho Santa Margarita, California.

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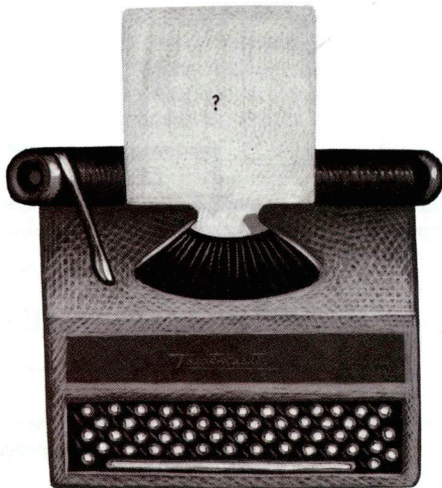
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# Are You on the Right Track?

A "road map" for progress in Toastmasters.

By Frank T. Storey, ATM-S

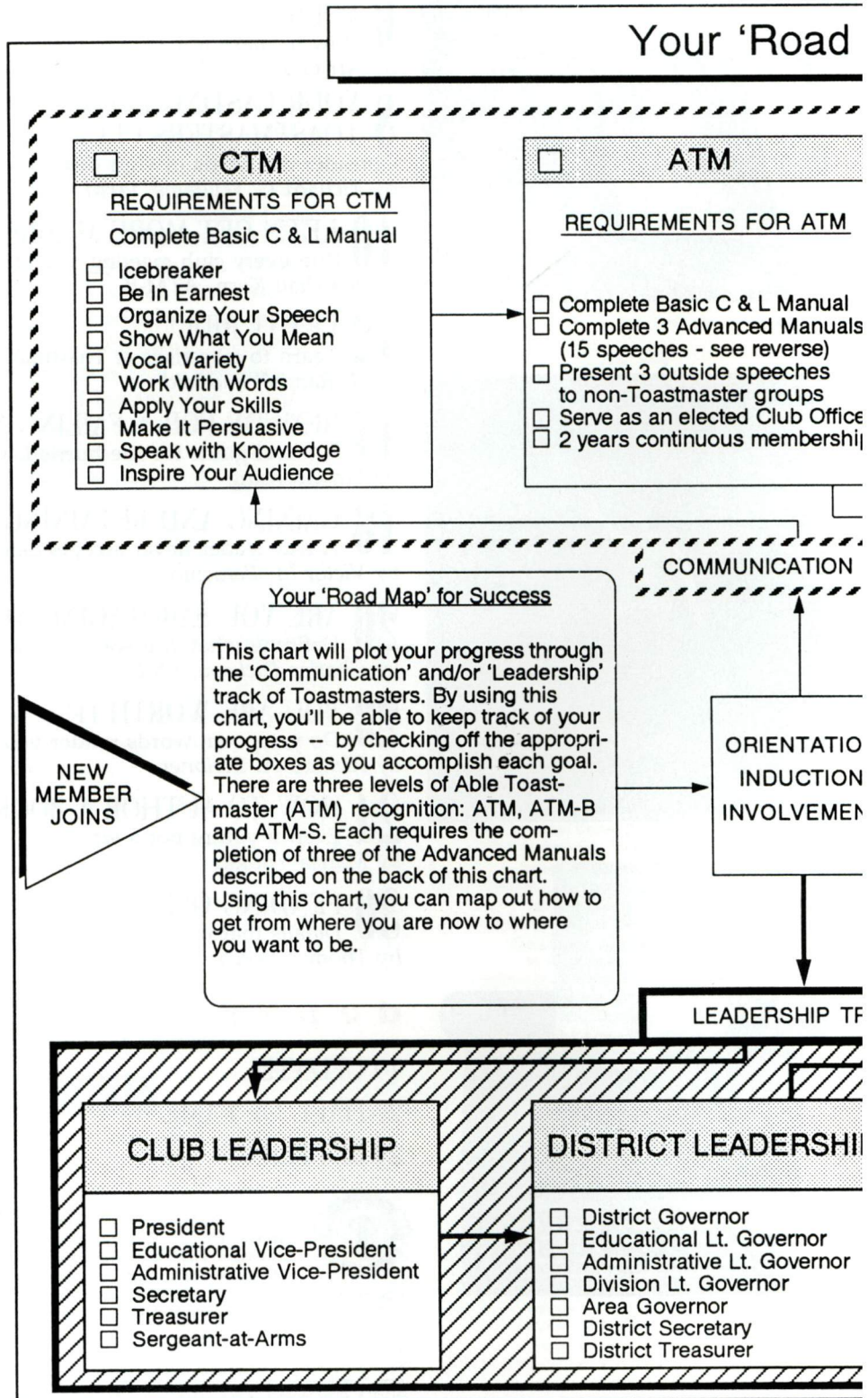
**F**ew of us would take a long trip by car through unfamiliar territory without a road map. Without one we would be driving aimlessly, having no idea where we were and how far we had yet to go.

But every year, thousands of Toastmasters embark on a trip toward improved self-confidence and communication skills without a map. They start the trip with enthusiasm and optimism, but with only a vague idea of where they are going. Some take a wrong turn, some run out of "gas," and still others drive aimlessly, without ever consulting a map to see where they are in relation to where they ought to be. In contrast, others seem to move effortlessly in the direction of their dreams, arriving quickly and safely.

Research by Toastmasters' World Headquarters shows that more than 172,000 people have received their CTM awards since 1968, yet only 23,770 of those have proceeded to become Able Toastmasters and a meager 3,929 have become Distinguished Toastmasters. Why is it that less than 14 percent of our CTMs complete their ATM requirements, and less than three percent get their DTM awards? The reasons are as varied as the Toastmasters we're talking about.

Many find that they have reached their initial destination, overcoming the fear of public speaking. Others may move away, get more involved in other activities, or feel that Toastmasters no longer offers what they are looking for. However, far too many leave Toastmasters because, having reached their initial goals, they fail to set new ones.

If you were planning a trip across the



# for Success

**ATM-BRONZE**

REQUIREMENTS FOR ATM-B

- Complete requirements for ATM
- Complete 3 additional Advanced Manuals (15 speeches - see reverse)
- Conduct/Coordinate 2 Success/Leadership modules within 2 years of application
- 5 speeches, workshops, or seminars to non-Toastmaster groups

**ATM-SILVER**

REQUIREMENTS FOR ATM-S

- Complete ATM-B requirements
- Complete 3 additional Advanced Manuals (15 speeches - see reverse)
- Conduct a training seminar for the public or a company; or a TM training session for club or district officers (>30 minutes)
- Judge two TM speech contests

**ACCREDITED SPEAKER**

- Complete requirements for ATM
- 25 speaking engagements outside Toastmasters
- 5 letters of acknowledgement or appreciation from any of the 25 speaking engagements
- Submit taped presentation of 15 - 45 minutes to TMI
- Presentation before a panel of judges

**SUCCESS/LEADERSHIP**

- From Speaker to Trainer
- The Art of Effective Evaluation
- Speechcraft
- How to Conduct Productive Meetings
- Parliamentary Procedure in Action
- How to Listen Effectively
- Building Your Thinking Power
  - Part I: Mental Flexibility
  - Part II: The Power of Ideas
- Leadership characteristics
  - Part I: Effective Leaders
  - Part II: Developing Your Leadership Skills

**INTERNATIONAL LEADERSHIP**

- President
- First Vice-President
- Second Vice-President
- Third Vice-President
- International Director

**DTM**

REQUIREMENTS FOR DTM

- Complete requirements for ATM
- Coordinate a Speechcraft within 2 years of application
- Coordinate a Youth Leadership Program within 2-years of application
- 5 speeches to non-TM groups
- Serve as an elected Club and District Officer
- Serve as a co-sponsor, mentor or club specialist
- Sponsor 5 new members within 1 year of application
- Have 4 years of continuous membership

country, say from San Diego to New York City, the 3,000 mile trip as a whole might seem overwhelming. But if you broke the trip down into a series of short destinations, e.g. from San Diego to Phoenix; from Phoenix to El Paso; from El Paso to Dallas, etc., the once overwhelming trip of 3,000 miles would be broken down into a series of 500 to 600 — mile drives — smaller goals, easily reached.

By breaking down a big goal into several smaller ones, it not only seems easier to reach, but you also experience the satisfaction of reaching several goals along the way.

Planning for success in Toastmasters is just as important as planning for a trip or vacation. But many Toastmasters don't have a "map" to consult as they travel week to week through the Toastmasters program. How many CTMs know the requirements for becoming an ATM? How many ATMs know the requirements for the other educational levels that Toastmasters has to offer? These people need a map not only to show them where they are headed, but exactly where they are in relation to their ultimate goal.

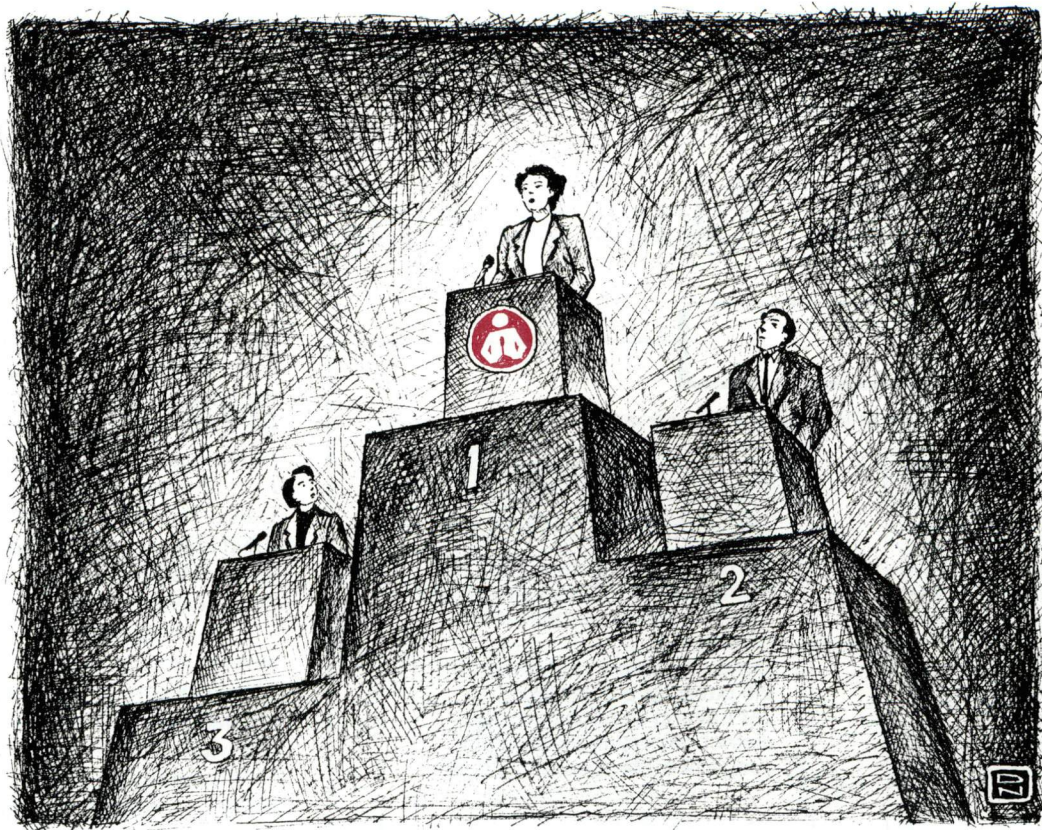
Here is such a road map. It has check points along the way, so you can chart your progress, and at a glance, tell where you are and what you need to do to stay on course.

The Toastmasters program offers two distinct tracks for you to follow: communication and leadership. As a new Toastmaster, you may only be familiar with the communication benefits. But once you get involved, you'll probably want to follow both tracks simultaneously.

With this road map you'll be able to see where you're headed and where you are on your journey. Keep it where you can refer to it often, checking off accomplishments as you go. If you do this, your journey through the Toastmasters program will be a lot more rewarding and fun. Have a great trip!

**Frank T. Storey, ATM-S,** was the 1989-90 District 25 Lt. Governor at Large. A former president of Doubletalkers Club 6693-25, he lives in Fort Worth, Texas.

Frank Storey 9/89



# Your World Championship Speech

*How to make a mediocre speech excellent.*

*By Art Gliner, DTM*

**T**he reason I've been a Toastmaster for 16 years is that my career depends on how well I communicate. Attaining excellence as a speaker is my main goal and reason for staying a Toastmaster.

Unfortunately, many people drop out of Toastmasters before they reach such a level. One reason is that it's difficult to make a first-rate speech each time you tackle a new subject unless you practice, practice, practice. Few people take the time to improve a manual speech until it is excellent.

If the idea of fine tuning a speech to perfection interests you, here is a course of action that will help you achieve that objective: Find a subject that interests and excites you, something you can talk about with enthusiasm. Put your thoughts and ideas into speech form. Consider this one presentation a long-term project that you

will refine and deliver over a period of years.

Is this something everyone can do? Consider the words of 1987 International Speech Contest winner Harold Patterson: "Every Toastmaster possesses a World Championship speech. It may not win a speech contest, or even be presented at a contest, but the real tragedy would be if it was never presented at all."

In addition to giving you a good reason to continue enjoying the camaraderie of Toastmasters, there are other advantages of having your own World Championship speech (WCS): It can start you on your way to winning a speech contest; it may help you become an Accredited Speaker; or it can serve as a vehicle to launch a professional speaking career. An outstanding speech can help you promote a cause, a business or yourself. I learned this from firsthand

experience.

I was attending a conference at which the program organizers, aware that the luncheon speaker might be late, asked me to say a few words. I chose several ideas from my 45-minute WCS, considering that I might have two minutes, 12 minutes or 20 minutes to speak. We finished lunch, the speaker was nowhere in sight and the crowd was restless. I was asked to speak. It was 10 minutes before the speaker arrived. Because I managed to pack those minutes with some of my best humor and put the audience back into a good mood, I got several speaking engagements as a result.

Speak about what inspires and energizes you. Roger Ailes, author of the book *You Are the Message: Secrets of the Master Communicators*, says: "When giving a speech, be committed to your topic. If you care about what you are saying, you

will say it well." That mindset will become part of your speaking style no matter what the subject.

Being effective with humor is difficult for many Toastmasters. The only way to become funnier is to use humorous material regularly. Using some of the same jokes and stories over a period of years will teach you a lot about the fine art of comic delivery. Once you are used to hearing laughs regularly your comedic comfort zone will expand. You'll become less apprehensive about using humor whenever you speak.

You'll also enjoy the creative process of assembling and reassembling your speech. Each time you work on your speech you'll find fresh ideas, new wording and different techniques to help you get your message across. This will be enjoyable because it results in a feeling of satisfaction. Ask any four-year-old.

How do you develop a speech that is of championship caliber? Here are a few ideas:

● **Decide which parts of your speech will be designed to explain, entertain, convince or promote action.** Speeches balanced with all of these aspects will appeal to the greatest number of people.

● **Regularly revise parts of your speech.** Experiment with rearranging your content to see if something will work better in a different place. To add color and reinforce points, you may want to try out new examples, jokes, analogies and metaphors.

● **Become a collector.** Habitually write down one good anecdote or joke each week. Continue this pursuit and, in time, you'll have a wealth of usable material. Set up files in topic order so that you'll know where to find a story to illustrate a point.

● **Become a creator.** Use humor formulas and exercises to produce unique, original material. If this sounds like something beyond your capabilities, consider forming a humor special interest group. Find four to six other fun-seekers who want to exercise their creativity in the pursuit of laughter. Have regular meetings.

I've been running such a group for more than a year and the results have been gratifying. People who claim to be unfunny, to have no sense of humor, frequently come up with wonderful humorous material. Once you've established a supportive atmosphere with fun as a prime goal, the humor will gush forth like a politician's promises at election time.

● **Read or listen to your favorite thinkers, writers or humorists.** Other people's

ideas and thoughts will stimulate your imagination and give you new insights to add to your own presentation.

● **Look for new audiences.** Speaking to different Toastmasters clubs will give you new perspectives and fresh evaluations. Visit clubs throughout your district and arrange to speak to clubs in other cities

*Each time you work on your speech you'll find fresh ideas, new wording and different techniques to help you get your message across.*

where you travel. In order to reach any audience it's good to have different versions of your speech in lengths varying from seven minutes to an hour. Many clubs will give you 15-20 minutes to speak. You'll get even more time at division, district and regional meetings. Hone your presentation to excellence and you may even be asked to speak at the Toastmasters International convention!

● **Look for audiences outside of Toastmasters.** Service clubs such as Kiwanis, Rotary and Lions need speakers regularly. Since speaking for money may spark your incentive to continue improving your WCS, contact business groups, associations, chambers of commerce and government agencies.

● **Tailor your speech to your audience.** On the day of your meeting, arrive early so you can talk with your audience. Think of ways to refer to some of them by name during your talk. Add interactive portions to your speech to allow audience members to participate.

Take note of things that happen at the meeting or in the news that day. Such events can provide terrific material for running gags that will more readily amuse your listeners than most planned jokes. If you use them to reinforce your points in a clever way the audience will be delighted—something humorist Gene Perret considers a good idea: "A spirit of fun should pervade every meeting because it helps people participate and learn!"

● **Concentrate on your physical movements.** Complement your material with gestures, props, visual aids or even magic tricks.

● **Watch professional speakers and speech contest winners.** Note their different vocal styles and experiment with the ones you like. We all learn from models. Do what you admire in others and, in time, those things will blend together and result in your own unique style.

● **Continually look for novel ways to deliver your material.** Even those who have heard your story will enjoy it when told with a new twist, a vocal characterization, dialect, impersonation, imitation or pantomime. Audio and videotape your efforts regularly to measure your progress.

A final thought: for guidance and inspiration you may want to reread the requirements for manual speeches. They all contain suggestions for becoming excellent communicators. Develop your own World Championship Speech and you'll have an enjoyable sense of purpose in Toastmasters for a long time to come.

♦  
**Art Gliner, DTM**, a member of Old Georgetown Road Club 1766-36 and Advanced Speakers Club 4036-36 in Maryland, was a speaker at the 1982 Toastmasters Convention and conducted a humor workshop at the 1985 Convention. In addition to being an on-air radio personality in Washington, D.C., he instructs trainers and speaks to government, business and industry on the uses of humor to improve communication, enhance creativity and cope with stress.

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# YOUR LASTING LEGACY

## Founding a New Toastmasters Club

*Consider the needs of your district, company and community.*

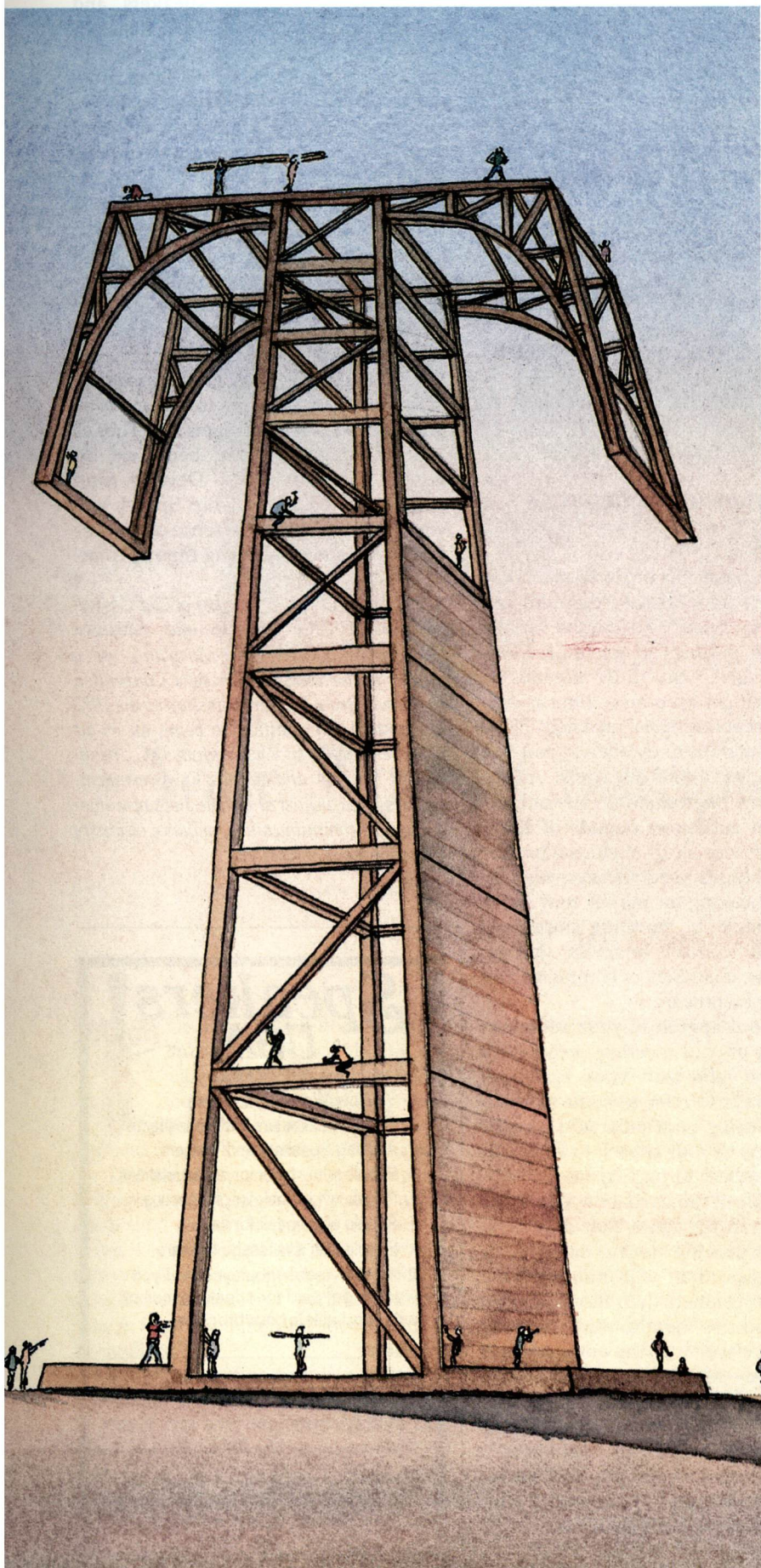
*By Richard C. Williams, DTM*

One way to leave your mark on the Toastmasters "movement" is to help form a strong and lasting club. The commitment and leadership skills required make this activity especially rewarding. A Toastmasters club is a powerful gift to your community or company — it gives people confidence, leadership skills and the ability to effectively express themselves. And it is a gift that perpetuates itself. Each new club is like an apple: each seed (member) can give rise to apples with yet more seeds.

### SET YOUR OBJECTIVES

When I joined the Poughkeepsie Toastmasters Club 921-53 in New York in 1979, it was the only club within 50 miles. Since then, I've had the opportunity to help create nine more clubs in the same radius.

In each case, our goals for starting the club were different. The first club was formed to prove our club could do it. Another was started at IBM to help scientists and engineers for whom English was a second language better express themselves. We also started clubs to earn "points" with our bosses, to help colleagues obtain their ATMs and DTMs, to serve remote members of existing clubs, and to attract a new segment of the community to Toastmasters. We formed a club to help the campaign of a district governor and formed two other clubs to help District 53 become the No. 1 district in the world. So if you want to start a new Toastmasters club, consider the needs of your district, company and community.





## CRITERIA FOR SUCCESS

If you don't know where you're going, anywhere will do. By establishing goals, you can measure your progress toward a new club. As you compare your results to your criteria, you'll know where you must apply more work or creativity.

For new clubs, Toastmasters International requires 20 fully paid members of which 17 are not dual members. Additionally, an Application to Organize and a charter package must be completed and accepted by Toastmasters Headquarters. The club needs a growing spirit, a set of qualified leaders, and members eager to fulfill the mission of a Toastmasters club. I also recommend promoting special qualities that make this club unique; for example, a more casual club among formal ones, or a community club among corporate clubs.

## COMMITMENT

Commitment is what makes the improbable possible and the possible real. A new club may seem improbable, and often clubs and companies embarking on this effort are discouraged. What will keep the idea of a new club alive is your team's commitment and willingness to face possible failure. The level of this commitment will determine if others enroll to help.

For a company club, enroll an enthusiastic manager or supervisor. This person will be invaluable in cementing your company's support. Also enroll your sponsoring club. Club members are sometimes concerned about losing members to the new club or worry about the expenses and extra work. Ensure them that your efforts will not compete with theirs, but instead bring more community and/or company attention to all Toastmasters activities.

For example, similar efforts in Rochester, New York, created nine clubs and two 30-plus member clubs that meet in the same restaurant. Some commitments require no assurances. Toastmasters' international and district staffs are committed to creating new clubs and supporting your efforts. Just ask and they will provide you with advice and possibly some free materials.

## RESOURCES

As you might expect, necessary resources include money, time, support from a community or company, and committed organizers. All it takes are about eight to 13 weeks of time, \$400 to \$500 and at least three people committed to creating something extraordinary. Photocopies and postage will consume a large part of the money. If you have permission to use company mail and copiers, this will provide some savings.

Look for support from educators, trainers, supervisors and others who may benefit from Toastmasters membership. Assure them that Toastmasters will not compete with their services, but provides a forum to practice and perfect their communication skills.

Use the promotional materials that come with

the Application to Organize from World Headquarters. If you pay the \$75 charter fee with the application submission, World Headquarters will advance 20 sets of training materials to begin club operation. A worthwhile purchase is the "Toastmasters and You" packet (code 1167). With added materials specific to the new club, it makes a great welcome package for new members.

Ribbons are another helpful item — they can be used to reward the excellence you want to instill in a new club. Guests and new members love to win Best Table Topic, Evaluator and Speaker ribbons.

## TASKS/MILESTONES

Communication is a vital ongoing task. Schedule regular team meetings, call prospects and send new members a newsletter with meeting assignments. Advertise in media outlets that are seen or heard by your intended prospects. Word of mouth testimonial works best. Commit yourself to making contact and returning calls within 24 hours, especially with prospective members.

### 1. Have Committed Leaders and a Plan

A list of tasks and milestones with deadlines is critical. Assign each task to a member of the team or new club. In our founding team one person led the effort, another acted as membership coordinator, and a third handled administrative details.

The unfolding of your plan will rarely fit your expectations. Be prepared to alter plans, tasks, assignments and commitments as changes occur. Enhance your vision of the new club by allowing input from your team members, company or community representatives, and especially new members. Be ready to retain your resolve in the face of breakdowns. Regularly evaluate your progress based on the criteria for success for each milestone; change deadlines, assignments and tasks only as needed. Recommit yourselves to the new plan. Regular attention to progress is the criterion of success.

### 2. Demonstration and Recruitment

Determine the kind of people you would like to have in your new club. Have your team list 30 or 40 people; this is a sufficient base for a company or community club. Don't simply encourage everyone and anyone to join. Only enlist people you can motivate. Pick those you believe will enjoy and profit from Toastmasters and the leadership challenges of a new club. Contact your district governor for names and addresses of those who inquire about Toastmasters in your area. If a prospect is "right" for the club, inform that person when the club will have its demonstration meeting.

Before you can have a demonstration meeting, several decisions must be made:

- What format will the new club meetings use?

*Commitment is what makes the improbable possible and the possible real.*

The best formats seem to be weekly 90-minute breakfast meetings or biweekly, two-hour dinner meetings for community clubs and weekly one-hour meetings shortly after work or lunch for company clubs.

- Where will the club meet and at what time? The best formats seem to be weekly 90-minute breakfast meetings or biweekly, two-hour dinner meetings for community clubs and weekly one-hour meetings shortly after work or at lunch for company clubs.

- Where will the club meet and at what time? Choose places and times that are best for your

### *Build pride in the club by encouraging speech contest participation.*

intended prospects. For details on meeting places and setup, see the brochure "Put on a Good Show" (code 220) available from World Headquarters.

- What dues and fees will be charged? Decide this early so you can enroll new members before the first demonstration meeting.

The new club will ratify or change dues later.

With these questions answered, create a demonstration team from interested local Toastmasters. Make the team a good mix of exceptional speakers and beginners, giving guests a taste of what is possible and evidence that it took time in Toastmasters to get there. Get your district staff members to help. Sending a letter to World Headquarters will register your founding intentions with the proper district people.

Advertise the demo meeting and thoroughly prepare for it. Send invitations to prospects at least

two weeks before the meeting and announce the meeting to local clubs. Write introductions, and rehearse most speeches and even some evaluations. Evaluations are very important; make sure they are positive, encouraging and offer appropriate pointers. The quality of evaluations is the best measure of a strong club. Have the demo meeting serve the guests. Create Table Topics to which your target group can easily relate, and topics that provide opportunities for drama, humor and self-disclosure.

Write and rehearse explanations for each section of the meeting. For example: "We do Table Topics to practice impromptu speaking — to think better on our feet. So when asked for a status report by your boss passing in the hall, you can organize your ideas and pull it off well. And here at Toastmasters you can practice without risking your job security!" Make sure to call and reconfirm the attendance of guests and demo team members about a week before the meeting.

### **3. Enroll Members**

Create a friendly, engaging atmosphere at the meeting. Greet guests, introduce them and seat them next to experienced Toastmasters who can answer their questions. Start the demo meeting on time, and welcome latecomers as they arrive. Have guests introduce themselves and share where they live or explain their favorite hobby. This helps guests start conversations and make friends. Invite guests to assume roles such as timer, ah counter and vote counter. A guest who contributes to the meeting develops a sense of belonging.

## **LET'S GET MORE MEMBERS!** *by Marshall Kern, ATM-B*

**E**very Toastmasters club thrives on bringing in new members. If this is not obvious, then this article is not for you.

Many articles have been written and many promotional campaigns created to meet the demand "Let's get more members!" Rather than repeat what has been said, this article will bring together the points that common sense and experience say will create a successful, ongoing system for building club membership.

### **IDENTIFY A TARGET AUDIENCE**

The first step in this system is defining the marketing strategy. In other words, you need to identify your target audience for potential new members. Rather than look out into the community and try to determine who is out there, look inside your Toastmasters club and see who has joined. This is a far easier market survey to conduct, and more fruitful.

You will feel more comfortable if the people who join your club are similar to the current membership. Birds of a feather really do flock together. Think about the last time you walked into a

### *Run every club meeting as if it were a publicity event.*

large room full of people you didn't know. Rather than walk right up to someone and introduce yourself, you looked for a familiar face and spent time with a friend. Use this same philosophy when bringing in new members. Your target audience will be people both you and your club members know. Your target audience will be people who can value the Toastmasters experience as much as you do.

### **PROMOTE YOUR MESSAGE**

The second step concerns publicity. Recently, while I was leading a martial arts class in a local park, the students were disorganized and distracted by passersby. Then, a reporter from the local paper arrived to take pictures and interview us. Suddenly everyone concentrated and performed perfectly. Another instructor commented, "We should have a reporter at every class!"

The truth of that comment struck me. When our Toastmasters club meetings are only so-so, the visitors at those meetings never join. But, when we have a spectacular meeting, most of the visitors at that meeting usually join.

You must run every meeting as if it were a publicity event. If you run out of publicity ideas, start using the same successful ideas over again. Think about the jingles used in common advertisements that you hum or sing to yourself. Since you know them so well, the advertiser

Close the meeting on time, with an announcement of the next meeting. Encourage them to bring their friends. Invite guests to participate in the next meeting and support them with the necessary materials and guidelines. Offer memberships and have Toastmasters, armed with materials, help enroll guests. Measure this first meeting's success by the number of paid new members and their sense of excitement. Follow up with those who promised to join but didn't sign up at the demo meeting. Call those who didn't attend. Share what happened at the demo meeting and invite them to the next meeting. If they are willing, have them send you their dues.

#### 4. Complete Charter Requirements

After enrolling at least 20 members, you'll have to tackle the paperwork. Call stragglers and offer them the honor of charter membership if they pay their dues before or at the next meeting. This always brings in a few extra checks and saves some embarrassments at the charter night. At the earliest possible meeting, have paid members ratify the Club Constitution. Changes to fees and terms of office can be made at this time. Don't belabor this: too many details discourage or bore new members. Make administrative work look as simple as it is!

#### 5. Foundation for a Lasting Club

Use the charter package as a guide and arrange the charter ceremony to celebrate the club's beginning and future.

Constantly instill new members with the prin-

ciples of Toastmasters and the principles differentiating your new club from other clubs. Build pride in the club by encouraging speech contest participation. Also urge members to visit other clubs to get programming ideas.

The club chartering team should relinquish control as early as is prudent. A club must become independent of particular leaders or it will fail when these leaders leave. Welcome the time when role is reduced to "regular member." As Truman said upon retiring his presidency, "I was a servant of the people, now I've been promoted to the lofty role of common folk. I'm happy!"

A successful club, new or old, is unique. It has adequate leadership reserves, an integral understanding of Toastmasters principles and a drive for excellence. Give this club a desire to learn the skills that created it, and you will have founded a lasting legacy. At a 35th or 50th anniversary, perhaps your name will be read as one who made that club possible. You will have planted the seed of a service that may provide invaluable benefits to countless community members and/or corporate employees. ♣

**Richard C. Williams, DTM**, is a member of several Toastmasters clubs, most notably club 921-53. A former District 53 governor, he has helped found 11 clubs since 1980, five of which became Top 10 clubs in District 53 within their second year.

*A club must become independent of its particular leaders or it will fail when these leaders leave.*

has obviously been successful. So take your lead from Madison Avenue and repeat your message—your successful ideas — time and time again.

#### CONDUCT QUALITY MEETINGS

The third step has to do with how you run your meetings and special events. In volunteer organizations such as Toastmasters, club leaders must make people want to contribute. Many club members share the same values (by virtue of being Toastmasters), so the leader can explore the motivation of members and find out how to appeal to each person. Then the leader can use the "What's in it for me?" approach to get commitment.

It is also important to share the ownership of ideas and events. If nobody cares who gets credit, a team of volunteers can do amazing things. But when sharing ownership, be sure to share recognition. If four members run an event, give each of them equal recognition for a job well done.

Every meeting or special event you run must showcase the very best pro-

gram you can muster. Strive to find the best presenters and program ideas.

Now you are ready to greet your visitors. When they enter the room, they will be strangers to many of your members. They may feel intimidated, so give them a warm welcome. Introduce them to other members and make them feel comfortable.

The first club member a visitor meets represents the whole organization to that visitor. The sergeant at arms or a senior club member should greet everyone at the door and introduce visitors to members. Whoever greets your visitors should remember that this new person could become your next CTM, club president or international director. So, greet that person with warmth!

#### INVITE VISITORS TO JOIN

Fourth, ask the visitor to become a member. Be ready with application forms and the initial literature that a new member needs. You can order this from the TI Supply Catalog in convenient packages. Present this to the visitor and

ask if she or he wants to join or would prefer to attend a few more meetings. You won't get anyone to join unless you ask.

Then, show your support for new members by finding a way for them to participate at the next meeting. Introduce them to a coach and schedule their induction ceremony and first speech. Make sure to welcome them to membership in Toastmasters with flair!

These four steps should become a permanent part of everything your club does — this is not a short-term program. When these four steps are used correctly, you will find that new members will join your club regularly. Success breeds success. You may even want to participate in the "Get into Action" Program and earn recognition for your club. More importantly, you will realize all the benefits of steady, regular club growth.

**Marshall Kern, ATM-B**, a Toastmaster for 10 years, is a member of Oakwood Orators Club 5192-62 in Sarnia, Ontario, Canada. He works for the Research and Development Department at Dow Canada.

# Let It Ride!

*Learn to take risks at Toastmasters.*

*By R. Randall Padfield*

In one of his films, the lovable but unscrupulous W.C. Fields was asked by a character sitting across a poker table from him if they were about to play a game of "chance."

Speaking to himself more than to his inquisitor, Fields replied, "Not the way I play. No."

Fields was no fool about taking risks: He always tried to stack the odds in his favor.

I'm not suggesting you cheat at cards, but I do hope you use your Toastmasters experiences to stack the odds in your favor when you take on new challenges.

Taking risks is a scary business. In fact, for most people, "taking risks" is right up there with "speaking in front of an audience" on their list of Things I'm Afraid Of. Desire for security and fear of change are basic human traits that we all share to some degree.

But taking an occasional calculated risk can often yield tremendous rewards. Only by challenging the status quo can we discover our true capabilities and achieve our goals. By taking risks we move ourselves and civilization forward.

In her book *Bound for Success*, Nancy Foreman offers the following four steps for taking risks:

- **Assess.** Evaluate the risk. Decide what you have to gain and lose. Ask yourself, "What's the worst thing that can happen to me?" In Toastmasters, the worst thing that can happen is that you might embarrass yourself for a few moments in front of friends. That's not so bad!
- **Act.** Do it now. After you have weighed the pros and cons and decided to take the risk, don't wait for the perfect moment before taking the plunge. That moment may never come, so do it now — at your next Toastmasters meeting.
- **Trust.** Let it ride. You gave your best possible evaluation and took the chance,

now act successful — pretend if you have to, that the risk was worth it. Play it to the hilt. Act as if you are confident, and you'll appear confident. Act as if you are succeeding, and most of the time you will succeed. Remember, when you speak before a group, the audience wants you to do well. So act as if you are doing well and the audience will believe it.

- **Closure.** Bask in your success. You came, you saw, you conquered. Now accept the praise and enjoy the positive

*When was the last time you dared to try something really different with one of your speeches?*

feedback. And if the outcome isn't as successful as you had hoped for, then at least you learned more about yourself. You found out how good you are and what you need to work on. Take comfort in the knowledge that just taking a risk and seeing it through is an accomplishment. As psychiatrist David Viscott said, "Not risking is the surest way of losing."

I didn't realize how good a place to take risks a Toastmasters meeting is until I took a risk as Table Topicmaster — and failed miserably.

## THE "ALF!" EXPERIMENT

The Toastmaster of the Evening introduced me as "someone who always comes up with surprises." I smiled to myself: little did he know what I had planned. I walked to the front of the room carrying a small suitcase. Since we had several new members, I took a few minutes to read from a brochure about Table Topics, both for its educational value and to heighten the effect of my surprise. Then, with mock seriousness, I opened the suitcase and pulled out Gordon Shumway, alias Alf, of TV puppet fame.

I had practiced imitating Alf's voice and favorite expressions ("Hey, no problem") and made up questions I thought Alf might ask. I had hoped to spark a lively Table Topics discussion, but except for one woman's reply, the responses were stiff and boring.

The reason was that few people in the room had seen "Alf!" on television and didn't understand what I was doing. One woman even thought the stuffed toy I was holding was a cat. I returned to my seat smiling, but felt let down and a little foolish after standing in front of a group of adults holding a child's toy while mimicking an obnoxious creature from Melmac.

On my way home, I tried to figure out what went wrong. Obviously, I had misjudged my audience, thinking that the television series "Alf!" was better known than it was. The whole thing floundered.

I re-learned a valuable lesson: Know your audience as best you can and prepare yourself in case your assumptions prove wrong.

I was disappointed that my idea didn't work, but then I thought, "So what?" I didn't lose anything. I had risked something and failed, but no one in my Toastmasters club was going to punish me for it. I wasn't going to lose friends or my job, or a chance for a promotion. In fact, I thought, if ever there were a place where someone could risk the unusual, it was in Toastmasters. Why, the whole purpose of Toastmasters is to learn and to progress, to let people fall on their faces and help them pick themselves up again.

Toastmasters, I concluded, is the perfect place to learn how to take risks.

Unfortunately, this isn't common knowledge, even among Toastmasters. Think about it. When was the last time you dared to try something really different with one of your speeches? Did you have a wacky idea that you tossed away because you were afraid to try it in front of an audience? Why didn't you try it?

## DARE TO BE DIFFERENT

I'm not suggesting we make every Toastmasters meeting a three-ring circus; on the contrary, it should remain the enjoyable and educational experience it is. What I want is innovation, new ideas and excitement.

I've tried a number of things, some of which have worked. When I think about it, I've had a lot of flops, but at least I've had an equal number of successes.

Once, I took a sip of water from a vase of flowers to elicit a laugh (it didn't work). Another time I wore my flight uniform to give authority to a talk about helicopter safety (it worked). I have even risked memory block, giving a whole talk in a relaxed manner in front of the lectern without notes. I think that was the best of my manual speeches.

One thing I've learned is that taking risks becomes easier the more you do it, particularly in a comfortable Toastmasters environment. You learn what works and what doesn't, and that gives you courage to try other things. As a bonus, people begin to think of you as an interesting and innovative speaker long before you start to believe it yourself.

Use your Toastmasters speeches as proving grounds for presentations you have to give at work. Do you have an oddball idea you're afraid to try out at work? Try it at Toastmasters first. You'll get an instant response from your audience as well as a well-thought out evaluation and a fistful of written comments. Afterward, talk to your evaluator and other experienced Toastmasters about your speech idea. I'm sure you'll get some useful feedback.

One technique often overlooked is to ask your fellow Toastmasters to pretend they're a specific group and have them evaluate your speech from that group's point of view. You'll be surprised how flexible a Toastmasters audience can be. So stack the odds in your favor. Use Nancy Foreman's four-step method: assess the risk, take it, act as if it's working, and then savor the taste of success.

Remember, you can't grow and improve unless you extend yourself beyond what you think your limits are. Taking risks in Toastmasters will give you the courage and ability to assume new challenges outside Toastmasters.

Try it and when someone asks you, "Isn't taking risks like playing a game of chance?" you'll be able to reply the same way Fields did: "Not the way I play. No." ♣

**R. Randall Padfield** is a former member of *Stavanger Club 2222-U*, in *Stavanger, Norway*. He now lives in *Bethlehem, Pennsylvania*, and works as a *helicopter pilot for Trump Air*.

## BE A BETTER BRAINSTORMER

By Pat York

**N**ot long ago, creativity training was seen by most people as voodoo mental exercises developed by the nuts and berries crowd to help them access the collective consciousness. That's no longer the case.

Today, even administrators at IBM and Harvard University have introduced creative thinking techniques to their employees.

One of the most basic techniques of creative thinking is brainstorming, an exercise that helps generate many varied and unusual ideas — giving a problem many possible solutions.

What stops most of us from discovering simple solutions to difficult problems is that we are taught to think about one, and only one, right answer to most questions.

One story demonstrating the common problem of blocked thinking concerns a group of space researchers. The group had spent much of time and money trying to develop a writing instrument for use in the weightlessness of space. Ink can't flow down if "down" doesn't exist, and so, the dilemma. After months of hard work the scientists gave up and sent the problem to a retired Nobel Prize winner. He discovered a solution within hours and sent it by return mail: a pencil.

Brainstorming can help find solutions to problems as mundane as what to have for dinner or can help cope with complex issues such as how to raise money, teach children or fulfill a lifelong dream.

There are a few simple rules for brainstorming. Good brainstorming takes at least two people, and is best with three to six. Even if the problem belongs to only one of the participants, the "new eyes" with which others view a problem can be indispensable.

Have one person act as an idea recorder, since ideas fly fast and must be written down or they'll be forgotten. Get the group relaxed, state the problem and allow everyone to suggest ideas or solutions. Don't explain a solution or stop to criticize it. Just record it and keep going.

Good brainstorming should follow the following four simple rules, if you want a lot of new ideas:

### ● Think up a lot of possible ideas.

The human mind is organized to think of the most obvious answers first. For example, the first thing people think of when they hear the word "ring" is a wedding, or gold. After more tries, they come up with more creative answers like union, or truth. Our best ideas usually are not our first ones. Dig deeper to bring out your creative ideas, and don't limit yourself to just one or two answers.

● **Allow your ideas to be weird, silly or even a little crazy.** Most of us have a hard time thinking creatively because we unconsciously censor ourselves. If an idea seems silly or strange at first, we won't even consider it.

Creative people learn to put their internal censor on hold when they're brainstorming. As one teacher said, "Think of the cave man who first told his friends he wanted to try drinking milk. They must have thought he was one weird guy."

● **Defer judgment.** Of course your company can't afford a copier for each person in the office. But write the idea down on your brainstorming list anyway, and whatever you do, don't criticize the idea or the person who gave it. It may help you come up with other ideas. Maybe you can't each have a copier, but recording the idea may make you think about asking if copiers can be more centrally located.

● **Piggyback.** Don't be afraid of suggesting ideas that have already been used. You may see a new side to an old idea, or even a completely new application. Ray Kroch, the founder of McDonald's, didn't invent fast food; he added new twists to it that made McDonald's a huge success.

Once you have many new ideas on paper, you have a better chance of choosing something that will really work.

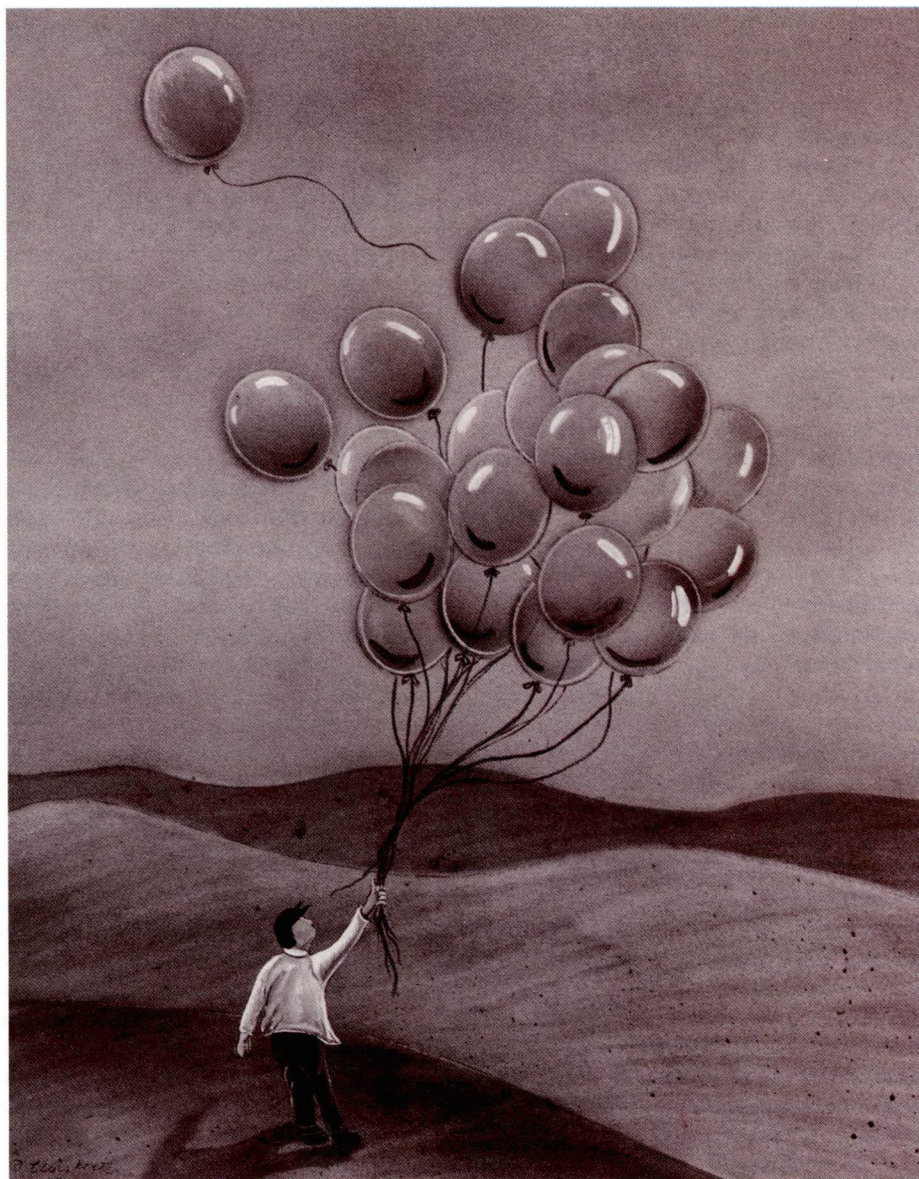
Whether you are deciding where to go on vacation, searching for the perfect fund-raiser, or struggling to find a unique theme for your son's birthday party, brainstorming will help you find ideas that are unique and creative.

**Pat York**, a freelance writer and former teacher, resides in *East Aurora, New York*.

# Remedy for a Failing Memory

*Survival guide for  
the hurried, worried  
and hopelessly forgetful.*

*By Lin Gensing*



**D**o you sometimes forget names? Do you occasionally misplace your car keys or wallet? Do you ever forget to follow through on a task that you promised to take care of? Have you ever wondered if you might be suffering from the early stages of Alzheimer's disease?

Don't feel bad. You're like many of the rest of us — hurried, harried and hopelessly trying to keep track of dozens of pieces of unrelated information each day. If you find yourself forgetting things more than you'd like to, it may not mean that you have a bad memory — simply an untrained one. Fortunately, you can learn to improve your memory.

## THE NATURE OF MEMORY

We have two kinds of memory — short-term and long-term. Short-term memory is used to record information we may

need to recall in a matter of seconds or minutes. Because its time span is so short, we cannot store a great deal of information in our short-term memory. Seven bits of information seems to be the upper limit.

Long-term memory, on the other hand, may file away information for years. It is not limited to the number of items that can be retained, and it can store more information than any of us will ever need to recall.

Information is automatically passed from short-term memory to long-term memory. Let's look at an example:

Sheila's daughter recently moved to a new apartment. Sheila calls her daughter every day. The first two times she calls, she needs to check the number. By the third time she calls, however, Sheila knows the number. Those seven digits have been moved from short-term to long-term memory.

*Illustration by Elois Brett*

## WHY WE FORGET

Knowing the interaction between short- and long-term memory, we find it easy to see how something like the following could happen:

George has recently been promoted to manager for a large department. His day is filled with countless interruptions, one after another.

From a co-worker: "George, give me a call when you've got a minute."

From another employee: "George, when you get a chance, could you check over this report for me?"

From his supervisor: "George, could you let me know the revenue from the XYZ project when you get a chance?"

From the receptionist: "George, remember to call Mr. Jones back this afternoon."

And so on. The result is that George forgets. After eight or nine requests in a brief time span, George may forget one. Why? His short-term memory will retain only up to seven bits of information. Unless something happens to shift some of these items to long-term memory, they will be lost.

## WAYS TO IMPROVE MEMORY

Do you find yourself suffering from the same or similar problems? If you do, there are some very simple ways to improve your memory:

● **Write things down.** When you receive a request or a piece of information you'll need to remember, write it down. Transferring information to a written form helps, because it reinforces the information you've just received and provides a permanent reference for later referral. Many people use a Dictaphone for this purpose.

● **Repeat the message.** Like writing things down, repetition makes it less likely you'll forget something. You're providing an extra chance for that piece of information to be firmly planted in your memory.

● **Form an association.** Associations come into play often when we need to remember something. Waitresses, for instance, often use association when trying to remember which orders to give to which customers. For example, a waitress might remember that the garden salad goes to the woman with the "garden print" dress.

● **Ask for help.** When you know you're being inundated with a lot of information and you feel you may not remember something, ask the person to remind you. Say something, such as: "I'm feeling a bit overwhelmed right now, so I'm

afraid I may not remember to get back to you. Could you remind me again this afternoon if I haven't?"

## THE SQ4R FORMULA

Do you have problems remembering things you've read? Or getting as much information as you'd like out of the things you read? A simple technique taught in many speed-reading courses can help you here. It's called SQ4R.

SQ4R stands for: Survey, Question, Read, Recite, Repeat and Review.

*If you find yourself forgetting more things than you'd like to, it may not mean that you have a bad memory — simply an untrained one.*

Let's take a look at how this works.

When most people read, they simply pick up some written material and begin reading. They don't take time to decide why they're reading or to determine exactly what they want to get out of it. Consequently, they have no way to determine if they have, in fact, gotten anything out of it.

● **Survey.** This is a pre-reading technique. Before you begin to read, you should determine your purpose for reading. Then you should survey the material to check the length of the piece and to review charts, diagrams, photo captions, etc.

● **Question.** Turn headings into questions to help yourself get more involved in the material.

● **Read the material,** actively searching for answers to the questions you've formulated.

● **Recite.** Look away from the material and, either verbally or nonverbally, recite the answers to the questions you've asked.

● **Repeat.** Review the Question, Read and Recite steps for each section you read. Jot down key phrases in outline form.

● **Review.** Look over your notes to get a better feel for the points covered and the relationships they have to each other. Put the material aside. Come back to it in staggered time periods: two hours later, 10 hours later, two days later. How much have you learned and retained?

SQ4R can be used with any information you want to remember. It may take a bit more time up front, but the payback in terms of memory retention is well worth it.

## PUTTING MNEMONICS TO USE

"Every good boy does fine." Remember that phrase from grammar school days when your music teacher was attempting to help you remember the names of the five notes on the lines of the treble clef staff? Your teacher was helping you remember through the use of mnemonics, or word clues.

Mnemonics works well in remembering lists of information. For instance, if you need to remember to pick up eggs, milk, bread and cereal at the store, your mnemonic device might be "Early morning b.c." or some other phrase that you might come up with. (Of course, an even simpler technique would be to make a shopping list.)

## BUILDING LISTENING SKILLS

One of the prime reasons many of us "forget" is that we don't listen very well in the first place. Obviously, if we haven't heard it, we can't remember it. Here are some

tips to improve your listening skills:

● **Listen attentively.** When someone is talking to you, give the person your undivided attention. If you're allowing distractions to interfere, you won't be picking up the information you'll need.

● **Repeat for clarification.** If someone makes a request or provides you with information, clarify what the person said, so you both are sure that the message has been conveyed.

● **Don't allow biases to interfere.** We pay more attention to some people than others, and give less credence to certain information because of who delivered it. Naturally, if you assume that information is unimportant, you'll be less likely to remember it later.

## IMPROVING MEMORY SKILLS

We all forget things from time to time. But unless there's some physiological problem that's hampering our ability to remember, we can improve our memory skills by:

— Being aware of the limitations of short-term memory.

— Committing information to a written form.

— Repeating for clarification.

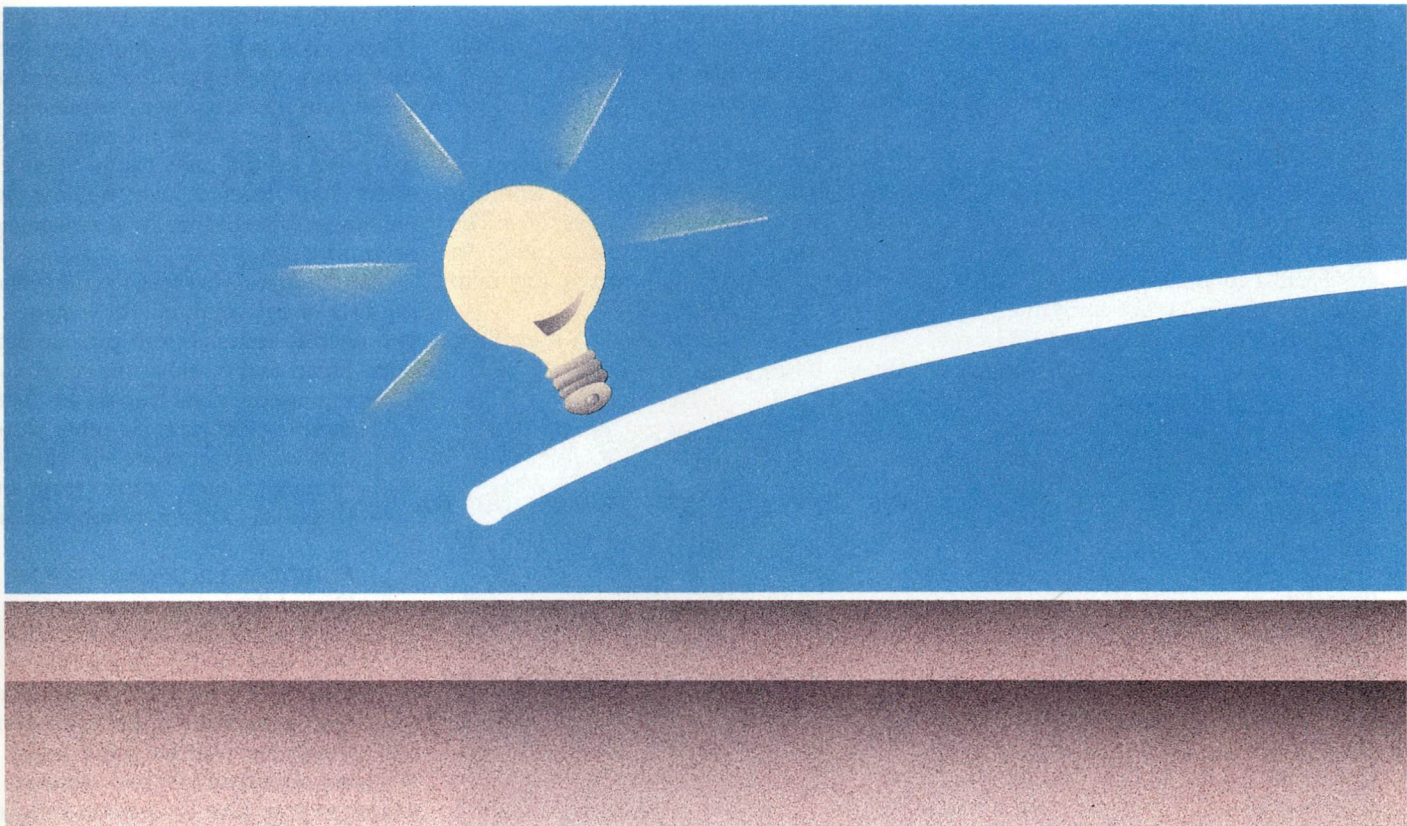
— Listening attentively.

— Applying the SQ4R approach.

— Using mnemonics.

— Asking for memory assistance. ♦

*Lin Gensing is a freelance writer from Chippewa Falls, Wisconsin, who specializes in self-help topics.*



# G A I N I N G   A N D   R E T A I N I N G THE LEADERSHIP EDGE

*A true leader never accepts defeat.*

**A**t the turn of the century, Ole Evinrude was a young man very much in love and engaged to be married. One day he was rowing his fiancée across a lake to a spot where the two of them would picnic. They no sooner reached the shore when his fiancée gently reminded him that he had forgotten to bring their dessert.

Ole began the long row back, picked up the dessert and, for the third time, began rowing across the lake. Suddenly, he stopped. It was a hot, humid day, the rowing was hard and Ole was becoming tired. There, in the middle of the lake, Ole began to think to himself, "There has to be a better way..."

That afternoon the concept for the world's first portable outboard motor was born.

In 1906 Ole Evinrude began experimenting with his idea. Then in 1909 he produced the first commercially successful outboard motor. And in 1910 he was granted a U.S. patent for his invention. The new machine rapidly grew in popularity because

it was small, light and could easily be attached to the stern of a small boat or canoe. For the next several decades Ole Evinrude's company would dominate the market in outboard motor sales.

Ole Evinrude knew how to gain and retain the leadership edge: he realized the need to **anticipate, communicate, motivate and innovate.**

No matter what field of endeavor, these four factors are necessary to make the transition from everyday management to leadership.

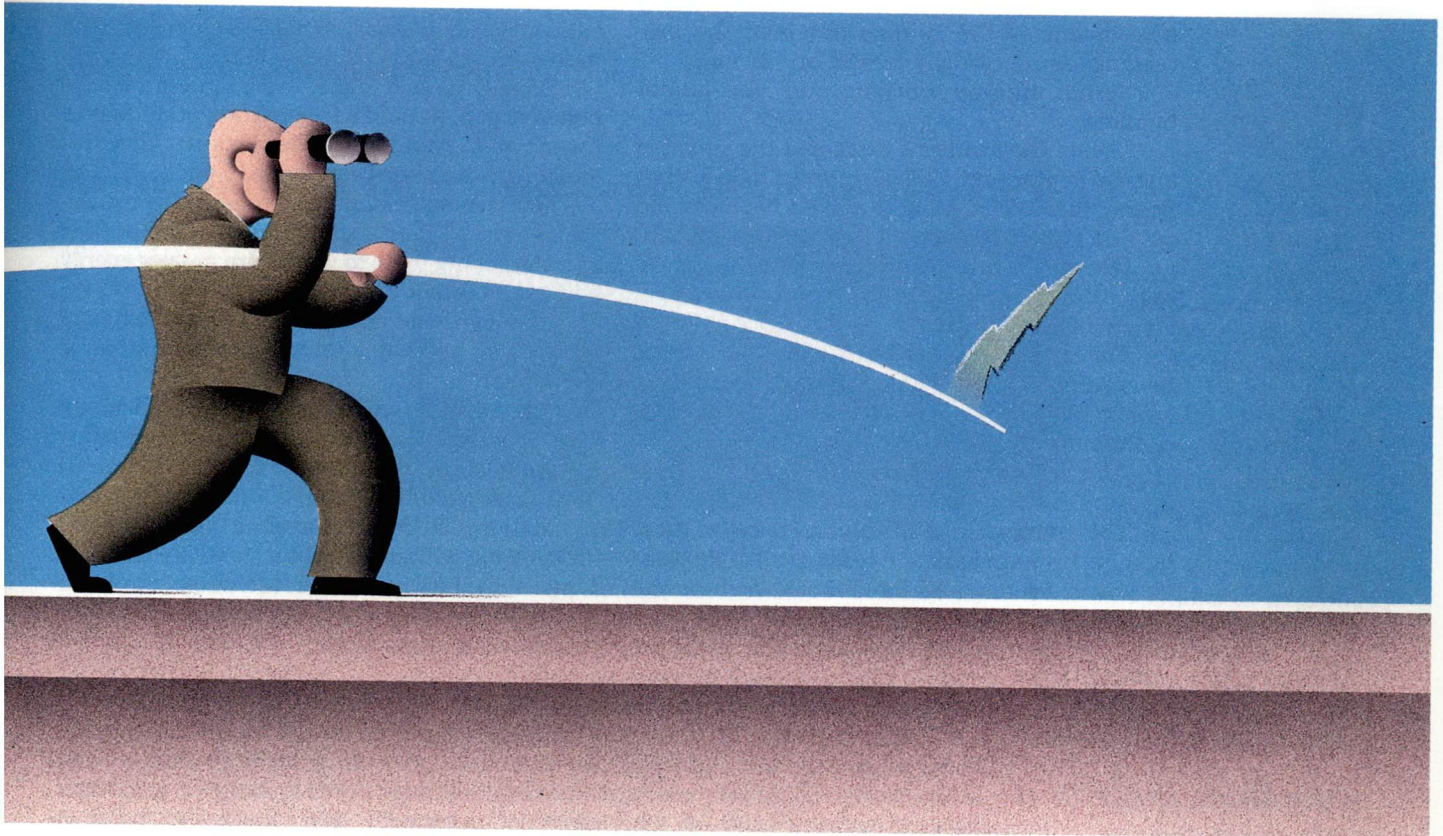
## 1. ANTICIPATE

Consider the first leadership factor. The ability to anticipate means having a vision. It means knowing where an enterprise should be heading and what it can be in 10 years.

Dr. Burt Nanus, professor of management at the University of Southern California, says: "Effective leaders all have a good sense of their group...They know what's going on in their organization, where it's been and where it's going." Leaders anticipate

**BY V I C T O R   M .   P A R A C H I N**





success and often visualize what winning will feel, taste and look like.

For example, in 1953 many experts thought the four-minute mile was physiologically impossible. But Roger Bannister anticipated a time when runners could run a mile in less than four minutes.

Disregarding "expert" opinion, he began to train. He was determined to succeed. Day after day he visualized running faster than anyone had ever run.

Then in 1954, with a time of 3:59.4, Bannister broke more than a world record; he broke through a self-limiting attitude. After his feat, runners throughout the world regularly recorded less than four-minute miles.

True leaders have the ability to anticipate the future; to see what is and what can be.

One way to develop a vision is to ask yourself: "What do I see? Where will I be in five years and what will I have accomplished?" Then, whatever the goal, latch on to it and don't let go.

Consider Mrs. Candice Lightner. On May 3, 1980, tragedy struck when her 13-year-old daughter was killed by a drunken driver in Fair Oaks, California. It was the driver's fifth offense for drunken driving.

As a result, Lightner dedicated her life to her goal of having an organization in every state and in every major city aimed at getting drunken drivers off the roads. She envisioned a powerful grassroots lobby involved in changing and tightening laws about drinking and driving.

Because she never gave up on that vision, today there are hundreds of chapters of her

organization across the United States, called MADD, Mothers Against Drunk Driving.

## 2. COMMUNICATE

The second factor always present in leaders is the ability to communicate. Leaders always find ways to effectively communicate their visions to others. In doing so, they develop a team, provide opportunity for input and thereby refine and fine-tune their visions so that success is assured.

Also, a critical aspect of communication is listening. Again, every effective leader knows that communication is dialogue and not monologue; that communication means receiving as well as sending. Many of the greatest initiatives were made because an executive listened to ideas from others.

For example, several years ago the El Cortez Hotel in San Diego had a major problem getting guests from the hotel lobby up to their rooms. The one elevator was not efficient enough to handle the flow of people going in and out of the hotel.

Management called in architectural and engineering experts to solve the problem. After much deliberation and investigation they decided it would be possible to install another elevator.

They proposed to cut a hole in each floor from the basement to the top of the building. As they stood in the lobby with drawings in hand, examining the place where the new elevator was to be

*Every effective leader knows that communication is dialogue and not monologue.*

*What may seem like  
an unwanted detour  
sometimes leads to a  
better destination, and  
when one door closes,  
another can open.*

placed, one of the janitors observed the proceedings as he casually leaned on his mop.

"What are you working on?" the janitor inquired.

One of the architects explained the situation and the janitor said: "Well, cutting a hole in each floor of the hotel is going to make a big mess and we won't be able to keep it clean," he grumbled.

One of the other men present, an engineer, said: "Don't worry, we're going to close the hotel for a while."

The janitor was shocked. "Close the hotel?" he exclaimed. "That's going to cost somebody a lot of money and the rest of us our jobs until it's opened up again."

And then the janitor said: "I wouldn't do that if I were you."

The architect asked if he had a better idea. Pushing his mop back and forth, the janitor said: "If it were up to me I'd build the elevator on the outside of the hotel."

Astonished, the architect and engineers looked at each other and asked, "Why not?"

The result: The El Cortez Hotel became the first structure in the history of architecture to have an elevator built on the outside.

### 3. MOTIVATE

The third leadership factor is the need to motivate. Leaders get extraordinary things done by motivating, inspiring and energizing others toward a common purpose.

Exceptional leaders create a special kind of pride in their followers by acknowledging their accomplishments, by praising them publicly and by supporting them in their successes *and* shortcomings.

Motivating others creates that energy and drive necessary for an organization to succeed.

One such leader is Jane Maas. A decade ago she created the now famous "I Love New York" campaign. She currently is president of the advertising firm Muller Jordan Weiss Inc., and is author of *Adventures of an Advertising Woman*.

Her book describes several encounters she has had with employees, demonstrating how she was able to skillfully motivate the people who worked with her.

Consider this story, in her own words:

"One of my account supervisors was asked off an account by a client. The supervisor called me up—almost sobbing—and asked for an appointment to see me. He wanted to quit his job, he told me, and even change careers. I said, 'Wait there. I'll come and see you.'

"When I got to his office, I told him, 'I've cleared my calendar. I have nothing to do for the afternoon but talk to you.' Then I told him about the time I'd been asked off an account by a client—something I'd never told anyone but my husband.

I also told him that even after all these years, it still makes me feel like bawling, so I knew how he felt.

"Finally he said to me, 'Well, I guess if it happened to you, it could happen to anybody. Maybe I won't quit.' And I said, 'Please don't. Give this job at least another year. I need you.'"

Maas has successfully and consistently managed to keep her good staff members by supporting and motivating them to work with greater energy and commitment.

Here's another example: in a memo to her ad agency staff praising a seldom-praised employee she wrote:

"Steve Price, who works in our mail room, stayed here until 3 a.m. making sure we were ready for our business presentation today. We couldn't have done it without him."

The result? "Here's someone who had never had a memo written about him his whole life," says Maas. "His cheeks were red for a week." And, she added, the public praise had a lasting effect on his commitment to his work.

### 4. INNOVATE

The last leadership factor is the need to innovate. Managers are quite different from leaders, and while a good leader needs to manage, a manager does not necessarily lead. It takes a leader to innovate.

Whenever there is a blockage of progress or plans, a leader will find ways to get over, around, under or through. A true leader never accepts defeat as final.

The individual with true leadership quality will rework, revise, rewrite, reorganize, reschedule, refinance and even retreat in order to creatively maneuver the way to ultimate success.

The ability to pursue a goal and innovate along the way is often the key to overcoming all obstacles.

Gen. Billy Mitchell had to fight the entire hierarchy of the U.S. Army and Navy, and get court-martialed in the process, before he finally convinced Congress to build an air force.

And nurse Margaret Sanger, when she first promoted the idea of birth control, had to leave the country for fear of arrest. Eventually she founded what is now the Planned Parenthood Federation of America.

What may seem like an unwanted detour sometimes leads to a better destination, and when one door closes, another one can open.

So, the way to gain and retain the leadership edge is to anticipate, communicate, motivate and innovate.

There are only three kinds of people in the world: those who see things happen, those who wonder what happened and those who make things happen. The ones who cultivate the four leadership factors always find themselves in the last category. ♣

**Victor M. Parachin** is an ordained minister who works as a counselor and therapist in Chicago, Illinois.

## Santa Barbara Club Celebrates 60th Anniversary

It was in Toastmaster Jim Witmer's workshop on effective listening that a college student asked, "What do Toastmasters do anyway? Do they just go around making toasts?"

It was this general unfamiliarity with Toastmasters' purpose that prompted our club to initiate a comprehensive citywide communications program at the Santa Barbara City College campus in November.

Communications workshops were held by community participants and Toastmasters, and the evening anniversary banquet was attended by more than a hundred Toastmasters and their guests.

The purpose of the seminar was three-fold:

- To seek the involvement of the Santa Barbara City College Communication Department and its students.
- To enlist professional speakers in the community to make presentations.
- To expand the speaking and leadership skills of Toastmasters by providing an opportunity to conduct workshops before non-Toastmasters audiences.

The entire community benefitted from this joint venture by professional local speakers and area Toastmasters. In addition, everyone involved left with a better understanding of how to improve their communication skills.

The planning committee began its work almost two years before the actual event.

### The Role of Santa Barbara City College:



**Santa Barbara Club 5-33 celebrates its 60th Anniversary with a citywide communications program.**

With the approval of the college president, arrangements were made with the communication department to use the campus dining hall and large classrooms. The college public relations department helped distribute to all campus departments.

The dean of student services welcomed workshop participants with his thoughts on the necessity of open and effective communication.

### The Role of Non-Toastmasters Speakers:

Professional speakers throughout the community volunteered their time to give presentations in their areas of expertise, which included topics such as self-esteem, voice enhancement, and how to give persuasive presentations to boards, commissions and councils.

### The Role of Toastmasters:

Toastmasters from the Santa Barbara area provided speakers for workshops on audiovisual aids and listening skills.

We were fortunate to have workshop presenters, keynote speakers and Distinguished Toastmasters Cheryl and Mike Young for our evening banquet. Participants thoroughly enjoyed their presentations on "Utilizing Persuasive

Skills."

Feedback from the participants proved extremely favorable. One member commented, "Let's do this more often!"

The evening banquet included Toastmasters from clubs in the Santa Barbara area. Even former Toastmasters showed up. One, Eugene Kruger, was a member of Club 1-F during the 1930s.

One of the highlights of the evening was the handwritten congratulatory note from International President John Noonan. As part of his presidential theme, "Toastmasters — Building a Better You," Noonan states, "The world can be changed from your Toastmasters club." Hopefully, club 5-33, in concert with other local clubs, has taken a step toward achieving that objective as part of its 60th anniversary celebration.

*Sam S. Alfano, DTM  
Santa Barbara Club 5-33  
Santa Barbara, California*

### CHINESE STUDENTS LEARN ENGLISH THROUGH TOASTMASTERS

More than 150 Chinese university students recently used the Toastmasters pro-

gram over a five-month period to perfect their English speaking skills, thanks to Dori Wheeler, a Toastmaster from Golden-dale, Washington, who visited China to teach English.

Wheeler, of Simcoe Toastmasters Club 3339-9, and her husband were among 22 retired teachers who—despite political unrest in China—accepted invitations to temporarily teach at Anhui University, near Beijing.

Despite her busy schedule of teaching 11 morning classes during the week, Dori Wheeler, CTM, said she found time on Sundays to give presentations outside of the classroom, in a place known as the "English Corner." Her first speech there, given soon after she arrived in China, was about Toastmasters International.

"They hung on my every word," Wheeler said, "but I have no idea how much they comprehended."

"The title of the speech, 'Toastmasters International,' was the only thing that was translated," she added. "It wasn't easy to translate, as they thought of toast as bread."

Using her Toastmaster skills, Wheeler used charts, poetry, maps, photos and especially eye contact as she made her delivery.

"The part about how Toastmasters changes roles was hard for them to imagine. When the Chinese get a chairman they keep him," she pointed out.

"I was so proud that my first official act, beyond teaching at the university, was to boost Toastmasters."

# Are You Sabotaging Your Chances For Success?

*Defining what you want out of life is the first step to getting it.*

*By Charles Dickson, Ph.D.*

**A**t times we all sabotage our chances for success. Unfortunately, some people make a habit of it. Those who work in the counseling professions have identified some common ways in which we all hurt our chances for realizing goals. Beware of the following:

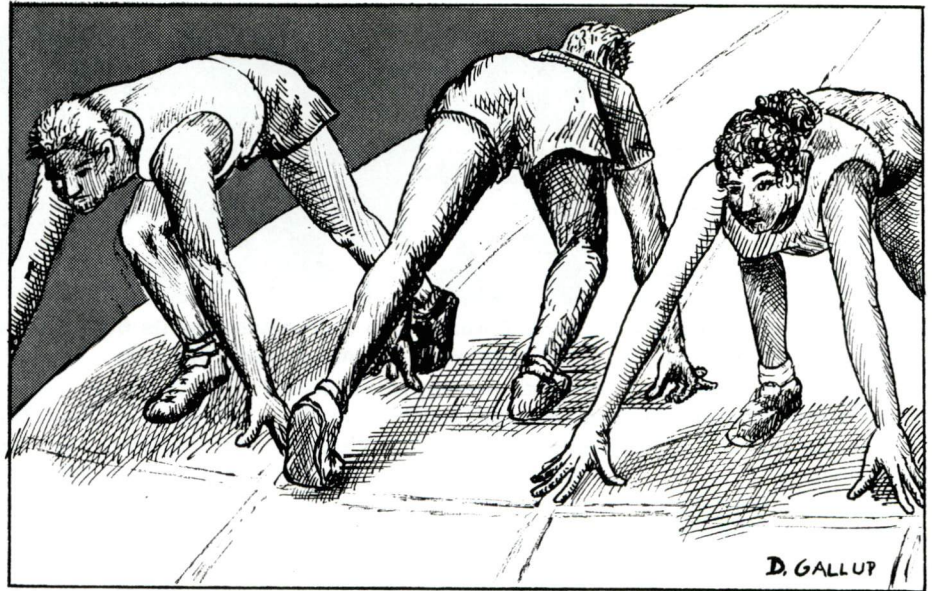
## **BLAMING OTHERS**

This is the first step on a downhill slide. When things go wrong, these people say, "If only you would have done something differently, I wouldn't be in this predicament. It's your fault and I'm not responsible." They blame their bosses, their spouses and even their children when there's no one else to blame. This was illustrated by an episode in the Peanuts cartoon when Charlie Brown informs Lucy that he has received bad grades on his report card. When Lucy asks how his parents will react to this news, Charlie tells her they will do the normal thing — blame the teacher.

Blaming others is the first step in a dangerous, self-defeating slide. When we blame others for our feelings or behavior we give these people control over our lives. Rather than see ourselves as victims, we need to take responsibility for our feelings and behavior. We need to reflect on what we have done to contribute to our own difficulties and what we can do to change them.

## **LACK OF FOCUS**

Many people have no clear goals and seem to live from one problem to the next. Consequently, they waste a lot of their time. I think of the young lawyer who worked 60 - 70 hours a week, but lacked enthusiasm for his career. He also felt distant from his family. When asked what was most important to him, he replied without hesitation: his wife and two



daughters. Yet he spent little time nurturing these relationships and found his family pulling away.

Take a moment to write down the three most important goals in your life. Now think about how you spend your time. Does it match your stated goals? Defining what you want out of life is the first step to getting it. A clear focus is essential to taking control of your life.

## **BEING UNINFORMED**

Sherlock Holmes once pointed out the danger of being uninformed: "It's a mistake to theorize before one has data. One begins to twist facts." In other words, without good information you won't see things as they really are—you'll see them as you think they are.

I'm reminded of the young man who told me how badly he wanted to go to college but had given up on the idea because it was beyond his financial capacity. When I directed him to the financial aid office of a local college, he discovered he was eligible for considerable student financial aid and was thus able to embark on a college education.

Not gathering adequate information is another way we undermine our lives. We assume things that aren't true or base decisions on hunches, feelings or impulses without regard for the facts. We need to gather facts before making crucial decisions. Information is power you should always have on your side.

## **BEING SURROUNDED BY NEGATIVE PEOPLE**

Those who practice self-defeat tend to surround themselves with discouraging people who treat them as though they'll never amount to much. Their views are contagious and erode self-esteem. Don't let those with defeatist attitudes talk you out of reaching for your goals.

Take, for example, the situation of Dan, a college student who wanted to go to medical school and shared this intention with one of his professors. The professor replied by saying he had a brother at a large state university who was very smart but couldn't get accepted for medical school, insinuating that this fellow didn't have a chance either. Dan began doubting his ability, but eventually he was encouraged by more positive people, and today he is a practicing physician.

Examine your own situation. Are you surrounded by people who believe in you and help you feel good about yourself? Or do you spend time with people who put you down? Don't forget, it's in your best interest to carefully choose the people you spend time with.

## **INABILITY TO LEARN FROM OTHERS**

Henry Ford once observed, "If there is a secret to success, it lies in the ability to see things from another person's point of view as well as from your own." People who sabotage themselves have difficulty learning from others. They have trouble

getting outside themselves to see what others have to offer.

A man once stopped at a flower shop to have flowers wired to his mother 200 miles away. As he left, he noticed a little girl sobbing on the curb in front of the shop. When he inquired what was wrong, she explained that she wanted to buy a rose for her mother, but it cost \$2 and she only had 75 cents. He bought the rose for the girl and offered her a ride home. She agreed if he would also take her to her mother. She directed him to a cemetery where she placed the rose on a freshly-dug grave. The man returned to the flower shop and cancelled the order. Instead, he got in his car and drove 200 miles to his mother's home to personally deliver a bouquet of local flowers. A small child taught an adult a lesson, but only because he was willing to learn.

**SELF-DEFEATING THOUGHT PATTERNS**

These may take many forms, but the result is that they make situations or people seem worse than they are.

For example, take the story of the farmer who had a large rock in the middle of a field he ploughed each year. Thinking the rock was impossible to

simply tolerated the aggravation of plowing around it each spring. Then someone suggested he try smashing it with a sledge hammer. To the farmer's surprise, one stroke from the hammer broke the rock into small pieces. The problem was not nearly as insurmountable as he had assumed.

Do you tend to assume that things

***Are you surrounded by people who believe in you and help you feel good about yourself?***

are worse than they really are? Such thinking erodes self-confidence and interferes with the ability to take an objective approach to life.

Your thoughts may be holding you back. Talk back to them when they're getting you down.

**BEING STOPPED BY FAILURES**

Failures and mistakes are part of life. The attitude we take toward them, however, separates the successful from the unsuccessful person.

The chemist Paul Ehrlich discovered a drug to treat those afflicted with syphilis.

It was named "Formula 606" because the first 605 tests had been failures.

Another man was viewed as a mild lunatic by most railroad executives when he suggested that a train could be stopped by using wind. Yet George Westinghouse persevered and finally sold what is now the Westinghouse Air Brake, a standard feature on American trains.

When successful people fail, they think about what went wrong and what they can do differently the next time. How do you handle failure? Does it stop you from pursuing what you want? Or does it challenge you to work harder and find new ways to achieve your goals?

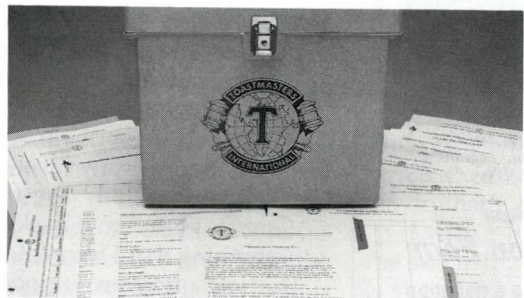
Most of us view success positively. It is how we deal with failures that determines what we get out of life.

If we can learn to stop blaming others, develop a life focus, become informed, avoid negative people, try to learn from others, overcome self-defeating thinking and not allow ourselves to be stopped by failures, we can greatly enhance our chances for success.

*Charles Dickson, Ph.D., has been a clergyman for 28 years and has worked extensively in family counseling.*

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# HOW TOASTMASTERS CAN HELP YOU GET THAT JOB

By Dennis Kinvig, CTM

**"A**nd why do you feel that you are the right person for the job?" Have you ever been asked this question at a job interview, hesitated, and while looking at the wall given an answer that you later felt was weak and possibly led to your rejection?

A job interview is like giving a speech at your Toastmasters club. You prepare a speech and rehearse it, placing as much emphasis on the delivery as on the words, until you are confident. To have a successful job interview, your style and content must be as well rehearsed as in a speech.

A successful speech radiates conviction and sincerity. Consider your interview an opportunity to give a speech, or rather, a series of mini-speeches. Practise your replies until you are comfortable with them. Consider the interviewer to be your evaluator—you want a good evaluation.

In terms of style, eye contact is impor-

## Consider your interview an opportunity to give a speech, or rather, a series of mini-speeches.

tant. Look at the interviewer much of the time, and not down at the desk or at the picture on the wall. Eye contact conveys confidence and self-esteem.

Voice is the primary link between you and your audience, in this case the interviewer. Use pauses and vary the tone of your voice; this will create interest and indicate you are at ease in difficult situations.

Avoid ahs and wells. They suggest uncertainty and lack of confidence.

Smile at your interviewer. This shows you are relaxed and get along with co-workers. Smiling puts others at ease.

If you find any of these elements of

style difficult, rehearse them as you would a speech.

The content of your answers must be planned in advance. You need to know what your answer will be to any question that could conceivably come up.

Questions will be asked that do not deal directly with the specifications of the job. Your answers will indicate the sort of person you are. Most interviewers look for enthusiasm, job competence, social skills, leadership, motivation and ambition. Prepare answers as you would for a speech, practising in front of a mirror until you are comfortable. Typical questions are:

- Why do you want to change jobs?
- What interests you most about this job?
- What do you feel are your accomplishments in your present job?
- What are your career objectives ten years from now?
- What kind of decisions do you have difficulty making?
- Can you work under pressure?
- Do you have supervisory experience?
- Do you have any questions?

The last question is an important one. It can be asked at any time, so be ready with some questions of your own. If you do not have any, you create the impression of being passive and wimpy.

Some questions you may want to ask are:

- Where does this job fit into the organizational structure?
- Exactly what is expected from me in this job?
- Will there be any travel involved?
- Do you have any questions or concerns about my background or anything that I have told you so far?

The last question is good in that it smoothly returns the ball to the interviewer.

You spend a lot of time on the Toastmasters manual, working on body language, content, and organizing a speech. Improving speaking and leadership skills is not an end in itself.

Toastmasters skills, properly applied, can work wonders in a job interview. Why not use them? Chances are that you will talk yourself into the job.

**Dennis Kinvig, CTM**, a member of the Mohawk Club 3597-60, is a geologist with the Ontario Provincial government in Toronto, Canada.

## The Ralph C. Smedley Memorial Fund

Contribute to the Ralph C. Smedley Memorial Fund.

- Keep the legacy alive
- Increase the benefits of membership in Toastmasters
- Extend the benefits of Toastmasters' membership to others.

### Examples of activities the fund supports

- Increasing public awareness of Toastmasters, through the production of television and radio public service announcements.
- Development of new and improved material to help meet member and club needs.

Your donation to the Smedley Fund is tax deductible.

- Donate \$10.00 or more and receive a Toastmasters International paperweight.
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All contributions will be gratefully acknowledged—Support the Ralph C. Smedley Memorial Fund

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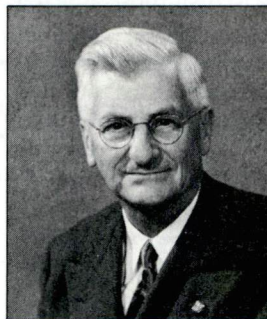
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# AUTHOR A BOOK

— *Even if you're not a writer.* By Marcia Yudkin

**M**ore than 40,000 new books are published each year in the United States alone. Most people outside of the publishing world assume that all these books resulted from the lonely efforts of scribes whose interesting ideas are matched by their noteworthy writing talent.

Not so. Many of these authors, lacking the skill and time necessary to write a book themselves, profited from professional assistance of one sort or another. By knowing how and where to get the help you need to turn your idea into a book, you can join their ranks—as a published author.

Here are five kinds of services you can use to get published:

## GHOSTWRITERS

This is your most expensive option and the one requiring minimal commitment from you. Most ghostwriters, working with your concept for a book, will interview you on tape for many hours, do additional research on their own and submit a draft to you for your approval. Then, based on your feedback, they will edit the material into a finished manuscript. Ghostwritten books are expensive because they require a lot of time and skill. Expect to pay \$25 to \$100 an hour for an experienced ghostwriter, or \$10,000 and up per book.

Look for qualified help through referrals from local writers' organizations or in the listings of *Literary Marketplace*, an annual directory carried by most libraries, under "Editorial Services—Ghostwriting." In negotiating with ghostwriters, discuss not only the fee and payment schedule but also which of you will be responsible for what, the target date for completion of the project, whether they want their byline and if so, whether they want their credit to read, "as told to J. Doe," "...with J. Doe" or "...and J. Doe." Work out and sign a written contract spelling out the terms of your agreement.

## COLLABORATORS

If you have a book idea of genuine worth and promise, you may be able to convince a professional writer to collaborate with you. The risks, responsibilities and rewards of the project probably will be shared equally. This kind of partnership is quite common in publishing, particularly with business

or medical experts who want to reach general audiences, and it lacks the somewhat unsavory reputation of ghostwriting.

Since you'll have to meet and confer with a collaborator much more often than with a ghostwriter, it's best to look for someone within commuting distance to you. The American Society of Journalists and Authors (1501 Broadway, Suite 1907, New York, NY 10036; 212-997-0947) provides a referral service called "Dial-a-Writer" that may help you. Local chapters of the National Writers Union (13 Astor Place, New York, NY 10003; 212-254-0279) can also refer you to experienced book writers. Of course, you may also advertise in writers' magazines or the nearest large newspaper.

Collaboration can be much thornier than using a ghostwriter. Suppose one of you knows how to meet deadlines and the other is an inveterate procrastinator? Suppose one of you can't bear to see a single word changed? Suppose your collaborator wants to quit when you are halfway through the project: who will own what you've completed up till then? Suppose you finish the book and you can't agree on whose name will go first on the cover? Both of you will need a professional attitude toward your work and compatible personalities and work styles. But as with ghostwriters, don't rely on good chemistry and good references alone. Make sure you sign an agreement detailing the division of responsibilities, work timetable and the byline that will appear on the published book.

## INDEPENDENT EDITORS

Most educated people have an idea of what editors employed by publishing companies do: they select manuscripts to publish, help those authors revise their work, and oversee the production of those books. That's correct. What's inaccurate is the prevalent belief that editors often recognize nuggets of promise in amateur, badly written work, offer such authors contracts and fly them to New York for week-long editing sessions together. These days large publishers rarely take such chances. An editor who sees an intriguing idea executed poorly will usually just say "no." Thus, any prospective author who uses an independent editor *before* submitting the manuscript will have an edge.





Independent editors can offer a range of involvement in your writing project, from substantive rewriting and reorganizing to merely smoothing out your spelling, punctuation and grammar. Most will insist on working with typed, not handwritten, manuscripts. Try taping and transcribing your speeches and seminars if an empty page intimidates you. You can also just talk into a tape recorder to generate more raw material for your book. Some independent editors can also help you prepare a book proposal aimed at persuading an editor at a publishing house to sign up your book.

To find this sort of assistance, check your telephone directory under "Editorial Services—Rewriting or Line Editing." Local writers' organizations, classified ads in magazines like *Writer's Digest* and word processing services may also provide leads. Make sure you ask for samples of a prospective editor's work as well as recommendations from former clients.

*Run the other way  
when someone praises  
your book to the sky  
and offers to publish it  
for a fee; reputable  
publishers pay you  
for the privilege of  
publishing your work.*

Independent editors charge from \$15 to \$40 an hour, depending on their location and the complexity of the task. Some will quote a per-project or per-page rate, which they calculate based on how much they can finish in an hour and how much they feel they must charge per hour. It is entirely feasible to deal with an independent editor completely by mail, so don't rule out qualified people who may live far from you in an area with low prevailing rates.

#### WRITING AND PUBLISHING CONSULTANTS

These experts give aspiring authors advice and guidance without hands-on work on the manuscript. Usually a consultant, for a fixed fee, will read your typed manuscript and frankly assess its strengths and weaknesses, providing detailed suggestions for improvement and a list of publishers you can eventually approach. If you have a moderate degree of confidence in your writing ability and a low budget for editorial help, this is probably your best option.

Under "Consultants—Publishing," *Literary Marketplace* lists qualified, reliable people with just this sort of experience. Many literary agents, especially those located outside of New York City, offer cheaper or even free manuscript critiques, but beware: the result may be a prepackaged "analysis" that is really just a come-on for a very expensive, perhaps even unnecessary rewrite. You also don't want to stumble into the clutches of a vanity or subsidy publisher, who specializes in exploiting hopeful, naive authors. Run the other way when someone praises your book to the sky and offers to publish it for a fee; reputable publishers pay you for the privilege of publishing your work.

Because of the great number of charlatans and swindlers out there, I recommend looking for a

consultant who is either a published author or a former or moonlighting editor for a reputable publishing company. Established writers' organizations—*Literary Marketplace* lists scores—may be able to help you find people who are capable and trustworthy but do not call themselves "consultants." Fees are very negotiable, but expect to pay well over \$100 for professional evaluation of a full-length book.

#### WRITING CLASSES

This is the least expensive kind of help, but requires the most effort on your part. Writing classes abound through the continuing education departments of universities, high schools and community colleges, independent adult education programs or special summer writers' workshops. They represent an opportunity for you to become a more capable writer on your own. Since few classes are oriented specifically toward book writers, try to contact the teacher directly to discuss whether a certain class is likely to be helpful to you.

In choosing a writing class, don't get seduced by a teacher's fame or credentials. Some superb writing teachers have never published anything themselves, while some very well-known writers are too arrogant to really connect with students. Ask to see a teacher's recommendations or get the names of some former students, and call to discuss the teacher's style and helpfulness. Since some writing workshops, especially those offered during a concentrated time period in the summer, don't include any manuscript evaluation at all, make sure that detailed feedback from the teacher is built into the program.

Presently in the Boston area, writing classes cost from \$75 to \$250 for six to 13 classes, meeting once a week. Outside of big cities, prices are probably lower. Summer writing workshops range from \$200 per week on up, with room and board extra. Many aspiring writers choose programs in vacation areas, so that if the classes prove awful, there will be the mountains or the beach. Each May, *Writer's Digest* lists workshops and conferences by state.

Finally, to fill you in on what you need to do to get your finished book published, I recommend several thorough, encouraging books:

- Judith Appelbaum, *How to Get Happily Published*. (Harper & Row.)
- Michael Larsen, *How to Write a Book Proposal*. (Writer's Digest Books.)
- Franklynn Peterson and Judi Kesselman-Turkel, *The Author's Handbook*. (Dodd, Mead.)

Get started right now, and good luck! ♣

**Marcia Yudkin** presents workshops on writing and is author of *Freelance Writing for Magazines and Newspapers: Breaking in Without Selling Out*. (Harper and Row). Her articles have appeared in national publications such as *Ms*, *Psychology Today* and *The New York Times*.

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Wilbur Thompson, 1481-39  
William A. Morrow, 3912-40  
Carol Ann Eilerman, 6010-40  
Nathaniel Bagley Jr., 3874-48  
Athlan Ken Adachi, 910-49  
Rita Marie Reynolds-Gibbs, 4256-56  
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Sheryl L. Roush, 5315-5  
Stanley Henderson, 332-11

*"A mind once stretched by a new idea can never go back to its original dimension."  
— Oliver Wendell Holmes*

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Patrick Steede, 3808-22  
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Chattanooga, Tennessee  
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4851-64

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## 10 Years

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**C S C Communicators,**  
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**MNCPPC, 4320-27**  
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**Apple Valley, 50-9**  
**Voice Squad, 728-29**  
**Bryant Park, 2895-46**  
**Glendale Civic Center,**  
1256-52  
**Dandenong, 1269-73**

## S/L MODULES TOO "MASCULINE"

Congratulations on your decision to publish Dr. Judith Tingley's article "Genderflex" and Dr. Dan Dieterich's accompanying hints on "Avoiding Sexist Language."

Now that Toastmasters International is willing to address these sensitive issues in print, perhaps they will do something to improve the Success/Leadership series. The Parliamentary Procedure module is abominably sexist! Not only are all the pronouns masculine, but so are all the speakers used as examples.

The Listening module is better. However, there's a male politician on page 38, a male speaker on page 39, and a male manager with a female secretary on page 50. They stand out vividly in an otherwise gender-free text.

I find it difficult to study for my presentations for these units with the numerous gender-laden distractions continually sabotaging my attention. I would really appreciate material which makes me feel included in Toastmasters as an equal, rather than as an afterthought. Women are Toastmasters too!

*Sue Palmer, CTM  
Chevron Club 5270-F  
La Habra, California*

## SPEAKING UNDER FIRE

I am a branch manager of a bank in metropolitan Detroit, Michigan. A recent bank robbery at my office has prompted me to write. I have been through robberies before, but this

one was different, to say the least. While I can't say too much because the case is still open, I can truthfully say that Toastmasters saved our lives.

When a robbery suspect is going to kill you, there aren't 15 seconds to think before you speak, as in Table Topics. I talked him out of murdering my staff and me.

In retrospect, I was simply using the Toastmasters program. It sure came in handy. It's the best \$2 a month investment I've ever made. Thanks!

*Mary M. Reigner, ATM-B  
Allen Park, Michigan*

## FOREIGN CLUB NEWS?

In the January 1989 issue I noticed there was reference to Rishon Club 5494-U, in Israel. I am eagerly waiting to see news about it — for that matter, any Toastmasters clubs formed outside the United States.

*Bill Mantinland, ATM  
St. Louis, Missouri*

## ENGLISH TAKES WRONG TURN

Marcus Gotlieb ("Words Aren't International," March 1990 issue) rightly draws attention to the difference between British-based and American-based English. He and I are in the British orbit.

Many years ago, a friend of mine here took a job in the United States. One prerequisite for the job was to have a driving license, which my friend did not have. On leaving the depot with the examiner during the driving exam, my friend was in-

structed to "turn left and drive along the pavement." He dutifully obliged by driving on the (British) "pavement" — the sidewalk — and failed his test.

*Ivan Wood, CTM  
Engineers Club 1974-74  
Harare, Zimbabwe*

## ARTICLE TITLE MISLEADING

The article "How to Be a Better Evaluator: Don't Follow the Rules" (May 1990), is good. But the title, whether selected by the author or editors at *The Toastmaster*, is not.

The final sentence in the article, "Don't just follow the rules," means quite different from the headline, "Don't Follow the Rules." A reader who stops at the headline might gleefully decide that rules are of no value. Many people today cheerfully ignore rules, even laws. If Toastmasters believe their evaluation rules have any useful function, they will not advise "Don't follow the rules."

Ms. Truschel's aim is to adapt the evaluation to the speech in the wider context. For this, the title might be "Don't Just Follow the Rules," or better, "Fit the Rules to the Speech." Both are short enough for a title, and better convey the general idea of the article than the title used.

*Dick Prosser  
Berkeley YMCA Club 3609-57  
Berkeley, California*

## MAY ISSUE "EXCELLENT"

Hats off to *The Toastmaster's* staff for another exceptional issue! The May 1990 issue is chock full of ex-

cellent articles that can benefit every Toastmaster. The magazine seems to be getting better and better. I look forward to each issue.

An issue devoted to evaluations was an excellent idea. Good evaluations are essential to a Toastmaster's growth in the club setting. We hear too many stories of members who quit because of an evaluation, or several, that were too critical. Each article in the May issue deals effectively with the importance of evaluations, especially those which encourage and motivate. I hope every Toastmaster in our organization reads the May issue from cover to cover.

In a future issue, I would like to see several articles on Table Topics. Since a good share of our meetings are devoted to developing this skill, I believe it merits more coverage. Many of our members have developed creative ways for handling topics. Why not ask members to submit their ideas, select the best and print them in an article or in "Idea Corner?" We all can use fresh ideas on how to handle Table Topics.

Keep up the good work! I take pride in sharing *The Toastmaster* with friends and co-workers.

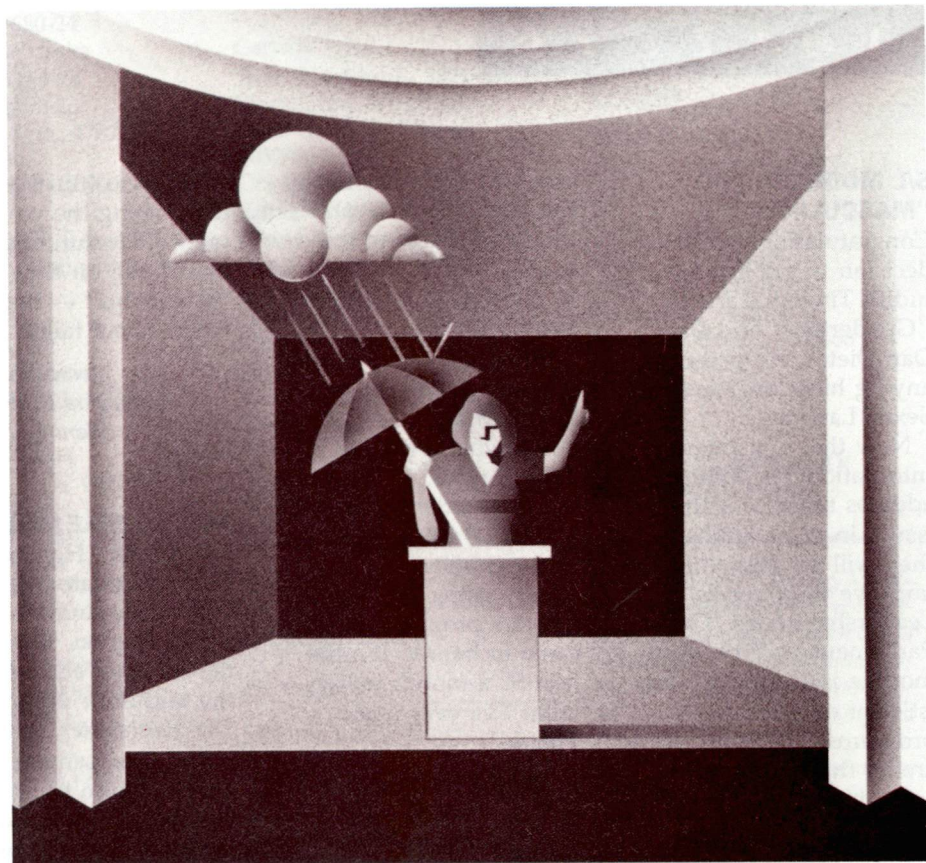
*Janet E. Schultz, DTM  
District 20 Governor  
Valley City, North Dakota*

**Editor's Note:** *I hope you enjoyed the articles on Table Topics in the June issue. We always welcome ideas from members — on Table Topics or anything else.*

# Fending Off Murphy

*Details that make a  
good meeting better.*

*By Thomas Leech*



recently sat through a presentation by a nationally known authority on management. His talk was current, stimulating and well illustrated with color slides.

In spite of that, I noticed my attention drifting throughout the program. Nothing startling about that, except that I truly was interested in the topic and what he had to say about it. What caused my inattention was the fact that the speaker was in the dark throughout his entire talk. The lights had been lowered to show the slides, and no one had provided him with a spotlight (perhaps he had failed to ask for one). If I could have seen him as he spoke, I know my interest would have been retained.

This talk was by nearly all counts a highly successful part of the conference. By taking care of this one little item, it could have been even more successful.

For another major conference, the final breakfast presentation was given by a witty and thought-provoking speaker. I had heard him before and had urged several people not to miss it. Unfortunately, all of us seated in the back half of the room did miss it, as the sound amplification was so weak or poorly adjusted that we could barely hear him. An initially enthusiastic audience quickly turned surly. Such gross lack of planning or on-the-

spot correction was unfair to both audience and speaker.

It has been my experience as a participant of numerous meetings, seminars and conferences over the years that many presentations could easily have been improved by attending to details that are often overlooked. In some cases the detrimental effects of such lapses were mild; in others, such as the breakfast program, severe. Failure to attend to details has brought grief to many a presenter.

The speaker should do his or her best to insure that the essential support elements, such as room arrangements and audiovisual gear, are clearly planned, communicated and accounted for. For conferences and association meetings, the program planner also is responsible for ensuring that all goes smoothly. But if you've done little speaking outside a small conference room, you can easily miss a few things, such as making sure that the public address system works.

In this era where live communication between space shuttle operations and our living rooms is standard operation, it is appalling how many meetings are held with snafus in the public address systems.

The speaker can make clear and fervent pleas in advance for a reliable system, but he or she may not be able to ensure that what was asked for, need-

ed and respected and will be in place and operable. The program committee will have earned its keep if it ensures, in *advance*, that the public address system will indeed perform as required and that people will be able to fine tune it as needed during the program. The pervasiveness of PA problems is evident in the increasing number of professional speakers who haul along their own microphone systems. (It's hard to fit the amplifier and speakers into a briefcase, so few carry the whole system.)

Right behind in the contest for most meetings zapped by equipment problems is the array of traps associated with audiovisuals. Along with another one or two hundred people, I've sat through large parts of major conferences waiting for the slide projector to get unjammed, or the power outlets to be located, or the film to quit flickering, or...

Besides wasting time, lack of preparation creates a negative impression. The main thing people seem to remember later is how funny it was watching Joan or Roscoe sweat until the problem got fixed, if it ever did. 'Embarrassing for them, wasn't it? Thank goodness it happened to them, not me.

Fortunately such productivity-sappers have been balanced with a number of

meetings where all operations went smoothly. In those cases, no one said anything about the mechanics because nothing attracted negative attention. After all, how much space do the headlines devote to good news?

Other than equipment not working properly, another problem is so basic that it is absurd: poor visibility. Not being able to see the speaker is bad enough, but not

***Not being able to see the speaker is bad enough, but not seeing the speaker's visual aids is worse.***

seeing the speaker's visual aids is worse, especially if the presentation's success depends on them.

For example, I once attended a presentation to a group of about 300 civic movers and shakers. Several high-level speakers went through their well-prepared speeches, using two projectors to show excellent color slides that half the audience was unable to see, except for those who remembered to bring along their binoculars (not a bad piece of equipment to keep in your briefcase at such events). The meeting was in a long room and the

screen was undersized for the room.

Then there is that other insidious and often present form of meeting saboteur: outside noise. Many a speaker's best points have been lost in the strains of the military band performing in the next room, or the dishes clanging and waiters chattering.

Because the success of meetings depends so strongly on smooth operation, it behooves all who have responsibility for meeting arrangements to take this part of their duty seriously.

Planning for a meeting is not the place for back-of-the-envelope form of organization. I recommend putting all the details in writing, with clearly-defined needs, dates and responsibilities.

The *Meetings & Conventions* magazine puts out a comprehensive "All-Purpose Checklist" which is valuable as a guide. Use this list, and check everything twice. Murphy will hate you for it, but your audiences (and speakers) will appreciate it greatly. ♣

**Thomas Leech** is a communications consultant and the author of *How to Prepare, Stage & Deliver Winning Presentations*, published by AMACOM. This material is adapted from his book.

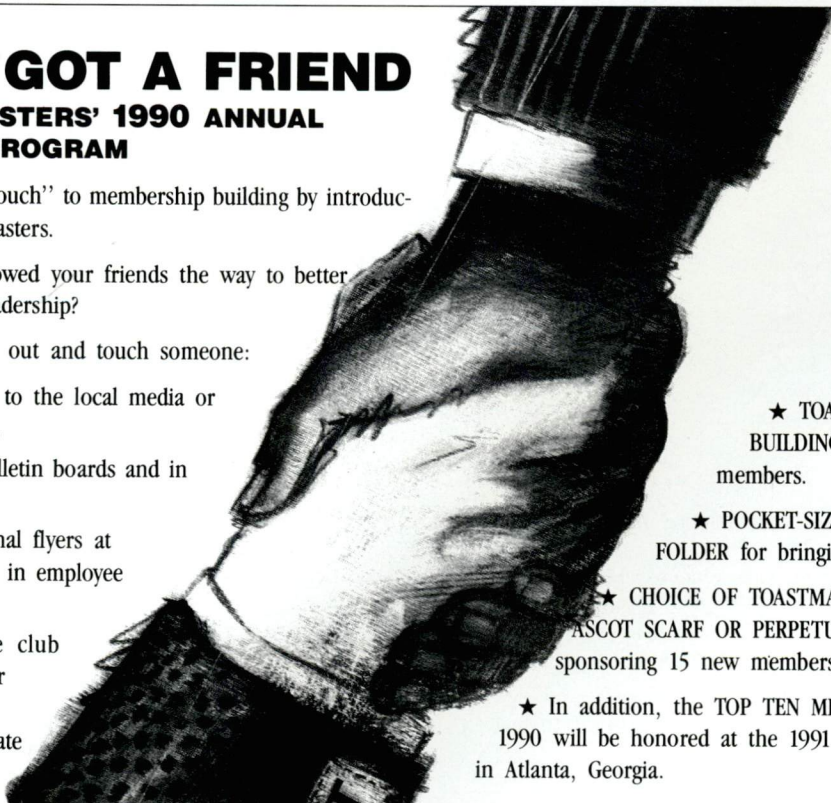
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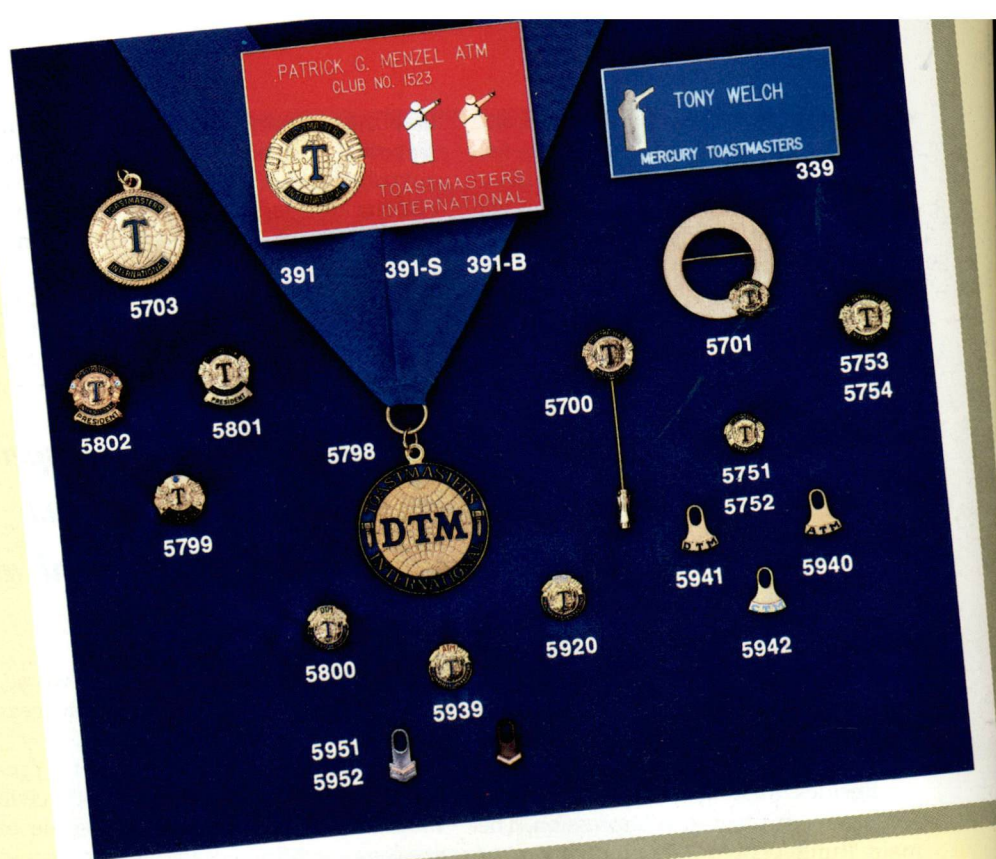
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## TOASTMASTER TAGS

Gold-type CTM, ATM and DTM tags attach to any membership pin.

- CTM tag (5942) has white letters, \$4.50.
- ATM tag (5940) has red letters, \$4.50.
- DTM tag (5941) has blue letters, \$4.50.

See the Supply Catalog for a complete listing of member anniversary tags honoring membership and service.

## IDENTIFICATION BADGES

- TOASTMASTERS ID BADGE (343 clip-on, 343-A pin back, 343-M magnet)...special white badge with name, office and club name engraved in red, \$7.75 each.
- CTM ID BADGE (340 clip-on, 340-A pin back, 340-M magnet)...special brown badge with name and club number engraved in white, \$7.75 each.
- ATM ID BADGE (391 clip-on, 391-A pin back, 391-M magnet)...special red plastic badge with name and club number engraved in white, \$7.75 each.

Your ATM badge can show your level of ATM achievement. These polished bronze and silver speaker figures adhere to your ATM badge. \$2.50 each:

- ATM Bronze attachment (391-B).
- ATM Silver attachment (391-S).
- DTM ID BADGE (389 clip-on, 389-A pin back, 389-M magnet)...Special gold plastic badge with name and club number engraved in black, \$7.75 each.

- TOASTMASTERS CLUB ID BADGE (339, 339-M magnet)...Small blue plastic badge, pin back with name and club name engraved in white, \$3.75 each. Be sure to print all information for engraving. Blank badges are not available. You can turn a pin-back badge into a clip-on badge with the clip-on attachment (390), \$1.25 each.

## MARK OF DISTINCTION

Provide yourself with some added recognition.

- FOR CTMS: CTM Pin (5920), \$6.50.
- FOR ATMS: ATM Pin (5939), \$6.50.
  - ATM Bronze Chevron (5951), \$4.25.
  - ATM Silver Chevron (5952), \$4.25.
- FOR DTMS: DTM Pin (5800), \$6.50.
  - DTM Pin w/blue sapphire stone (5799), \$12.00.
  - DTM Medallion (5798), \$17.00.

## FOR OUR WOMEN TOASTMASTERS

- Scarf-Pin (5700), \$4.50.
- Membership Brooch (5701), \$12.00.
- Membership Pin (5702) \$4.50
- TI Earrings (5704) pierced only, \$6.95

## OFFICIAL TI PENDANT

Gold antique finish, TI emblem, with polished back for engraving (5703), \$15.00

See the Supply Catalog for more samples of official TI pins and jewelry. California orders add 6.25% sales tax. Add postage and handling charges as follows: Miniature and large membership pins, 1-12 @ 75 cents; 13-24 @ \$1.25. All other items add 50 cents per item. Air mail extra.

Mail to: Toastmasters International, P.O. Box 9052, Mission Viejo, CA 92690

### PAYMENT MUST ACCOMPANY ORDER

Enclosed is \$\_\_\_\_\_ (U.S.) check or money order payable to Toastmasters International. (Be sure to include postage, handling and tax charges as stated.)

Charge my: MasterCard / Visa (circle one)

CARD NO. \_\_\_\_\_ EXP. DATE \_\_\_\_\_

SIGNATURE \_\_\_\_\_

NAME \_\_\_\_\_ CLUB & DISTRICT NO. \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE/PROVINCE \_\_\_\_\_

COUNTRY \_\_\_\_\_ ZIP \_\_\_\_\_

___5751	___5801	___5806	___343*	___340-M*	___391-S	___339-M*	___5952	___5701
___5752	___5802	___5807	___343-A*	___391*	___389*	___390	___5800	___5703
___5753	___5803	___5942	___343-M*	___391-A*	___389-A*	___5920	___5799	___5704
___5754	___5804	___5940	___340*	___391-M*	___389-M*	___5939	___5798	
___5702	___5805	___5941	___340-A*	___391-B	___339*	___5951	___5700	

\*Please print engraving requirements here: