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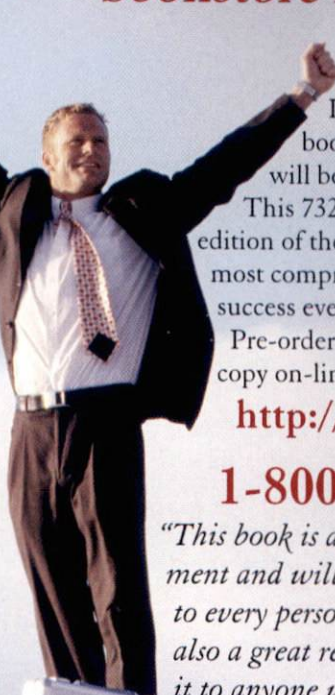
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Bo Bennett, ATM-G
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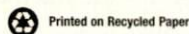
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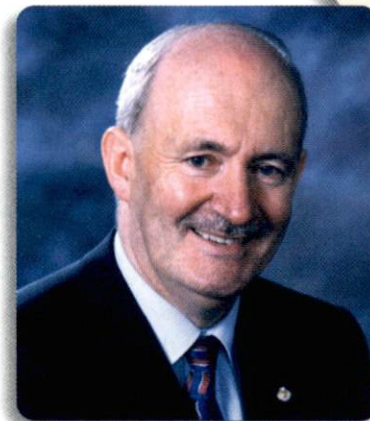
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The Habits of Highly Effective Toastmasters



I HAD NEVER HEARD OF STEPHEN COVEY before entering a bookshop in August 1992. There I purchased his book, *The 7 Habits of Highly Effective People*. It was a book before its time, and it has made Dr. Covey a household name all over the world. Toastmasters International is indeed honored that Dr. Covey has accepted our most prestigious award, The Golden Gavel, which will be presented to him at the International Convention in Reno this August. In an article on page 32, you can read more about Dr. Covey and his work.

In this brief space, I want to examine just three of Covey's 7 Habits and show how each one can be developed and enhanced through the Toastmasters program.

Habit: "Think Win/Win"

Toastmasters is a win/win organization. You join to improve yourself, other members help you, and before long you are helping other people. Everybody gives, everybody gains! You achieve an educational award; you learn. The club achieves; the district is successful. Our organization thrives; we change peoples' lives. If that isn't win/win, nothing is!

Habit: "Seek First to Understand, Then to Be Understood"

This surely is all about listening – paying attention to the other side of an opinion, a point of view. It's also about having the skills to be understood – so there's no conflict, so there's a meeting of minds.

Listening and speaking skills are what we learn through participating in Toastmasters. The better we get, the better we understand others, and the better others understand us.

Habit: "Sharpen the Saw"

Dr. Covey tells the story of the woodcutter who got tired sawing wood but never stopped to sharpen his saw. When asked why he didn't take a break for a few minutes and sharpen it, he replied that he didn't have time, as he was too busy sawing! Dr. Covey's message is that we all need to take time out to sharpen our personal saws. He cites four dimensions we need to work on: physical, social/emotional, spiritual and mental.

There is no doubt in my mind that participating in Toastmasters sharpens our saws. We increase our confidence and self-esteem, enjoy the opportunity to serve others, learn about teamwork, develop leadership skills and, of course, have fun.

In fact, every one of Dr. Covey's 7 Habits can be developed or enhanced through Toastmasters. Have you ever thought of it like this? You now have the opportunity to be an even more highly effective person than you already are.

Ted Corcoran, DTM
International President

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How presentations evolved to their sorry state.

By Jerry Weissman

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Strategies of Speakers on the Go

Their credo: Seek and destroy uncertainty with high-tech preparation.

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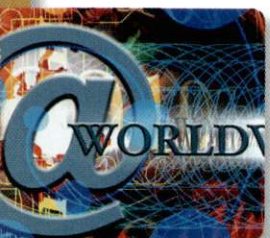


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Microphone mishaps and how to avoid them.

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Want a Successful Web Site? Here's How.

Build it and they will come.

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The Toastmasters Vision:

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

The Toastmasters Mission:

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

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

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

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It's not too late to sign up for the International Convention in Reno this August.

What's GMT?

Thank you Philippa Anderson for your article on avoiding acronyms (February). I feel many speeches lose their impact because they lose their audience in a string of acronyms. Toward the end of the article, however, you gave us some exceptions, that is, times when you feel acronyms are safe to use. For example, acronyms that are widely understood, "such as GMT or NATO," are all right to use. But I, for one, am unsure if GMT stands for "genetically modified turkey" or "General Motors Trucks." I will assume then that when you use GMT, you are plugging our small but mighty club in Peterborough, Ontario, Good Morning Toastmasters, and I thank you for it!

Bruce Lindsay ATM-B • Good Morning Club 9911
Peterborough, Ontario, Canada

Develop, Don't Demand

I was appalled at the ideas and tactics of Nathaniel Rosengarten ("Nothing to Fear," November). To tear up the speech of a mentee is arrogant, disrespectful and demoralizing. The author claimed this was warranted because the speaker was "stiff," having memorized her material. I, too, memorized the first half of my speeches for the basic manual (resulting in three blue ribbons); coming from a theatrical background, it was the best way for me to adapt to general public speaking. The role of a mentor is to help another person develop his own style, not to demand that he follow yours.

M. Ann Zaffrann, CL • Valley Club 5056 • Phoenix, Arizona

Manners Do Matter

I read with interest the article in the February 2004 issue "Meeting Manners Matter." I have been a Toastmaster for about a year and am gaining confidence as a speaker. We seem to be a well-behaved group and usually listen attentively to every speaker. This is not always the case when speaking outside of Toastmasters.

I gave a talk on graphology (handwriting analysis) to a group of

young mothers a while ago. I was horrified when three of them came in with their children. There were constant interruptions caused by people chatting and getting up to make drinks, not to mention by unruly children. I explained that I would handle questions at certain intervals during the talk, but that went out of the window; they asked questions whenever they wanted.

At one point, I thought I wasn't going to be able to carry on and I could feel my voice drifting away. I managed to keep the talk on track and finished within the hour. They'd like me to go back and give another talk. Having survived this experience, I feel that I can tackle anything!

Joyce Parkinson • Elder Gate Club 6078 • Milton Keynes, England

A Grand Tour of History

Thank you for February's article, "A Stand-Up History." Mr. Finerman's grand tour of history and specific insights on humor were heightened by his own subtle humorous twists on writing. It was truly is a classic! One that I shall set aside and read again and again for both information and inspiration.

Brian Woolf, ATM-B • Piedmont Executive Club 4035
Greenville, South Carolina

Assumptions about CEOs

Jessica Hatchigan makes a common error in her article "Why do Top CEOs Shine as Speakers" (March). She makes assumptions without stating them:

1. All CEOs are good speakers
2. All CEOs receive and benefit from speaker training

First, what is a "top" CEO – as opposed to a bottom or middle CEO? Just because someone leads a Fortune 500 – or Fortune 100 or Fortune 50 – company does not automatically make him or her a good speaker, let alone "shine." Second, even good speakers may not – and often do not – shine every time they speak. Third, I've heard horrible speeches from CEOs of major (and minor) companies, ones

that bore and put the audience to sleep. I've also heard excellent speeches from CEOs of non-Fortune 500 companies. Finally, I too have written a speech for the CEO of a major automotive supplier company, only to have him essentially disregard my speech and substitute his own (which, by the way, was superb).

Overall, Hatchigan's points are generally excellent and "hit the nail on the head." However, whether it's in a speech or an article, one must be careful to realize and state the underlying assumptions.

Roger Imerman • Late Bloomers Club 5395 • West Bloomfield, Michigan

Worldly Wise

I enjoyed your recent article on quotations, but I belong to an international club and would like to see more emphasis on speakers from outside the western epicenter. As aspiring leaders in an increasingly global world, we as Toastmasters need to enhance our worldly wisdom. As Ryunosuke Satoro said, "Let our dreams outgrow the shoes of our expectations." With all due respect to Shaw, Twain and Lincoln, let's remove our shoes and explore some new territory.

David Santulli • Park Square Club 6454 • Boston, Massachusetts

Snapshots at jasonlove.com



PowerPoint:

A Speaker's Friend and Enemy

By Eric Spellmann

PowerPoint is to the presenter what Word is to the author and Excel is to the accountant.

While back I attended a large technology conference. I went to see new technology, trends, and hear the latest prognostications from so-called experts. While their topics varied, I noticed one trait they all had in common: their reliance on technology to aid in their presentation. In 95 percent of the cases, that technology could be summed up in one word: PowerPoint.

Designed by Microsoft, PowerPoint is to the presenter what Word is to the author and Excel is to the accountant. You've probably heard that people remember only 10 percent of what we say (if that much). If, however, we visually reinforce our points, retention increases four-fold. Enter PowerPoint.

Remember back in the old days when teachers used overhead projectors to aid in classroom note-taking? Speakers also used them to bullet their points. Basically, the presenter would manually place a new transparency on the projector every time he/she changed points. By receiving the information visually, as well as audibly, the audience was more likely to retain the important facts.

Think of PowerPoint as an "overhead transparency upgrade." It allows you to make "slides" that can be projected, printed or e-mailed to your audience. In case you wonder why a speaker would use PowerPoint over the low-tech transparency system, consider the value of impression.

People are impressed with technology. If you put two equally-skilled speakers in a room, one with a set of transparencies and the other armed with a PowerPoint presentation, I guarantee the audience will believe the technically assisted speaker is more authoritative, better prepared, and therefore, more credible. Right or wrong, good or bad, that's how people think.

PowerPoint also gives the presenter some interesting abilities not afforded to the transparency user. For instance, with PowerPoint, a presenter can change slide content, rearrange slide order or even delete slides—minutes before the presentation. Trust me, before I give a presentation, I'm tweaking it on the plane, adding points, changing graphics and personalizing the content for my audience. Oh, and did I mention spell-check?

PowerPoint also can liven up an otherwise boring topic. In addition to using vibrant text and background colors, presenters can choose from a wide variety of clip art and photos. And when using PowerPoint's animation and sound options, these graphics can shake, rattle and roll.

That's not always a good thing, however. Every July 4th, I enjoy buying a few firecrackers for my kids to set off. While waiting in line at the fireworks booth, I often observe a predictable scene. Mom or Dad gives Junior \$10 to buy fireworks. Do you think Junior is going to buy 20 small



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**“My PowerPoint presentation went so well,
I had it made into a tattoo!”**


firecrackers or one big one? The answer's obvious: Junior literally wants the most bang for his buck.

The same goes for new PowerPoint users. I can always recognize a speaker's first PowerPoint attempt. It is full of dancing raisins, explosions, race car sounds and any other dazzling effect they can throw in. While the presenter may see these additions as cool and attention grabbing, the audience will leave the session remembering only the multimedia entertainment and not the content of the presentation.

The over-use of technology can sabotage an otherwise interesting presentation. Be careful. This program is full of powerful features. But remember what a wise man once said: “Use your power wisely, Master Luke.”

People ask me all the time if the differences between Office XP and Office 2003 are worth making the switch. My answer is simple: If you are a heavy PowerPoint user, make the switch. Of all the programs in the Microsoft Office suite, PowerPoint shows the greatest gains in terms of features.

For example, videos can now be run in “full screen” mode, and objects can follow separate animation paths simultaneously. Microsoft has also added a “Package for CD” option, allowing you to put your entire presentation (with the free PowerPoint Viewer software) on a CD. It can even be set to auto-launch when they put it in their CD drive.

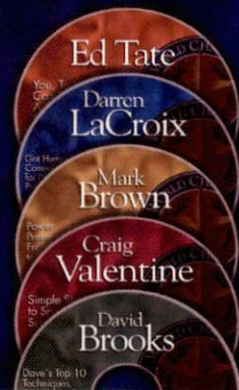
Toastmasters, before you drag out that overhead projector, consider giving PowerPoint a try, but use it judiciously. You can find out more information at: microsoft.com/office/powerpoint. A good speech teamed with PowerPoint can make you look much smarter than you really are. Trust me on that. 

Eric Spellmann is the owner of Spellmann & Associates, a corporate technology training facility in Amarillo, Texas. He writes a weekly column, produces technology segments for his local CBS television affiliate and speaks at numerous conferences. Contact him at www.EricSpellmann.com.

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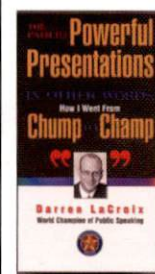


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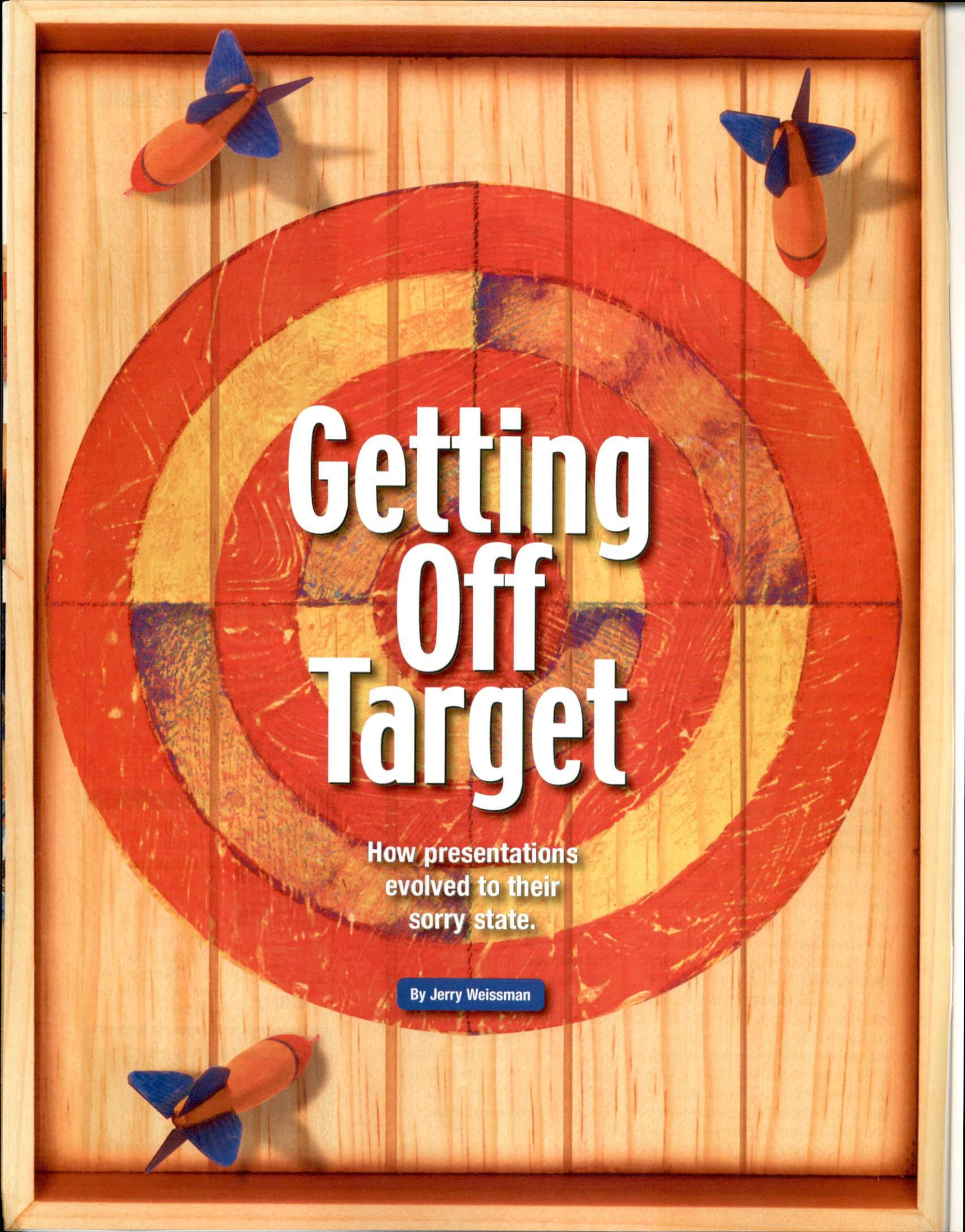
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A hand-drawn target on a wooden board. The target has three concentric rings: an outer red ring, a middle yellow ring, and an inner red ring. The center is a small blue square. Three toy rockets, each with a blue body and orange nose, are flying around the target. One is in the top left, one is in the top right, and one is in the bottom left. The background is a wooden board with vertical grain.

Getting Off Target

How presentations
evolved to their
sorry state.

By Jerry Weissman

Thirty million presentations will be given today. Millions will fail. Millions more will be received with yawns.

As a presentations coach, I work with many people who give many different types of presentations: to raise venture capital, launch a public company, introduce a new product, develop a strategic relationship, get a project approved or solicit contributions to a nonprofit cause. Yet, somehow, most presenters don't *quite* get it right.

One might ask why? Why wouldn't every presenter, seeking that clarion call to action on his or her mission-critical message, be, as the U.S. Army advertisements urge, all that they can be? Why wouldn't they present themselves and their businesses in the most effective manner possible? The answer lies in the history of how presentations evolved to their sorry state. What's past is prologue.

Presentations originated as a form of communication back in the dark ages of the mid-20th century when small peer groups within companies gathered around a flip chart perched on a rickety easel and exchanged ideas. In that



“The solution is to consider *all* graphics in *all* presentations as headlines in a newspaper and the presenter's discussion as the body text of the full articles.”

setting, the flip chart served as a large surface that all the participants could see and share, but also as documentation that could be copied and distributed to others not present at the session; a distinct improvement over the blackboard (and its later cousin, the whiteboard). In its earliest incarnation then, the presentation served two purposes: as an enlarged illustration during the meeting, and as a record capable of duplication afterward. The duality can be called the presentation-as-document syndrome.

This first step landed firmly on the wrong foot. By combining the two functions, it formalized an essentially misguided assumption. In successive generations, the document aspect went beyond handouts – or “leave-behinds” – to include “send-aheads” (before the presentation), speaker notes (crutches and crib sheets), validating evidence (highly detailed data), or a biblical manual for the scattered legions of the company to say exactly the same thing about each slide. The original sin morphed and mutated into its current state of worst practices.

The platform for the first step onto the right foot already exists. In Microsoft PowerPoint, the *lingua franca* of business communications, there is a little-known and infrequently-used feature called Notes Page: a single sheet view that positions the graphic image at the top, and a box for additional text below. This unique option drives a wedge between the illustration and the document. It enables each function to stand on its own, and to serve its pure purpose. *To everything there is a season, and a time for every purpose.* The Notes Page rectifies the original sin.

The next step: go beyond bifurcation and design your slides to serve their proper and *sole* purpose, which is as illustrations of the ideas in your presentation. The overarching design principle for all your slides should be “Less is more,” the three powerful words attributed to Ludwig Mies van der Rohe (1886-1969), one of the foremost architects and designers of the 20th century who designed the sleek bronze-and-glass Seagram Building in New York City. Make minimalism your default.

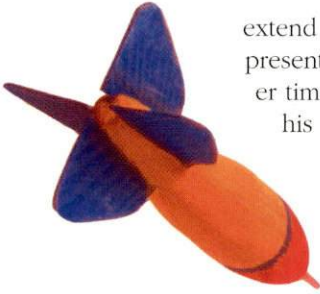
“Less is more” slides allow you, the presenter, to add value to your presentation. Remember that the old name for graphics was “visual *aids*,” not visual *hindrances*.

Relegate your graphics to a supporting role, and elevate your role to that of the interpreter. Follow the role model you see on any news broadcast. Peter Jennings, Dan Rather or Tom Brokaw provide the story; the fancy graphics that go flitting by behind them are merely headlines. The presenter provides the body text.

If you need a document, create a document, and do it with word processing. If you want a presentation, create a presentation and do it with presentation software. In Microsoft Office 2003, two of the bundled applications are Word for documents and PowerPoint for presentations. The two exist in the same box, but they are distinctly separate entities, and never the twain shall meet. Use the right tool for the right job.

We're all familiar with Andy Warhol's comment that everybody will be world famous for 15 minutes. I would





extend Warhol's observation to say that every presenter has 15 or 30 or 60 minutes – whatever time is allotted or assigned – to win over his or her audience. Don't waste a single second of that time by compromising a

approach, the headline serves as a prompt for the presenter, a visual mnemonic. It also captures the attention of the audience, succinctly summarizes the main theme for them, and impresses the key takeaway in their minds. This simple concept makes any slide, whether it is text,

“A presentation cannot be a document *and* a presentation. A presentation is a presentation and *only* a presentation.”

single element of your presentation. Optimize every tool and technique at your disposal. Make every one of those minutes be all that it can be. A presentation cannot be a document *and* a presentation. A presentation is a presentation and *only* a presentation.

I See and I Remember: Designing Graphics for Presentations

An ancient Chinese proverb tells us: “I hear and I forget. I see and I remember. I do and I understand.” The central phrase should be the fundamental guideline for designing graphics in business presentations. Unfortunately, most presenters heap a host of other functions, ranging from handouts to speaker notes, from leave-behinds to send-aheads, on top of the true – and sole – function of graphics: to reinforce the presenter's ideas in the audience's minds.

This multi-tasking not only subverts the core function of graphics by overloading the audience's sensory system, it also makes the presenter a reader who merely mouths the words on the screen. Sadly, this all-too-common practice compounds the other negative effects by irritating the audience members who think, “I can read it myself!”

The solution is to consider all graphics in all presentations as headlines in a newspaper and the presenter's discussion as the body text of the full articles. In this

bars, pictures or tables, the point of departure for the presenter to add value. All the other ancillary business functions of graphics, while equally important, can be rendered in other formats such as the Notes Page of Microsoft's PowerPoint or as straight text documents.

Beyond that fundamental approach, there are three other major guidelines that can enhance the graphics in your next presentation:

- **Less is More:** Architect Mies van der Rohe's famous adage became the guiding principle for many of the greatest architects and designers of our time. Make “Less is more” the guiding principle for your presentation graphics. And remember its corollary: When in doubt, leave it out.

- **Minimize Eye Sweeps.** Every time you click on a new slide, the eyes of every audience member involuntarily sweep across the screen to take in the entire image: the larger the screen, the greater the sweep. Each of those sweeps, while individually insignificant, accumulates over the course of multiple images or multiple lines in multiple slides in a presentation. All that effort builds until it becomes a resistance, at first to the graphics, and soon after that, to the presenter's message.

To avoid this destructive spiral, minimize the number of times your audience's eyes have to traverse the screen to comprehend the image.

In text slides, avoid wordwrap; restrict every title and every bullet to one line.

In bar charts, remove the left axis and place the numbers directly on top of the bars; move the legend from its conventional location at the bottom to the far right – at the end of the eye sweep.

- **Create Graphic Continuity.** All too often, business presentations are a collection of slides cobbled together from diverse other presentations, resulting in a progression of slides, none of which has any relationship to the next. In my book, *Presenting to Win: The Art of Telling Your Story*, there is a full chapter containing five ways you can add continuity to your presentation, making it easier for you to deliver and easier for your audience to follow. Here is a condensed version of the Five Graphic Continuity Techniques:

- 1 **Bumper Slides.** Insert graphic dividers between major sections of the presentation to serve as clean, quick



Blame the Pen, Not the Penmanship

Microsoft's latest version of PowerPoint brings fresh fodder to the ongoing debate about whether the software is the curse or the blessing of business presentations. Both sides have it all wrong.

Chances are, if you've been in the business world for more than a minute and a half, you've suffered through a mind-numbingly poor PowerPoint presentation or have become so distracted by the pyrotechnics in a slide show that you lost track of what was really being said. For this, PowerPoint has recently come under fire. But to blame PowerPoint is like blaming the Mont Blanc pen company for illiteracy and illegibility.

The real issue is not the pen, it is the penmanship. Presentations go awry because presenters try to make the slides stand alone – a show *without tell* – to serve as both handout and speaker's crutch. This is akin to a coach expecting every player to play both offense and defense.

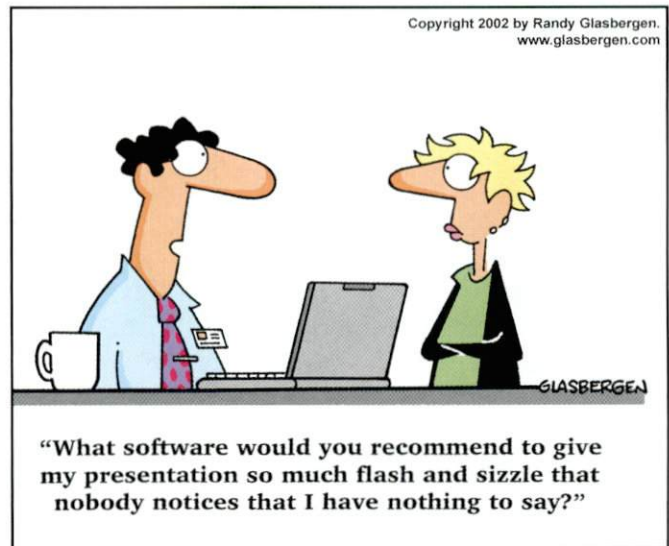
The primary, and sole, purpose of presentation graphics is as *support* for the presenter, not to *replace* the presenter. Except perhaps in the what-you-see-is-what-you-get world of art, a decision will never be made based on a slide show itself. If you want your audience to say, "Yes," then focus on what matters most, which is what you say. The tools and features in PowerPoint are excellent for helping to focus an audience or add some professional spark, but remember this golden rule: *Less is more.*

Consider the bullets as simple headlines and your verbal discussion as the body text. Consider the numeric charts as visual aids, while you bring the numbers to life. Consider the illustrations as talking points, while you added illuminating examples. All the narrative flow and value-added information should come from you.

Look in the mirror and remember: The show is only as good as the tell.

and simple transitions. Published books use this method to separate chapters.

2 Indexing/Color Coding. Use a recurring object as an index, highlighted in different colors to map the differ-



ent sections of a longer presentation. Wedges of a pie or sections of a cube make simple but effective indexes.

3 Icons. Express relationships among ideas using recognizable symbolic representations. Interlocking circles or arrows draw concepts together. Pyramids or triangles represent hierarchies. Arrows represent movement or timelines.

4 Anchor Objects. Create continuity with a recurring image that is an integral part of the illustration. Repeat an image, such as a logo, a picture or a product shot, over the course of several slides, but change the other information adjacent to the anchor object to create continuity going forward.

5 Anticipation Space. Use empty areas that are subsequently filled, setting up and then fulfilling subliminal expectations. Build a text box on the left side of the screen, leaving the right side vacant. Then add a matching text box on the right and fill it. The two complete boxes create balance and harmony.

In summary, you can create either a presentation or a mutation. If you attempt to make your presentation double as a document, it will be neither fish nor fowl. If your graphics are designed to serve as a document, you will put more on the screen which will be less effective. Remember: *Less is more.*

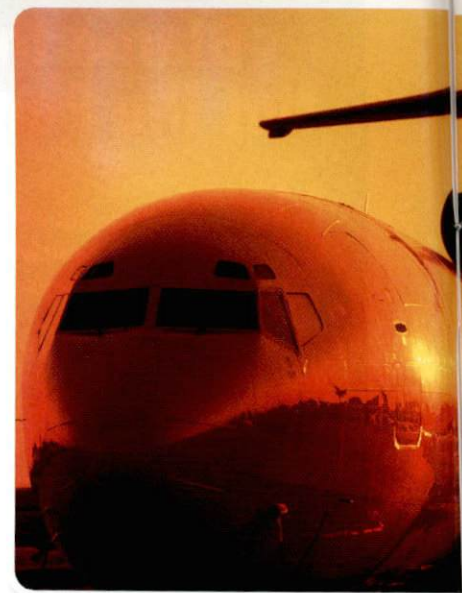
With this model, you can add value. You can provide interpretation, proof points, benefits, endorsements, examples and statistics, all of which will enhance your presentation. Use the right tool for the right job. A presentation is a presentation and *only* a presentation. **T**

Jerry Weissman is a corporate presentations coach in Silicon Valley, California. This article is based on his book, *Presenting to Win: The Art of Telling Your Story*. Visit his Web site at www.powerltd.com for more information.

STRATEGIES OF

Speakers ON THE GO

By Dave Zielinski



Their credo: Seek and destroy uncertainty with high-tech preparation.

When it comes to speaking on the road, experienced nomads live by O'Toole's Law, which maintains that Mr. Murphy was an optimist. While the road warrior's life is in many ways easier than ever—cushioned by shrinking presentation equipment,

wireless Internet connections from airports or coffee shops and hand-held technologies that allow for Microsoft PowerPoint editing in the field—in other ways it has grown more daunting. Heightened airport security, growing theft of projectors and portable computers, disconnection from home life and an ever-expanding workload all require a new level of wherewithal and planning. The key to success—and sanity—for speakers on the road is finding the right combination of travel routines and presentation technologies.

Only the paranoid survive

Most seasoned road warriors preach the gospel of “never assume anything.” Those who've snatched audience raves from the jaws of potential disaster will tell you that a little contingency planning goes a long way. Most experienced speakers never go into a presentation, no matter how familiar or well-staffed by crack technical support staff, without a backup system or first-hand assurance that everything is buttoned down. Their credo: Seek and destroy uncertainty.

George Welles, president of Minneapolis-based Imaging Futures, carries the kind of emergency road kit that would make most traveling salespeople kneel in homage. Accompanying his muscled up, defragged PowerBook G3 in a Halliburton hard-cover computer case is the following: 18 feet of top-quality VGA (Video Graphics Array) cable, a surge protector with circuit checker, a lightweight 50-foot extension cord, two balanced-to-unbalanced audio transformers, extra batteries for a wireless mouse, a mini podium light, and numerous audio and video adapters.

If you think this is overkill, Welles is quick to relate how the kit has rescued him. For example, at an international conference in Dublin, Ireland, the event's technical staging team had double-checked his setup, but 30 minutes before the session Welles' laptop refused to boot. The team replaced all the cables to no avail. Five minutes before show time Welles pulled a 6-foot section of VGA cable from his trusty kit, inserted it between the existing cable and his laptop, and the computer fired. Apparently the supplied cables could read signals from European PowerBook laptops but had trouble with the U.S. variety.

Consultant and professional speaker Lenny Laskowski is another road warrior who has made a habit of careful preparation. Laskowski logs about 150,000 air miles annually and has avoided many potential snafus due to his fastidious prep routines. When he recently did a room check the day before a scheduled dinner speech, he found the space unequipped for amplification, let alone a wireless microphone. Only because of Laskowski's initiative did event planners have enough time to switch the talk to another room.



Laskowski says he never leaves home without his own wireless, multiple-frequency microphones nor an ample supply of batteries. "I don't take their word for it when people tell me equipment batteries are fresh," he says. "I always put a brand-new set in all my mics to ensure a strong signal throughout."

Management consultant Harvey Bergholz says he has learned the hard way to never rely on written or e-mail confirmation of travel arrangements, room setups or other key presentation details. He once flew on a tight schedule to Palm Springs, California, for a presentation to 1,500 executives, only to be told by hotel clerks that the conference was the following week. Not one, but two mailed letters of confirmation Bergholz received had typos

indicating the wrong date. Now he always phones three or four days in advance to run through a checklist.

Zero tolerance in the skies

But sometimes a speaker's desire to be prepared flies in the face of current airport security measures. Welles' emergency kit used to include a small set of hand tools for quick equipment repair, but that was before 9/11. "Now I put it in my suitcase and say a prayer," he says.

Welles suggests it's smart to do a review of traveling gear for anything that might be misconstrued by customs agents or a security agency. That includes software that might be illegal to export from the United States and common items such as collapsible presentation pointers.

Pocket PCs:

The Shoulder Saver

By Dave Zielinski

The emergence of pocket PCs and other hand-held technologies has lifted a load from speakers' aching shoulders. For the multiple road presentations it delivers every week, the sales team at Credant Technologies, a Dallas-based provider of mobile security solutions, uses Margi Systems' Presenter-To-Go, an expansion card that allows hand-helds to connect directly to digital projectors and other VGA (Video Graphics Array) displays. The tool means a laptop is no longer needed to project basic PowerPoint presentations. "Not only is the size convenient, but there's no waiting for a laptop to boot, there's onscreen annotation, and it makes an impression on someone who hasn't seen it when you whip out your iPAQ [Personal Digital Assistant or PDA], hook it into a projector and fire it up," says Ian Gordon, co-founder and vice president of marketing at Credant.

Presenter-To-Go (www.margi.com), which supports resolutions of up to 1,024 x 768 pixels, also works well for delivering simultaneous presentations in small booths at trade shows, Gordon says.

Welles also makes it standard practice to bring a padded, self-addressed and stamped envelope with him to airports. Should a security check find a valuable on him that needs removal, he can simply drop it in the envelope and mail it back to himself. He started the routine after losing a cherished pen knife during a hurried trip through a Washington, D.C., airport.

Beyond security, speakers still need to worry about theft at airports and other places. For that reason, Laskowski uses the kind of traveling bags that don't advertise the fact that expensive AV equipment is inside. A small precaution, but wise nonetheless.

If you think your troubles are over once you've boarded the plane, think again. Road warriors are wise to remember that airlines' zero tolerance for security challenges extends to seemingly benign or playful comments made on board. Bergholz was watching flight attendants struggle to get passengers in the right seats and luggage stowed before takeoff when he remarked, "Didn't I see this in a Marx Brothers' movie once?" Within 30 seconds a pilot and a flight attendant who had heard the comment were standing before him, asking him to leave the plane. The pilot said he "didn't need that kind of disruptive and insulting behavior on his flight," Bergholz recalls. "He told me I could leave now peacefully or later in handcuffs."

Taking Care of You

Speaking is in many ways a performance art, and good performance requires mental and physical stamina – especially during grueling expeditions. In the initial public offering (IPO) road-show world, for instance, it's not unusual for executives to make 70 or 80 pitches to potential investors over two or three weeks, and sometimes up to eight pitches in a day. According to Jerry Weissman, head of Power Presentations Ltd. in Foster City, California and author of *Presenting to Win: The Art of Telling Your Story* (Prentice Hall, 2003), who has coached some 400 CEOs in delivering IPO presentations (and is the author of the article, "The Wrong Foot" on page 18 of this issue), keeping the same presentation sounding fresh and vital – to give the "illusion of the first time" – is not easy.

To keep the body and mind in tip-top shape while under a relentless audience microscope, Weissman makes sure he addresses the mental and physical needs of a speaker on the road. That means reducing distractions back at the office – in many cases limiting communication to just e-mail, and taking phone calls only in case of emergency – getting proper rest, finding quiet time and taking care of your voice.

Most speakers have pet tactics for restoring their voices, including drinking warm water with lemon, taking glycerin lozenges and using voice therapists to strengthen the "instrument." Lenny Laskowski has been prescribed Pulmicort, a medication commonly used to control asthma, as a nasal spray to help heal a scratchy voice on the road.

Presenting Overseas

Taking the show beyond U.S. borders also presents unique challenges, including adapting to cultural differences and varied negotiation styles. Weissman found that many European executives aren't fond of the American-style hard sell, so he coached IPO road show clients to ask for the order in more subtle ways. Rather than saying, "We're seeking your participation in this current round of financing," the new language might be, "We hope you find this an attractive opportunity."

U.S. speakers have long been perceived by foreign audiences as being somewhat arrogant. It's a perception that, right or wrong, "has intensified in many parts of the world following the Iraq conflict," says George Welles. He advises speakers to limit their use of U.S.-based case studies while overseas, and work to incorporate more examples or references from the local culture into their speeches. This acknowledges that many parts of the world have business "best practices" to offer up for study.

If you're traveling with, rather than renting, presentation equipment, registering it with your country's Customs Dept. helps avoid questions of it being purchased during your trip. But do your research on quirky customs procedures in countries you're visiting for the first time. While traveling to Peru, one American sales manager was asked to post a 30 percent bond – a percentage of the cost of the projector and computer she was carrying – to guaran-

Easy Access to Important Travel Info

By Dave Zielinski

www.tsa.gov – Dedicated to keeping travelers abreast of new safety regulations and what to prepare for before going to the airport.

www.badanco.com – With airlines cracking down on carry-on abusers, this luggage site provides the dimensions of accepted carry-on sizes for a number of different airlines.

www.Webflyer.com – Track flights world-wide in real time. The site can tell you the second a plane is touching down. Particularly handy if you need to time your getaway to the minute.

www.asirt.org – Renting a car overseas, but wary of dangerous highways or unknown road rules? The Web site of the Association for Safe International Road Travel publishes reports on road conditions and rules in 150 countries. Lots of good travel tips as well.

www.mapquest.com – A perennial favorite. If you need to know how to get from point A to point B, this site will provide driving directions and maps to get there.

www.virtualbellhop.com – A nationwide service that will pick up your bags, fly them by air freight, and deliver them to your hotel so you can avoid the hassle of checking them at the airport.

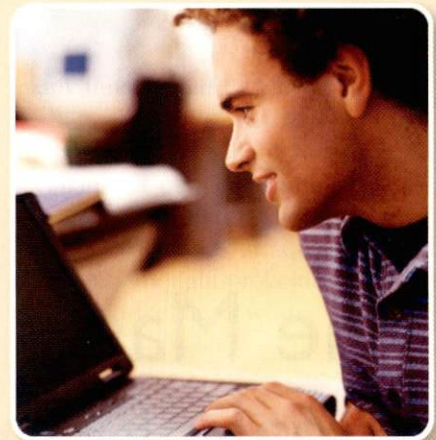
www.weather.com – Lets you search weather conditions by town, zip code and what you plan on doing (driving, outdoor activities, etc.).

www.iping.com – Had it with hotel wake-up calls that come an hour late – or early? Check out iPing Inc., an Internet firm that sets up automated phone calls to your hotel room and other reminders of important life events when you're on the road.

www.oanda.com – The travelers area provides a currency converter and cheat sheet for travelers needing assistance with foreign money exchange.

www.executiveplanet.com – Business etiquette from around the world, divided by country. Provides tips for business dress, conversation and customs.

www.xdrive.com – Offers online space to store your presentation documents, just in case. Pricing varies according to how much storage you need.



tee she would hand-carry the equipment back out of the country and not sell it there. Some speakers use a customs broker or a carnet (a document that costs a few hundred dollars and greatly simplifies customs procedures) if they're shipping trade-show equipment or other significant merchandise to certain countries.

Venturing overseas also isn't the time to experiment with a wonderfully bohemian hotel or succumb to the gravitational pull of aromatic street cuisine. "If you're taking the time to travel overseas for a crucial one- or two-day presentation, you don't want to take any chances," says Bergholz. "Stick with the tried and true."

While the traveling speaker faces more challenges than ever, and remembering the little details can seem overwhelming, there are some advantages to encountering the unpredictable idiosyncrasies of the road. Learning how to be over-prepared, a little cautious and aware of unknown environments is good advice for any speaker – even those who rarely leave the comfort of their office chair. **T**

Dave Zielinski is a freelance writer living in Minneapolis, Minnesota.

The Magic Bag Every Speaker Should Carry

By Angelique Caffrey

Don't leave home without these eight items!

The overhead projector worked like a charm. The temperature in the room was surprisingly comfortable. The handouts were appealing and well-organized. But that didn't matter to the woman coughing in the back row. She was miserably hacking and sniffing and couldn't care less about the presentation I was giving. She needed something more than a public speaker – she needed a sympathetic friend.

Carefully, I made my way to the back of the conference room without disturbing the participants. When I was a few feet from her, I noticed she looked fearful, suspicious... would I reprimand her for interrupting the training? She shifted nervously in her seat.

Slowly, I reached into my pocket and came up with a small, wrapped item. I placed it in front of her without saying a word and made my way to the front of the room. Within a few minutes, her coughing had ceased, thanks to a little planning and a strategically placed cherry lozenge.

Through trial and error over the past several years, tricks of the trade like this one have led me to carry a supply of rather eclectic items to my speaking engagements in what I consider my "Magic Bag." They aren't guaranteed to save a presentation, but they will give peace of mind should an emergency arise – even one as mundane as an audience member with a cold.

I'd like to share with you the top eight items I've relied on many times in the hopes that you, too, can benefit from these Magic Bag objects.

1 Candy, Gum and Lozenges. Don't leave home without them. As I've mentioned, you can always use a lozenge... often for yourself. Candy and gum also are useful to get the better of a dry mouth or scratchy throat. Another good trick I've discovered for reenergizing the mood of

a sagging audience is to toss candy and gum to participants who answer questions or leave piles of the goodies on their chairs or tables during a break. No one has ever scoffed at being offered a piece of chocolate!

2 Rubber Bands, Masking Tape and Paper Clips. While most presenters bring pencils and paper, many forget how useful other common desktop items can be. For instance, if you have to enter a stage from behind a



curtain and don't want to fumble with it, you can "pre-set" your entrance by putting some masking tape at the curtain opening. That way, you can smoothly transition from backstage. Rubber bands and paper clips also come in handy for keeping all your Magic Bag items organized; after all, nothing is worse than not being able to find something in front of a crowd of people who expect you to be polished and professional.

3 Shoe Shine Kit, Comb and/or Brush, Toothbrush and Toothpaste.

Speaking of polish, don't forget the shoe shine kit. A well-groomed presenter makes a great first impression. And don't think your audience won't notice your muddy loafers – they will. And they'll also notice if you have a large piece of spinach in your teeth, so brush up before you start and after any eating breaks (if time permits).

4 Healthy Snacks and Beverages.

These rations aren't for the participants – they are for you. During the preparation for a talk, we often forget how important fuel can be. Then, an hour into a presentation, the wooziness begins. To avoid this distraction, always carry something easy to eat, such as wheat and cheese crackers or one of those handy canned diet shake drinks. You'll be more energetic, and anyone who has given a speech knows that it's a marathon – you have to be strong at the beginning, middle and end in order to "wow" the spectators.

5 Quarters, Dimes and Phone Cards.

This seems like an obvious addition to your Magic Bag, but it's easy to overlook the simple things, such as spare change and a way to call family or colleagues from the road. Even with the proliferation of cell phones, you should still keep money on hand. For all their convenience, portable communication

devices don't always work in certain buildings or areas, and their batteries tend to die at the most inopportune moments.

6 Maps. You just never know when a map will come in handy, be it one for the town you're in or the states through which you're passing. If you have to travel at all, having a map on hand for any occasion provides you and your audience with instant information. And again – don't assume that your cell phone will work. You may just find that an old-fashioned paper map saves the day (and the presentation) more than once!

“Your Magic Bag will become your portable assistant, as unique as your style of presenting.”

7 Résumés and Business Cards.

Many people think it's improper to carry around résumés, but you never know when someone will ask for one. Although you may be perfectly content at your current job, what happens if the unthinkable – unemployment – befalls you in the future? Therefore, it's perfectly reasonable for you to network in this way. However, do keep one caveat in mind: It's not acceptable for you to give a speech whose sole purpose is getting a new job, unless you're working for yourself. Otherwise, your employer may be more than a little miffed that you used the company's time and money to sell yourself.

8 Aspirin and Over-the-Counter Cold Medication.

Naturally, if you need prescription medicine, you will bring it if you anticipate taking doses while away from your home or office. But don't forget about those headaches and flu symptoms that can strike without warning. I can remember

many times when I'd leave my home feeling great and then arrive at my destination half an hour later with a jackhammer pounding on my temples. And if you're not feeling well, trying to provide your audience with a rousing, thought-provoking talk can make you feel even worse.

Your personal Magic Bag will contain other items as well, especially after you become acquainted with the world of public speaking. Perhaps you will end up traveling and giving many speeches – in that case, pictures of your loved ones and friends are a must to keep homesickness at bay. Maybe you consistently find yourself wishing you had brought along wipes for your hands (markers, espe-

cially older ones, can be very messy) or band-aids for those inevitable paper cuts. Or you might realize that no matter where you go, your favorite brand of soda never seems to be in the vending machines.

In the end, your Magic Bag will be an extension of you as a speaker – it will become your portable assistant, as unique as your style of presenting. And when you least expect it, that Magic Bag may just come in handy in ways you never imagined. I'm sure my coughing participant was much more engaged than she would have been otherwise, which probably led to her enjoying the speech (and perhaps even learning a little.)

Good luck, and have fun filling your own Magic Bag with every conceivable necessity under the sun, be it practical or downright silly. Your presentations – and confidence – will only become better with each new item you include. **T**

Angelique Caffrey is a freelance writer living in Camp Hill, Pennsylvania.

Can You Hear Me Now?

Microphone mishaps and how to avoid them.



Testing. Testing. Can you hear me now?" All too often, these are the first words of a speech that might have been truly awesome. Instead, audience members are treated to tests, squawks, pops, taps – or worse, silence – as yet another speaker wrestles with an unfamiliar public-address system.

Despite its small size, a microphone can have a huge impact on a speech. Ask any veteran communicator for a microphone horror-story, and the words will come through loud and clear.

"Early in my career, I was speaking at a high school assembly in rural Michigan," recounts nationally-recognized motivational speaker Jay Laffoon. "When I got to the gym a mere five minutes before the show, I was taken aback by what I saw sitting at half-court."

What he saw, to his horror, was a rickety table topped by a record player with tiny attached speakers. Connected to the contraption was a microphone with a three-foot cord.

"I could barely stand beside the table and have the microphone reach my mouth," Jay recalls. To make matters worse, the 500 students waiting in the bleachers were already out of control.

Jay chuckles at the disaster now, but the event is still as vivid as the paint on a freethrow line.

"As I began to speak, I realized I sounded like Charlie Brown's teacher making that muffled 'mua-mua mua mua-mua' sound. I knew the students couldn't understand a word I said." Making a split-second decision, he dumped the microphone and began to yell at the top of his lungs.

"I was certainly grabbing the students' attention with my red face and screeching voice, but I realized 10 minutes into it that I wasn't going to make it through the 50-minute assembly." He left the school after only 20 minutes, "embarrassed, angry, and most importantly, without fulfilling the responsibilities I had to the client who had booked me."

Jay determined from then on that he would never again be upstaged by a microphone mishap. It was – quite literally – a sound decision.

Why wait to add a microphone horror-story to your repertoire? Here, in Jay's own words, are some simple rules for avoiding audio disaster.

Rule #1: You Are In Charge

We'd all like to be Tom Peters, Bill Cosby or Zig Ziglar and waltz on to the stage as we're being introduced, confident that the sound will be perfect. The truth of the matter, is that Tom, Bill and Zig most likely have a zealous road manager who has done a thorough sound-check hours before the event, or they have a contract with very specific details regarding sound.

For the rest of us, the buck stops long before that. Be proactive. Remember that when you stand in front of an audience of any size, you are responsible for all aspects of the quality of your presentation.

Show up before the event with enough time to perform a proper sound check. Arriving 15 minutes early can make the difference between a presentation that floors your audience and one that has you crawling on the floor and out the door.

While performing the sound check, make a mental note of how the microphone turns on, how far the cord will reach, and where the potential locations for feedback are. (Generally, feedback occurs when a microphone gets too close to the speakers.)

My contract specifies a quality sound system for audiences of more than 50 people, and a professional sound company for groups of more than 500.

Most people can speak to a group of 50 or less without a microphone. If, however, you have a soft voice or have trouble projecting your voice, then by all means, use a microphone for all your engagements.

For a few hundred dollars, you can purchase a very portable and reliable sound system that you can carry with you to local engagements or as a backup for the "record player in the gym" scenario. Remember that no matter how good your speech is, it must be heard to be appreciated.

Rule #2: For the Love of Mic, Choose Wisely

There are many different options when it comes to the type of microphone you can use. Try to find one you feel

"Remember that no matter how good your speech is, it must be heard to be appreciated."

comfortable with, but familiarize yourself with the benefits of each kind of microphone. You never know when you will have only one option.

A **lapel mic** is useful for people who do not want to hold a mic, or those who need their hands for demonstration or illustration. However, there are two potential drawbacks of such a sound system. Because a lapel mic is in a fixed position, your volume may change as you move your head from side to side. Talking directly into it can cause a speaker to exhibit "Ed Sullivan Syndrome" – head down and unmoving – so it's generally best to sacrifice some sound quality for freedom of movement.

You will also have to deal with the battery pack. The pack, which typically has a clip that attaches to a belt or waistband, can cause a myriad of problems for the unprepared speaker. Under a jacket, it can create an unsightly lump reminiscent of a Colt .45; therefore, you may want to attach it to the jacket pocket. The packs are also prone to fall off unless they are firmly affixed, so be sure to give it a yank before you go onstage to ensure that it's securely affixed. Finally, if a woman is wearing a dress, the battery pack is nearly impossible to attach – unless, of

entire room. Maximal is the loudest voice you can use without making the front row uncomfortable. Optimal is the voice that provides the clearest sound possible without being forced or strained. A hand-held mic, whether wireless or corded, is the best tool to augment your use of these different voices.

Rule #3: Above All, Be Yourself

No matter how well you prepare, one day you will run into problems with microphones, sound systems or sound technicians. When that happens, relax and be yourself.

When I was 18, I traveled with a rock band that performed school assemblies on substance abuse and peer pressure. I will never forget the time we were scheduled to perform at a school in Michigan, which was located near a large government radar station. As we plugged in our system and began the sound check, we noticed that every 20 seconds or so, we would get a strange "vroooooomp" sound.

Turns out that each time the radar dish made its 360-degree turn, it disrupted the electrical system at the

"The microphone is a tool that can make or break your speech."

course, you're prepared to reach under your dress to affix it to the waistband of your pantyhose. Better to be prepared by wearing slacks or a skirt, just in case.

Headset microphones are very chic these days, and are becoming less and less conspicuous. (Remember Madonna? Couldn't miss that big black puffball on the side of her face.) Today's headset mics boast flesh-toned mouthpieces that are practically invisible to the audience. They're also becoming more affordable. Headsets provide great sound and hands-free operation without the volume problems associated with a lapel microphone.

Fixed mics, microphones attached to a lectern or microphone stand, are perhaps the most familiar to us. While functional for multiple presenters (like an awards banquet) any mic that limits your ability to move and hides you behind a big block of wood is very limiting to your communication ability. To me, these microphones are the kiss of death.

Hand-held microphones are by far the most versatile and are my personal favorite. Great communicators have learned how to use these tools to increase their impact on the audience. My good friend McNair Wilson teaches that every person has three voices they can use in a speech: minimal, maximal and optimal. Minimal is the quietest voice you can use and still be heard by the

school. There was absolutely nothing we could do about it. So during the show, every one of our songs and every line spoken was punctuated with a "vroooooomp" every 20 seconds. What did we do? We kept on playing as if everything were going perfectly. The audience loved us and we learned a valuable lesson in professionalism and the challenges of "microphone mishaps."

The more natural you can be, the less attention you draw to the problem. If a sudden scream of feedback startles you at the beginning of the speech, laugh and say, "Well, I'm off to a great start!" or perhaps, "That felt good! My ears are clean now!"

The microphone is a tool that can make or break your speech. Learn to master it, and you'll have the audience in the palm of your hand. **T**

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Cindy Podurgal Chambers, DTM, is a freelance writer who also hosts a regional cable television show. She is a frequent contributor to this and other publications.

Which Comes First – the Eye or the Ear?



IN PRESENT COMPANY – WHICH IS TO say, among people who write and give speeches – there is no question as to which of the senses is regarded as predominant. Again and again, we are urged to “write for the ear, not the eye.” For all that the eye matters, we could take a knife and pluck it out, saying, as one of Shakespeare’s characters does – “Out, vile jelly!”

I beg to offer a dissenting view. At the risk of propounding a great heresy, I believe the eye and the ear are more or less equally important.

Please *hear* me out on this (or see this argument through to the end). As a writer and occasional giver of speeches, I will admit, up front, that I come from the wrong side of the tracks. Unlike two of the best speechwriters I know (Ken Askew and Alan Perlman – who also have written for this magazine), I am not a jazz musician, or a musician of any kind. And I did not go into speechwriting (as Peggy Noonan did) from writing for radio or television. No, I have printer’s ink coursing through my veins. I am the son of a newspaper columnist and I have spent a large part of my life writing for newspapers and magazines. I love the printed word even more than the spoken word because it encompasses all of poetry and literature, not just – like oratory – a single tributary amid the rivers and oceans.

My argument is twofold.

First, as I said to a fellow presenter at a speechwriters’ conference (who seemed visibly startled by the remark), “Isn’t *all* good writing supposed to be for the ear?”

And second, isn’t all good writing supposed to be vivid (i.e. conjuring up *visual* images)? That *is* the way we normally think – in framing a powerful argument. As Thoreau said, we “reason from the hand to the head.”

Granted, there are obvious differences between listening to a 20-minute speech on – say – global entrepreneurship and reading a 2,500 word article on the subject. For one thing, if you are reading an article, you don’t need to be reminded of what the salient points are. And you can go back and review complex or abstruse matters.

Be that as it may, anything that is exquisitely written begs to be read aloud. My wife and I drive each other nuts when each of us is immersed in reading something good. We can’t stop interrupting each other in reading favorite passages aloud.

By the same token, great speeches on important subjects maintain most or all of their interest and sparkle even after being transposed into cold type in places like *Executive Speeches* and *Vital Speeches of the Day*. What was pleasing to the ear is pleasing to the eye (or to inner ear of a keen reader).

The next time you hear the words, “Friends, Romans, countrymen, lend me your ears,” think of the trick that Shakespeare has played. In asking for “your ears,” he has deployed a metaphor – creating a mental picture of part of your anatomy – when he is really asking for your attention.

In fact, this speech provides the perfect example of how a writer or

speaker is able to achieve maximum impact – by appealing both to what people hear and to what they see (see with their own eyes and, still more, see in the mind’s eye). At the climactic moment in the speech, Mark Anthony descends from a pulpit and asks his audience to make a ring around the corpse of Caesar. Using Caesar’s body as a prop – or a supporting visual element – he then goes about his business, which is whipping the crowd into a frenzy of anger with a brilliant display of oratory. He says:

If you have tears, prepare to shed them now.

You all know this mantle:

I remember

The first time ever Caesar put it on;

’Twas on a summer’s evening, in his tent,

That day he overcame the Nervii; Look, in this place ran Cassius’ dagger through;

See what a rent the envious Casca made;

Through this the well-belov’d Brutus stabb’d...

This was the unkindest cut of all.

Now there’s an earful – and an eyeful. **T**

Andrew Wilson, a freelance speechwriter in St. Louis, Missouri, regularly writes for the CEOs of several large and well-known companies. Contact him at www.abwilson.com.

Want a Successful Club Web Site?

HERE'S
HOW

By Bo Bennett, ATM-B

What is a successful Web site? Simply put, it is one that achieves its purpose. Just as you must define what success means in your life, you must define what it means for your site. Your objective may be to communicate a message, sell a product or collect information. You may want to meet this objective on a limited budget and by spending limited time and energy. You must consider all these factors in determining the overall success of your site.

Build it and they will come.

The Web site creation can be broken down into four stages: 1 planning, 2) creation, 3) promotion and 4) maintenance. Each stage is vital. As I explain these stages, I will use my club's Web site as an example. You can find it at www.3talkers.org.

1 Plan. The planning stage is mostly done in your head and perhaps on paper. Everything starts with an idea, and a Web site is no different. Do some research on the Internet to see if there is a market for your idea. Even if many people are already doing what you are thinking about doing, can you do it better? If so, go for it.

Although the idea for a club Web site is nothing new or unique, it is certainly a major part of our club's success.

■ **Value.** According to recent figures, there are well over three billion Web pages on the Internet. Is your site going to add value to the Internet? Think value.

Our club's Web site certainly adds value – it is especially valuable to our members who rely on it for updated information.

■ **The Domain.** Do not under or overestimate the importance of a good domain name. On the one hand, a good name that can be easily spoken and remembered can be of great promotional value. This also is important when listing the site with search engines. On the other hand, a good domain is not a miracle business-generator; most people who pay more than \$15 per year for their domain

pay far too much. Remember that in most cases (yahoo.com, lycos.com, aol.com), the Web site added value to the name and not the other way around.

The domain "3talkers.org" was chosen to match our club name.

■ **Hosting.** Where are you going to host your Web site? Two of the basic choices are with a "free" host or one that charges monthly fees. I have written articles on this topic, so if you are interested visit www.hostselect.info/whattolookfor.php.

Our Web site is hosted on a server paid for by a single sponsor. This means it is free to us, plus it is ad and spam free.

2 Create. With today's software and Web-creation tools, just about anyone can create a decent Web site, but it still takes talent to create a great one. However, a successful site doesn't have to be great, just effective. Do not let lack of funds get in your way – you can always design the site yourself and have it redesigned later.

■ **Design.** Don't do something just because you can. Avoid too many fonts, excessive animation and graphics.

I have chosen what I consider a classy design for our club's Web site. I think this design captures the essence of what Toastmasters is all about.

■ **Colors.** Some colors go together well, and some – if not most – do not. Use one of the many "color schemer" tools



3Talkers Toastmasters Club

YearToSuccess.com
Tip of the Day: If you believe that you are too old for anything, you are right.

This site is sponsored by FreeToastHost.org and YearToSuccess.com.

Main Menu

- Home Page
- Club News
- Guest Feedback
- Membership Information
- Frequently Asked Questions
- Club Calendar
- Directions
- Meet Our Members
- Contact Us
- Public Downloads
- Word of the Day

Toastmasters.org Links

- How Toastmasters Can Help You
- All About Toastmasters
- Our Vision, Mission & Strategic Plan
- A Brief History of the Toastmasters Program
- Educational Program
- Famous Toastmasters

Articles

- A Quick Guide to Public Speaking
- Using Humor Effectively
- Enthusiasm!
- Using Questions Effectively
- Winning Others To Your Way of Thinking
- Facing Your Weaknesses
- Articulation

Members Only

- Duty Roster
- Member Goals
- Mentor/Mentee Request Form
- Forgot Your Login?
- Speech Feedback
- Brainstorming
- Speaking Tips and Tricks
- Available Downloads
- Edit Your Member Profile / Private Member Directory
- Community Club Forums
- Toastmaster Role Tasks
- General Evaluator Role Tasks

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site administration

Making Effective Communication a Reality



In October 1924, a group of men assembled by Dr. Ralph C. Smedley

met in the basement of the YMCA in Santa Ana, California, U.S.A., forming a club "to afford practice and training in the art of public speaking and in presiding over meetings, and to promote sociability and good fellowship among its members." The group took the name "Toastmasters." 3Talkers is a local chapter of [Toastmasters International](#).

Who?

Today, Toastmasters International is a non-profit organization which gives its members the

What?

opportunity to develop and improve their public speaking abilities through local club meetings, training seminars and speech contests. Toastmasters International includes more than 199,000 members in more than 9,300 clubs in more than 70 countries.

Why?

Experienced professionals and beginning speakers alike can benefit from our practical, face-to-face learning program. **Whether you're speaking to the board of directors, your customers, your co-workers or your kids, Toastmasters can help you do it better.**

You'll learn and practice in a friendly, comfortable environment with people who are there for the same reason you are—to become better communicators.

At Toastmasters, members learn by speaking to groups and working with others in a supportive environment. A typical Toastmasters club is made up of 20 to 30 people who meet once a week for about an hour. Each meeting gives everyone an opportunity to practice conducting meetings, giving impromptu speeches, presenting prepared speeches, and offering constructive evaluation.

How?

3Talkers meetings are held at [The Campus at Marlborough](#). It is an office complex located just West of I-495 between the Route 20 West exit and the Route 9 West exit of I-495.

Where?

3Talkers Toastmasters meetings are held every **Monday, from 12:00 to 1:00 p.m.**

When?

Toastmasters International Quality Awards Earned By The 3Talkers Team Since Club Formation In 1999	
Founder's Award	2003 - 2004
President's Select Distinguished Award	2002 - 2003
President's Select Distinguished Award	2001 - 2002
Founder's Award	2001 - 2002
President's Select Distinguished Award	2000 - 2001
Distinguished Award	1999 - 2000

available on the Internet to pick out colors that work well together.

We chose colors that work well with the Toastmasters logo. I limited the number of colors to keep a "clean" look.

■ **Background.** Do not choose a background that makes text difficult to read. If you do use a background image or color, place text in tables with a white background.

We chose not to use a background for this site.

■ **Images.** Nothing says "amateur" like a poor image. Make sure the images you choose for your site are of Web quality

(72 dpi) and not distorted. Do not let HTML tags alter the size of your image. Also, be sure your images are not too large. Try visiting your site on a dial-up connection to really put it to the test.

Our club site's images were created with a technique called anti-aliasing, which means the edges are soft and not jagged. Our images use the same color theme as the text.

■ **Printable.** Do you want people to print out the content on your Web site? If so, make sure it prints well. If not, perhaps create a special Web site just for printing, or if you are up for the challenge, convert your Web site into pdf (Adobe Acrobat) format.

Our pages are set up in a table format that is conducive to printing. This is especially important for pages that members print regularly.

■ **Forms.** Forms are great for receiving information from users. Most forms are easy to set up, providing that a "script" is available on the server. These forms e-mail you the data entered by the user.

Our site has a simple mentor/mentee request form for members who would like to either mentor a member or be mentored themselves. The results of this form are sent by e-mail to our VP of Education.

■ **Links.** Avoid links to Web sites other than your own. Visitors can easily get lost, and you do not want them to leave your site. If you do link to external sites, consider opening the link in a new window.

We do have external links, but only to www.toastmasters.org and links to our sponsor. However, these links open in a new window to ensure visitors remain on our site.

■ **Content.** Your site can look amazing, but if it lacks good content people will not stay, nor will they come back. It has been said that an advertisement is a sales pitch in writing. Consider a Web site a form of advertisement. Write your content like you would write a sales presentation. What action are you trying to get the visitor to take? Think "call to action."

Our home page answers the six very important questions: Who, What, Why, How, Where and When. Other than encouraging site visitors to come to our club, there is no strong call to action. The site's purpose is mainly to offer information to existing members.

■ **New Information.** A Web site with dynamic, or constantly changing content, is one that will keep users coming back for more. Include discussion boards, chat rooms, tips of the day, anything that will make your site different tomorrow than it is today.

Our site is continually updated with member information, discussion boards, duty rosters and more.

■ **Interactivity.** Web sites are capable of being so much more than online brochures. Take advantage of the tremendous power of the Internet and embrace some of the technology that will help you attract and maintain visitors.

We have implemented tools so our Web site can be a "self-serve" site for our members. Some of these tools include a file download area, duty rosters, interactive goal setting, club calendar and FAQ section.

■ **Navigation.** Make your menus as clear and descriptive as possible. Make it easy for visitors to find what they are looking for. Most of all, make it easy for visitors to take action!

All of our navigation is on the left-hand side of every page. This is accomplished by using header and footer files, and simply including them on every page.

3 Promote! Once your site is created and tested, it is time to get the word out. Promotion is not a one day event; it is usually a continual process that is crucial to the site's success. When you launch a Web site, you are essentially competing with billions of other Web sites. How are people going to find yours? Many books written on this subject alone. My advice: think creatively. You may find greater success promoting your Web site offline than you will online.

One of the biggest mistakes made by Web site owners is wasting time and money by lowering their prices, redesigning their site, and rewriting their copy when in fact all they need is more traffic to their site. The next time you feel your problem is with your prices, design or copy, think about the boy who set up the lemonade stand in his garage one mile away from the street.

Our Web site is listed on www.toastmasters.org, where it counts the most. In addition, we promote the site heavily locally and on all member and prospective member material.

4 Maintain. No Web site runs itself completely. Manual intervention is always needed to keep a site running effectively.

■ **Automate.** Begin by automating as much as possible. If it costs some money to have a script developed to automate tasks, which will save you hours per week, then it is most likely worth it. Think long-term.

The tools created for our site allow the site to almost run by itself. It is highly automated with our Webmaster (me) required to only make occasional changes in the content – and even then the changes can all be done easily through the Web browser.


■ **Support.** If you have visitors, you will have visitors with questions. For unique questions that cannot be answered

by an auto-responder, on a FAQ, or to accommodate your visitors that like to work only with real people, you will need to have a support system in place. This can be as simple as an e-mail address that you respond to, or as complex as an international support department with a sophisticated intranet back-end. Take care of your visitors and they will take care of you.

Our Web site is well-supported with willing volunteers from our club.

■ **Security.** If you have a good Web host provider, security should not be a major issue. However, you should still be careful when sending passwords and other personal information through non-secure connections. Always change your passwords on a regular basis.

Having owned and run Web-based networks for almost a decade, security is a top priority for me. I created our site while carefully considering security.

Plan, create, promote and maintain. Each step is equally important and vital to the success of any Web site. A successful Web site is the result of a good idea from a successful thinker. Take pride in maintaining and sharing your Web site with the world and enjoy the feeling of accomplishment. 

Bo Bennett, ATM-B, is a member of three Toastmasters clubs in Massachusetts, all of which use this model for their Web sites. He is president of Archieboy Holdings, LLC (archieboy.com) and a 10-year veteran of the web hosting industry. He is also a speaker and author of the book *Year to Success* (see ad on page 2).



At print time, more than 30 percent of clubs were instantly renewed when their dues were submitted online at www.toastmasters.org. That is an amazing number and far exceeded the expectations of the WHQ staff. Thank you to all clubs that used this new service!

Clubs have also been taking advantage of the Add New Members Online feature. So far, more than 1,000 people have become members of Toastmasters International using the online process.

COMING SOON:

- New Online Education Award Applications.
- A newer, faster, easier way to submit club officer lists online.

Put your meeting information on the main page.
It should be the first thing a visitor sees!

By Linda Adams

Dress Up Your Web Site

You've been put in charge of your club's Web site. You want to make it look the best you can, but you don't have a lot of Web design experience. You're also not a graphics guru. What should you do? What shouldn't you do?

Start by thinking of it as a professional business site, not a personal site. If you were giving a speech to a group of businessmen, you wouldn't show up in a t-shirt and faded jeans. The same applies to your Web site. Show them your best face.

Next, drop by the Toastmasters International Web site for their Internet guidelines. A simple search will give you guidance on the use of the TI logo and what you can put on the site. You'll need to work TI's requirements into your site as you design it.

One of the things that the TI guidelines specify is also the most neglected part of Toastmasters Web sites – putting your meeting location

information on the main page. It should be the first thing that a visitor sees! Think of it like the opening to your speech. You'll want to interest the audience immediately, not force them to listen for 10 minutes before you get to the subject. If a potential member is thinking about attending a meeting, he or she has to find the information quickly and easily – just as you have to hook your audience with a strong opening. Yet, many sites do not have this information, or it is difficult to find. Internet surfers are an impatient group; if they can't find it, they'll go somewhere else.

The next step is to delete any pages that are under construction. One particularly detailed club site I found has about 30 links to such things as Table Topics Ideas and Sample Meeting Agenda. But each link only leads to pages labeled "under construction." The average visitor isn't going to come back after

you've wasted his time with links to worthless pages! Instead, use only the pages that you have content for and add links for additional ones as you get the information. It's extremely easy to add a link, but it's extremely hard to get a visitor back after you've lost him or her.

Now that you have some basic text to work with, you'll want to add some graphics to make your site more attractive. The Internet is a very visual-based medium, and visitors expect to see some graphics on your page. But what do you use for a Toastmasters page?

Consider a theme you can base your graphics around. For instance, a club in Washington, D.C., can use photographs of things that are uniquely D.C. A coastal club might use a marine-life theme. Or how about if your club meets on a military base? You can use military photos.

But where can you get graphics? The Internet itself is *not* a good resource. Many people believe that if it is on the Internet, they can use it. Not true. Anything on the Internet is copyrighted *unless otherwise indicated*.

Military images, for instance, are often in the public domain. If you visit one of the military sites and read the disclaimer, you'll see that they want you to download the photos because it helps promote recruitment. There are also sites that offer free graphics, and they will tell you what you can and can't do with them. However, in this case, you also get what you pay for – the free graphics aren't usually that good. Your best choice is to purchase a clip art library from an office supply store or royalty-free stock-art CDs from sites such as mattonimages.com or



wonderfile.com. Make sure you read the box to see what the restrictions are on using the graphics. Some of the companies want you to link to their page in exchange for the use of the graphics; others have criteria that may be an issue for you.

But before you start using graphics on your site, remember the following: Less is more. A few well-chosen graphics will go a long way.

Ideally, your total page graphics should be no more than 25 kilobytes. A common problem I see in dealing with graphics is that people think scaling down the graphic to a smaller size changes the file size. A 1.4 megabyte photo will still be 1.4 megabytes – whether it's 8x10 or 5x7. Which means it may take five minutes for your page to load. Thirty seconds is too long, so five minutes is out of the question. A good graphics program such as Corel Photo-Paint will help you reduce the file size to something more Internet friendly.

Insert several appropriate images on each page. Keep them small and simple so that they are not visually screaming at the visitor, but rather complementing and accentuating the content. When we speak, we use word crutches like "ahs" to fill the silence. Many Webmasters do the same thing with graphics, using them to fill what they perceive as empty space. Pauses are perfectly acceptable in speeches; in fact they add impact. Likewise, white space on a Web page adds a planned visual impact and gives the visitor the impression that the site is quick to read.

But don't use an image for your page background. Generally, when someone doesn't know how to work with graphics, they substitute a background image to give the page a "graphic look." Background images make the page extremely hard to read, and they often make it look amateurish.

Instead, use a color for the background, preferably white. White is boring, you might say – but it isn't if you use colors that contrast vividly with the white.

Additionally, most graphics are made to work on a white background. Haven't you been to a site where an image had a white border around it? Many images come this way, but you can't see the white border against a white background. Even some of the special effects, such as a shadow, look better against a white background.

And while it may be terribly tempting, avoid using "bells and whistles." These are things like moving graphics and java applets. Yes, they look neat, but they don't have a place on a professional site. You want your site to have as much accessibility as possible. Moving graphics make it difficult for someone with a visual impairment to view your site. Even someone with normal vision can have trouble with them.

On one page I recently visited, the Webmaster had put up almost 50 moving graphics. Just looking at the page made everyone dizzy – not to mention the fact that the page took three minutes to load! The same person also had a java applet that had a fish follow your cursor around the screen. Cute, yes, but annoying after the first 15 seconds.

After you finished designing your site, view it in both Internet Explorer and Netscape Navigator and, if possible, AOL. These are the three most commonly used browsers. Make sure that your site works in all three. There are a lot of sites labeled "best viewed in...." You don't get up in front of your audience and tell them "This speech is only for the men in the audience," so why exclude people from your site? Make it as universal as possible.

It's not hard to build a Web site. Anyone can do it. But it is hard to build a Web site that goes beyond the basics and can be used as a marketing tool for club recruitment. Take the time to do it right, and your club will benefit. **T**

Linda Adams is a writer living in Arlington, Virginia.

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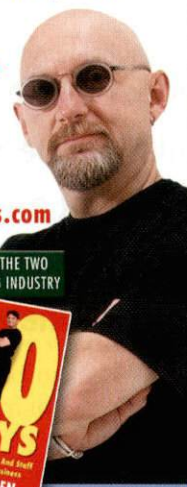
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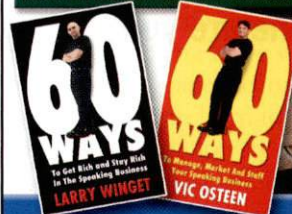
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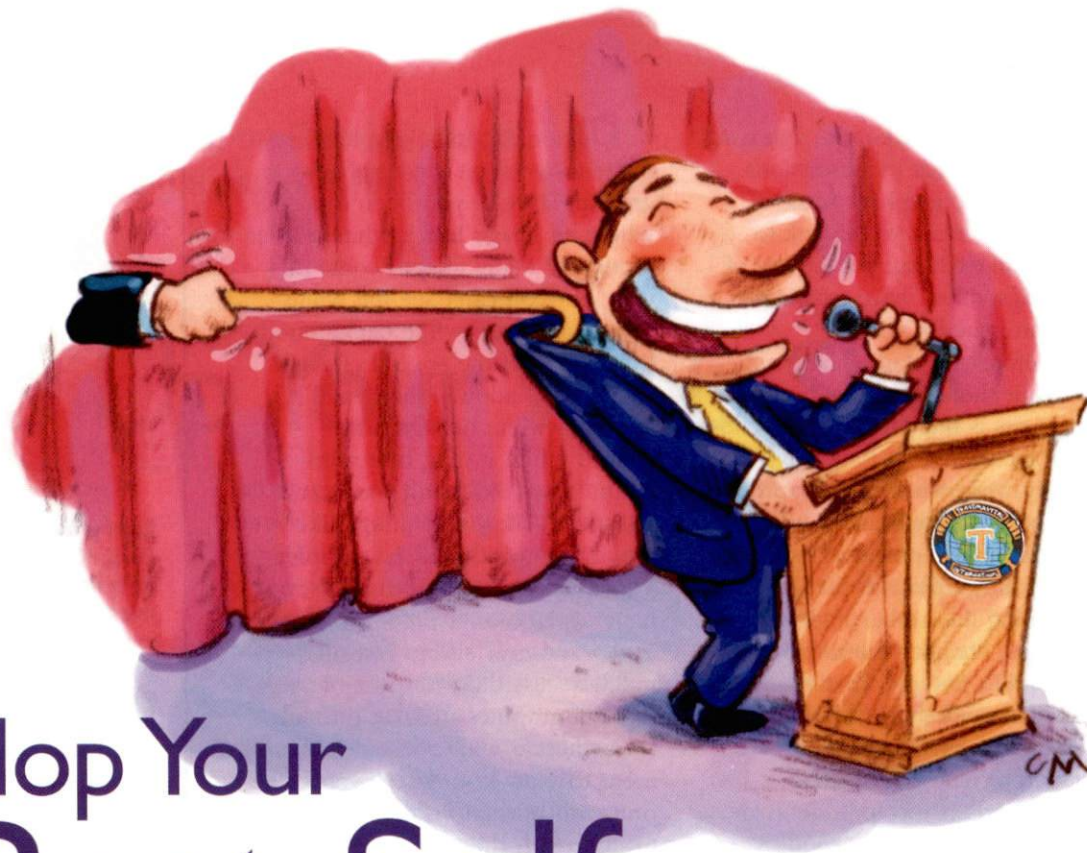
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Develop Your Best Self

By Jacqueline M. Davidson, ATM-B

Meet the four distinct personality types at a typical Toastmasters club. Which one are you?

As I made my way to the lectern that first evening in Toastmasters to answer my first Table Topic, "Why did you join Toastmasters?" I was glad no one could see the deep blank space inside my brain, a brain that at that moment had no answer to a perfectly legitimate question.

I stood there trying to think of an acceptable answer and heard someone saying, "I joined Toastmasters to become a better speaker. But more important, I joined to develop my confidence by working with others to develop my best self." "Wow, did I say that?" I thought; it wasn't like me to be so revealing in front of a group.

I knew Toastmasters was a place where people came together in a collegial, cooperative way to encourage and help each other become better speakers, but what I observed in friends who had joined was that they had "found" themselves in other ways.

Over the past nine years, I have seen many of my fellow

Toastmasters change and develop not only as speakers, but also in their personal lives. I wanted to know how this process worked and if there was a way to identify how to help individual members. What I have discovered is that there are four distinct personality types in a typical Toastmasters club – the Talker, the Star, the Controller and the Quiet One – and there are specific ways to help each one of them develop their best self.

The Talker

The Talker, quite simply, loves to talk. He always has something to say and is ready to fill a last-minute speaking slot. He usually has a great deal of knowledge and helpful information that he readily shares with the group.

His greatest asset, however – being able to talk – can become a handicap when he fails to observe that he is talking too much, thereby taking time away from other members, or taking on too many roles in one meeting.

Every group needs a Talker, but to get him off the stage, you sometimes have to resort to the old *Gong Show* tactic of using a hook.

Ways to Help Develop the Talker

The best way to help a Talker is to give him definite time limits. The Toastmaster for the meeting can do this by explaining the importance and purpose of staying within his assigned time, particularly for Table Topics and speeches, thereby giving all members enough time to speak. The general evaluator also can mention this as an area in need of improvement.

Remind the Talker that time limits are crucial in speech contests (which they enter more than any other type). The key to helping the Talker is to provide enough quality feedback on the effect of his talking too much to help him present his ideas more succinctly.

By appreciating the Talker's strengths, but also helping him develop limits by becoming more aware, he will be able to spend more time listening to feedback instead of always thinking of the next thing to say. This feedback will help him listen to others, but more important, he will learn to listen to himself.

The Star

The Star loves to be the center of attention. The Star usually fills the role of Toastmaster for the meeting and is usually very good at it. Her energy is contagious; she is very outgoing and adds a lot of enthusiasm and color to the group.

If the Star takes the role of Toastmaster too often, however, other members do not get a chance to develop their leadership skills. It is good practice for every mem-

ber to take turns being Toastmaster and learn how to be a competent master of ceremonies, because we frequently are asked to do this in our professional lives.

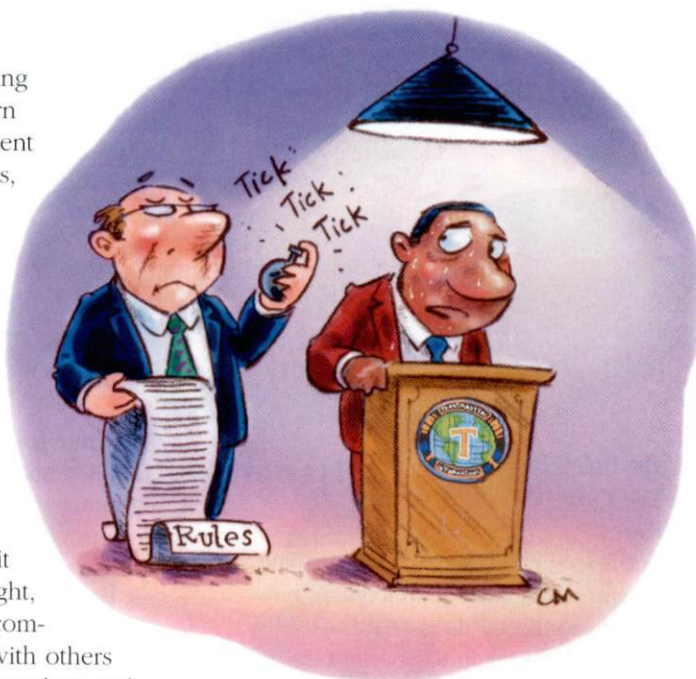
Ways to Help Develop the Star

The way to a Star's heart is through praise. When the Star sees that there is a benefit in sharing the limelight, she becomes more comfortable interacting with others and begins to use her talent and energy to help others develop their own Star qualities.

Helping the Star personalities see that they can teach others to shine validates their self-esteem and helps them realize that they don't always have to be in the spotlight. This way the Star can become an a role model who serves as a teacher and mentor to other members.

The Controller

The Controller loves to control the meeting by strictly adhering to many rules and regulations. The Controller enjoys the role of evaluator or general evaluator. When a Controller evalu-

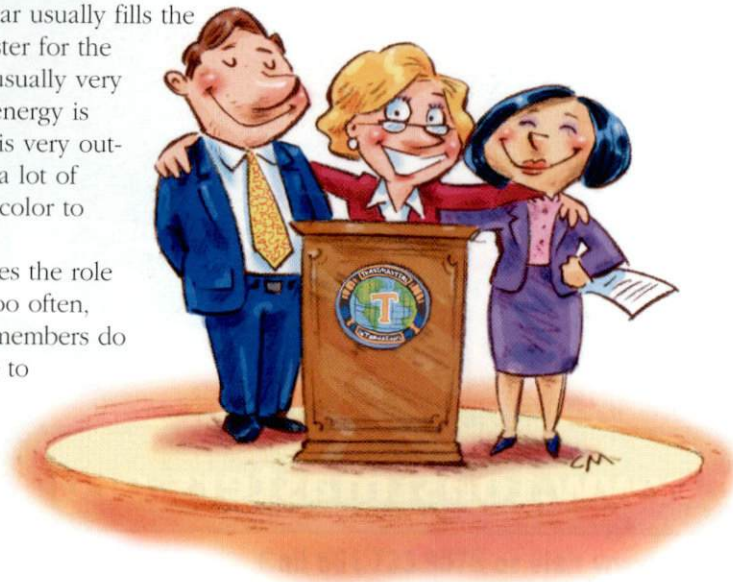


ates you, you know it. This personality type gives very useful and detailed feedback on a speech, but as one Toastmaster remarked at a meeting, "I didn't feel like I had received a general evaluation, but more like I had been evaluated by the general."

The Controller keeps the meeting on track with his stopwatch, making sure they begin and end on time, and stay focused. But the Controller can become too rigid at times, limiting new ideas and innovative ways to conduct a meeting in favor of "the way we've always done it." This strict adherence to rules and regulations also affects his speaking style.

Ways to Help Develop the Controller

The best way to help the Controller is to appeal to his sense of fairness by showing him that rules do change, and that by being more flexible he can help accommodate the growth of the club. By using more vocal variety and body language techniques in his speeches, he can learn to relax not only his presentation style, but also his demeanor. Easing the Controller from the roles of General Evaluator, Grammarian or Timer into more whimsical roles of Ah Counter or Jokemaster will help him grow into a more relaxed and open speaker.





The Quiet One

The Quiet One loves to listen and learn from other people's speeches but is afraid to take center stage. The Quiet One is great at welcoming new members and he does a lot for the club, but always in the background. Although helpful to others, he is reticent about volunteering for speaking roles and does not like to risk exposing himself to evaluation by the group.

The Quiet Ones may fail to develop as fully as other members at first, by not quickly fulfilling speech requirements or achieving Toastmasters goals. Because of fear or shyness, they do not allow themselves to go to the next step, frequently dropping out of the club after a few meetings. I know this type very well because I was the Quiet One. It took me

almost a year before I moved past my Ice Breaker speech.

Ways to Help Develop the Quiet One

The best way to reach the Quiet One is to encourage him to speak up and take a more active role in the club.

The Toastmaster or Topicsmaster can announce, "We haven't heard from John in a while," and invite him to speak up. Remind him that he needs to give that next speech or be evaluated so he can grow and develop his speaking and performance skills. Encouraging the Quiet One to speak more often makes him stronger; it helps him see that with practice he can develop the skills to take on any meeting role. As he continues to actively participate in the club, he develops a new confidence in his speaking skill.

The importance of recognizing these four distinct personalities is that they show up not only in Toastmasters but in our family, social and professional lives as well. The understand-

ing we gain in Toastmasters about fellow members translates directly to how we interact and get along with others outside of Toastmasters.

As people have grown and changed in my Toastmasters club,

I have watched fellow members succeed at one of the most important things in life – developing their full potential – and that is far more important than performing a speech. The confidence gained by developing our "best self" has a tremendous effect on our speaking abilities. I have seen the Talker become a listener, the Star become a mentor, the Controller become more open, and the Quiet One become a confident presenter.

Although I was terrified that first night in Toastmasters and could hardly answer my first Table Topic, if someone asked me the question today, "Why did you join Toastmasters?" I would still give the same answer. By helping and encouraging its members to grow, a Toastmasters club not only helps them become more effective speakers, but more effective and confident people by helping them learn how to develop their best selves. **T**

Jacqueline M. Davidson, ATM-B, is a member of Articulators Club 5414 in Marlboro, Massachusetts.

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Dr. Stephen R. Covey

Author of *The 7 Habits of Highly Successful People* and internationally respected leadership authority.

As you reach a certain point, you have to empower other people and build on their strengths to make your own weakness irrelevant."

— STEPHEN COVEY

In recognition of his global influence as a writer, business leader and consultant, Toastmasters International is pleased to present the organization's most prestigious award, the Golden Gavel, to Dr. Stephen Covey. This award is given once a year to an individual who represents excellence in the fields of communication and leadership.

Dr. Covey will accept the award at the Golden Gavel Luncheon in his honor on Thursday, August 19, 2004, during the International Convention in Reno, Nevada. Don't miss this chance to meet one of the most influential authors and leaders of our time!

Best known for his ground-breaking 1989 book *The 7 Habits of Highly Successful People*, Stephen Covey is



approach to a pair of glasses that affects the way we view ourselves and others, Covey adds: "A proactive person is one who takes off his or her glasses, stands apart from their paradigm, and examines the way they 'see' themselves."

Covey says he didn't invent the seven habits that have become his legacy; they are universal principles. "Most of what I wrote about them

Covey, now 71, is co-founder/vice chairman of FranklinCovey Company, a leading global firm with 3,000 employees that implements Covey's vision of training organizations to use principle-centered leadership. Thousands of organizations worldwide have adopted Covey's techniques for management leadership.

He has been awarded seven honorary doctorate degrees as well as many impressive awards for lifetime achievement, service to humanity and entrepreneurial leadership. But he says his favorite award is the 2003 National Fatherhood of the Year award. He also has recently been recognized as one of *Time* magazine's 25 most influential Americans.

His other books include *The 7 Habits of Highly Successful Families* and *Living the 7 Habits: Stories of Courage and Inspiration*. He has co-written *The Nature of Leadership* with Roger Merrill and Dewitt Jones,

"Leadership is a function not only of action, but of character."


widely acknowledged as one of the world's leading authorities on principle-centered leadership. The book topped various best-seller lists for more than five years, has sold more than 13 million copies in 36 languages in 75 countries, and has been ranked as one of the most influential business books in the 20th century. Its message is that true success requires a balance of personal and professional effectiveness. To that end, it offers strategies – or "7 Habits" – for performing better in both arenas through a life of self-knowledge, control and responsibility.

"Quality isn't a thing; it's a paradigm – a perspective, a way of seeing," says Covey. Comparing the paradigm

is just common sense," he says. While researching his book, Covey found that most 20th century books and articles portrayed success as a mix of personality and public image – a result of a shallow and often destructive "personality ethic." In contrast, earlier literature emphasized qualities such as integrity, humility, courage and patience as the foundation for future success.

Covey's main point is that people can't change without first committing to certain universal values and principles. "What needs to be understood – and practiced – is that leadership is a function not only of action, but of character," he says.

and *First Things First*, with A. Roger and Rebecca R. Merrill.

Dr. Covey received an MBA from Harvard and a doctorate from Brigham Young University, where he was a professor of organizational behavior and business management. He is currently serving on the Board of Directors for the Points of Light Foundation. 

Don't miss the opportunity to hear Dr. Covey speak on August 19 at Toastmasters International's 73rd Annual Convention in Reno, Nevada. For details and registration forms, please see pages 29-31 or visit our Web site at www.toastmasters.org.

Fired with Enthusiasm

International President Ted Corcoran, DTM, told the Board of Directors in February, "I feel we are on the cusp of the most exciting times in our organization's history." He recounted several significant advances for the organization in the past six months:

- A new technology platform: "It will enable our organization to better serve our members and to cope with our ever-changing membership and clubs."
- Market research that "revealed, among other things, that our organization is held in a very high regard by members and past members alike – a fact that should make us very proud."
- New member growth of 7.5%
- A 4.7% increase in education awards, especially a 22.3 increase in CTM completions.
- Steady increase in the amount of new clubs.

During his first six months in office, President Corcoran visited six districts: 44, 35, 19, 52, 7 and 38. "Our members' and leaders' enthusiasm and commitment were so obvious, it is no wonder our organization goes from strength to strength and continues to thrive," Corcoran said. He mentioned as a highlight of his travels a visit last October to Green Bay in Wisconsin, home of the Packers football team, where he got to visit the famous late coach Vince Lombardi's



▲ Toastmasters' Board of Directors during the February meeting at World Headquarters.

office at Lambeau Field and was presented with a football autographed by star quarterback Brett Favre.

The well-traveled Irishman – and fan of Vince Lombardi – mentioned Lombardi's famous quote, "If you are not fired with enthusiasm, you will be fired, with enthusiasm" and encouraged everyone he met on his travels to be "fired with enthusiasm" for Toastmasters.

Board Action:

The Board of Directors made the following decisions to ensure the organization's continued progress:

- Reviewed the status of provisional districts and recommended that District 76P, Japan, be granted full district status, effective July 1, 2004.

In the case of District 79P, Middle East, which is in its first year of operation, the Board will review its status again at the August Board meeting. The Board commended both districts for their achievements and strong growth record.

- Discussed district policy and procedures manuals and established that only the Toastmasters Board of Directors may establish policies. Districts may establish procedures to provide consistency and help guide district leaders from year to year. The Board also established criteria for these district procedures.

- Conducted a triennial review of the policies and procedures of the organization to ensure they are consistent with one another and with the governing documents.

- Reviewed policies and procedures related to international officer and director candidate campaigns and made changes that will become effective August 22, 2004.

Information on the changes will appear in an updated version of the International Officer and Director Candidates booklets and in district leadership materials.

- Reviewed and discussed improperly cast votes in international officer and director candidate campaigns and how they affect the results of obtaining a required vote and made no change to current policy. No ballot that is unintelligible, blank or not timely cast shall be counted.

- Reviewed the policies related to international director visits to districts and clarified that all international director visits are equally important, whether or not international directors are reimbursed for their expenses. When international directors visit, districts should schedule appointments with corporate leaders and promotional activities in an effort to build new clubs.

- Discussed club visits by area governors and provided input to World Headquarters for revision to the Area Governor Visit Form so it aligns more closely with the Distinguished Club Program. The Board will review a draft of the new form at its August 2004 meeting.

- Examined policy on district fiscal management as it relates to district officer travel outside the district and changed policy to more clearly define travel, registration and lodging.

- Reviewed financial forms and resources provided to districts and

Strategic Planning

The Board continued its development of a strategic plan for the organization's future. Based on information from our market research, which included focus groups, telephone interviews and an Internet survey, plus information on global trends and societal issues.

The Board developed a Big Audacious Goal (BAG) (a bold statement of what TI's envisioned future will look like) to guide the organization: "Toastmasters International is recognized throughout the world as the undisputed expert in communication and leadership skills development."

The Board identified global trends and societal issues that affect the organization and developed six objectives to make this goal a reality:

6 Objectives:

- Consistently achieve membership growth.
- Increase the recognition of Toastmasters International as an expert in the fields of communication and leadership.
- Become as well known for leadership development as for communication development.
- Provide programs that are adaptable for different generations and cultures, and for emerging technologies.
- Achieve global market penetration.
- Achieve excellence in the quality and consistency of programs, products, processes and services throughout the organization.

At upcoming meetings the Board will work to identify strategies for each of the objectives.

recommended changes to the budget, audit, financial forms and guidelines to align them with the District Success Plan and better assist the district.

- Examined policy on International Convention site selection and recommended that World Headquarters perform a financial feasibility study on holding the convention outside North America.

- Discussed club-building structures within districts and recognized the need for a framework to be provided to the districts. The Board will examine successful club-building structures at its August meeting.

- Reviewed districts with fewer than 60 clubs, of which there are seven, and commended these districts for their efforts. The Board will review their status again in one year.

- Reviewed the materials provided to members and districts on building corporate clubs and suggested improvements to make corporate club-building easier and more effective.

- Reviewed the existing Accredited Speaker Program, decided to continue the program and made program administration changes. These changes include increasing application fees, revising the judging form and process, and improving recognition of Accredited Speakers at all levels of the organization.

- Reviewed speech contest judges training materials available to districts and clubs and recommended ways to help districts conduct and promote attendance at judges' training.

The Board will meet again in August, during the International Convention in Reno, Nevada.

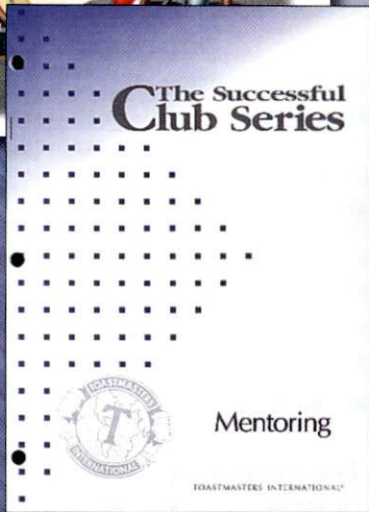
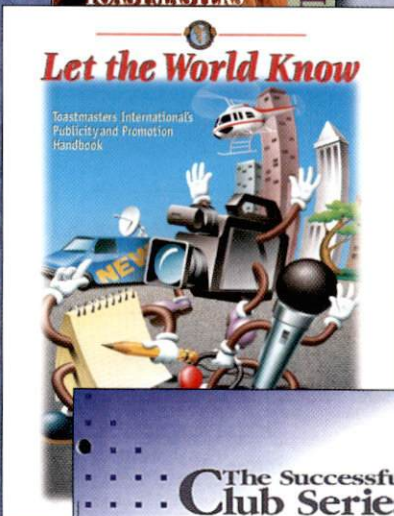
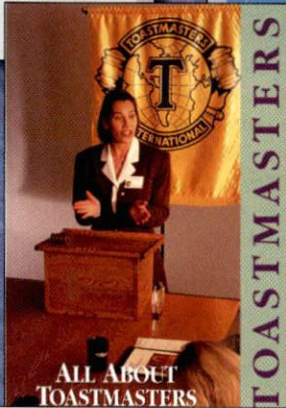
First Aid

for your

Club

Membership
Growth
Materials

All Toastmasters clubs need new members. Even though your club may currently enjoy a healthy membership roster, a few months from now that could change as members move, change employment, or reach their speaking and leadership objectives. Toastmasters International has created a variety of materials to help:



QTY	BROCHURES & FLIERS
___ 101	Confidence, The Voice of Leadership 10 free*
___ 99	Find Your Voice 10 free*
___ 103	Bringing Successful Communication into Your Organization 50 cents
___ 124	All About Toastmasters 25 cents
___ 114	Toastmasters: Because Public Speaking Skills Aren't Debatable (Pkg of 50 fliers) \$2.50
___ 115	Toastmasters Can Help (Pkg of 50 fliers) \$2.50
___ 116	How Confident Are You? (Pkg of 50 fliers) \$2.50
___ 367	Toastmasters. It's More Than Just Talk (Five full color posters) \$4.00
___ 108	From Prospect to Guest to Member 3 free*

QTY	SUPPORT MATERIAL
___ 84	Guest Book \$8.95
___ 231	Guest Invitation Cards (set of 25) \$3.50
___ 348	Invitation to Membership (set of 25) \$5.25
___ 400	Membership Applications (pad of 20) 1 free*
___ 405	New Member Profile Sheet (set of 10) \$1.00
___ 401A	Membership Cards (set of 50) . . \$1.00

*Your club can order the specified number of copies free of charge every six months when placing an order. Additional copies are available for an additional charge.

QTY	MANUALS AND KITS
___ 1158	How to Rebuild a Toastmasters Club manual \$1.00
___ 1159	Membership Growth manual . . \$2.25
___ 1160	Membership Building Kit \$5.00
___ 1162	New Member Orientation Kit for Clubs \$5.00
___ 1140	Let the World Know—Public Relations manual \$2.50
___ 1150	Public Relations & Advertising Kit \$18.00

QTY	MEMBERSHIP CONTESTS/PROGRAMS
___ 1620	Annual Membership Programs Flier 3 free*
___ 1621	A Simple Membership Building Contest 3 free*
___ 1622	Membership Building 101 3 free*

QTY	MODULES & TRAINING PROGRAMS
___ 290	The Moments of Truth (club self-analysis) \$12.95
___ 291	Finding New Members for Your Club (short seminar) \$4.50
___ 293	Closing the Sale (short seminar) \$4.50
___ 294	Creating the Best Club Climate (short seminar) \$4.50
___ 296	Mentoring (create a mentoring program in your club) \$17.95
___ 4007V	Everybody's Talking about Toastmasters (promotion video) \$5.95

See your club's copy of the Toastmasters International Supply Catalog for complete details about each item.

PAYMENT MUST ACCOMPANY ORDER

Enclosed is my check in the amount of \$ _____ (U.S. FUNDS)

Please charge my MasterCard / VISA / AMEX / Discover (CIRCLE ONE)

Card No. _____

Exp. Date _____ Signature _____

Club No. _____ Member No. _____

Name _____

Address _____

City _____ State/Province _____

Country _____ Zip _____ Phone _____

Merchandise Total _____

Shipping _____

CA residents add _____

7.75% sales tax _____

TOTAL _____

Mail to: **Toastmasters International**
P.O. Box 9052, Mission Viejo, CA 92690 USA
(949) 858-8255 • FAX (949) 858-1207 • www.toastmasters.org

NOTE: When placing your order, please submit the entire page!

Standard Domestic Shipping Prices - 2004

TOTAL ORDER	SHIPPING CHARGES	TOTAL ORDER	SHIPPING CHARGES
\$0.00 to \$2.50	\$1.65	35.01 to 50.00	\$7.75
2.51 to 5.00	3.30	50.01 to 100.00	9.00
5.01 to 10.00	4.00	100.01 to 150.00	12.00
10.01 to 20.00	4.75	150.01 to 200.00	15.00
20.01 to 35.00	6.75	200.01 to —	Add 10% of total price

For orders shipped outside the United States, see the current Supply Catalog for item weight and shipping charts to calculate the exact postage. Or, estimate airmail at 35% of order total, though actual charges may vary significantly. Excess charges will be billed. All prices subject to change without notice.



Toastmasters International's 73rd Annual Convention

AUGUST 18-21, 2004 • RENO HILTON • RENO, NEVADA, U.S.A.

Mail This Part To: Toastmasters International, P.O. Box 9052, Mission Viejo, California 92690 U.S.A. (This form is not to be used by International Officers/Directors, Past International Presidents, Past International Directors, or District Governors elected for 2004-2005.)

To attend general sessions on Wednesday, Thursday, Friday and Saturday, a registration badge will be required. Preregister and order event tickets now! ATTENDANCE AT ALL MEAL EVENTS AND THE INTERNATIONAL SPEECH CONTEST WILL BE BY TICKET ONLY. Advance registrants will receive a receipt by mail. Tickets can be claimed at the registration desk beginning at 10:00 a.m. Wednesday, August 18. On-site registration fees will be higher.

**ALL ADVANCE
REGISTRATIONS
MUST REACH WORLD
HEADQUARTERS
BY JULY 16.**

A "Full" Convention Registration.....only \$415.00

SAVE \$25 compared to "A La Carte" Registration
SAVE \$50 compared to "On-Site" Registration

A Full Convention Registration Package includes the following:

- One Convention Registration
- One Golden Gavel Luncheon ticket (Thursday, August 19)
- One "International Night" Theme Party ticket (Friday, August 20)
- One International Speech Contest ticket (Saturday, August 21)
- One President's Dinner Dance ticket (Saturday, August 21)

_____ One Person @ \$415.00..... \$ _____
 _____ Spouse / Guest @ \$415.00 \$ _____

A Full Convention Registration Package *also* includes one admission to the Club Leadership Luncheon **OR** one admission to the Toastmasters & Guests Luncheon. *You may select only one event ticket for every member/spouse/guest who is purchasing a convention registration!* Please indicate the number of tickets you require for each event.

_____ Club Leadership Luncheon ticket (Friday, August 20)
OR
 _____ Toastmasters & Guests Luncheon (Friday, August 20)

You may purchase tickets to the following optional events. Please indicate the number of tickets you wish to purchase for the events listed below:

_____ Interdistrict Speech Contest ticket (Tuesday, August 17) @ \$20.00 \$ _____
 _____ Overseas Dinner ticket (Tuesday, August 17) (Open only to delegates outside U.S./Canada) @ \$57.00..... \$ _____

SECTION A - TOTAL \$ _____



TOASTMASTERS INTERNATIONAL

P.O. Box 9052 • Mission Viejo, CA 92690 • (949) 858-8255 • www.toastmasters.org

B "A La Carte" Convention Registration

SAVE \$25 compared to "On-Site" Registration

"A La Carte" registration allows you to attend all general educational sessions during the convention. Event tickets are not included and must be purchased separately.

_____ One Person @ \$195.00..... \$ _____
 _____ Spouse/Guest @ \$195.00..... \$ _____

Event Tickets:

_____ Interdistrict Speech Contest (Tuesday, August 17) @ \$20.00..... \$ _____
 _____ Overseas Dinner (Tuesday, August 17) (Open only to delegates outside U.S./Canada) @ \$57.00..... \$ _____
 _____ Golden Gavel Luncheon (Thursday, August 19) @ \$48.00..... \$ _____
 _____ Toastmasters & Guests Luncheon (Friday, August 20) @ \$43.00..... \$ _____
 _____ Club Leadership Luncheon (Friday, August 20) @ \$43.00..... \$ _____
 _____ "International Night" Theme Party (Friday, August 20) @ \$63.00..... \$ _____
 _____ International Speech Contest (Saturday, August 21) @ \$26.00..... \$ _____
 _____ President's Dinner Dance (Saturday, August 21) @ \$65.00..... \$ _____

SECTION B - TOTAL \$ _____

C "One Day" Convention Registration

"One-Day" convention registration allows you to attend general and educational sessions and purchase event ticket(s) that take place the day you are registered. Please check the box for the day you wish to register.

Wednesday/Thursday
(August 18 & 19)

Friday
(August 20)

Saturday
(August 21)

_____ One Person @ \$105.00..... \$ _____
 _____ Spouse/Guest @ \$105.00..... \$ _____

Please indicate the number of event tickets you wish to purchase. *You may purchase only one event ticket for every member/spouse/guest that is purchasing a convention registration.*

Event Tickets:

_____ Interdistrict Speech Contest (Tuesday, August 17) @ \$20.00..... \$ _____
 _____ Overseas Dinner (Tuesday, August 17) (Open only to delegates outside U.S./Canada) @ \$57.00..... \$ _____
 _____ Golden Gavel Luncheon (Thursday, August 19) @ \$48.00..... \$ _____
 _____ Toastmasters & Guests Luncheon (Friday, August 20) @ \$43.00..... \$ _____
 _____ Club Leadership Luncheon (Friday, August 20) @ \$43.00..... \$ _____
 _____ "International Night" Theme Party (Friday, August 20) @ \$63.00..... \$ _____
 _____ International Speech Contest (Saturday, August 21) @ \$26.00..... \$ _____
 _____ President's Dinner Dance (Saturday, August 21) @ \$65.00..... \$ _____

SECTION C - TOTAL \$ _____

D "Golden Gavel Luncheon Only"

Limit two tickets

Purchase tickets and attend the Golden Gavel Luncheon only. To attend general and educational sessions or purchase other event tickets, you must select registration options A, B, or C.

_____ Golden Gavel Luncheon (Thursday, August 19) @ \$70.00..... \$ _____

SECTION D - TOTAL \$ _____

E

“International Speech Contest Only”

Limit two tickets

Purchase tickets and attend the International Speech Contest only. To attend general and educational sessions or purchase other event tickets, you must select registration options A, B, or C.

_____ International Speech Contest (Saturday, August 21) @ \$45.00 \$ _____

SECTION E - TOTAL \$ _____

TOTAL FROM SECTION A \$ _____

TOTAL FROM SECTION B \$ _____

TOTAL FROM SECTION C \$ _____

TOTAL FROM SECTION D \$ _____

TOTAL FROM SECTION E \$ _____

TOTAL AMOUNT DUE \$ _____

World Headquarters will select your seats only for the Golden Gavel Luncheon, “International Night” Theme Party, International Speech Contest and President’s Dinner Dance. All other events are “open seating.” All seat assignments are final and cannot be changed prior to the convention or on site.

Check enclosed for \$ _____ (U.S. dollars) payable to Toastmasters International. Cancellation and refund requests will not be accepted after July 16. Cancellations will not be accepted on site. **NO EXCEPTIONS!**

- I need special services due to a disability. Please contact me before the convention.
- This is my first TI convention.

(PLEASE PRINT) Club No.: _____ District: _____

Name: _____

Spouse/Guest Name: _____

Address: _____ City _____

State/Province _____ Country _____ Zip Code _____

Daytime Telephone () _____ E-mail _____

WHQ Use Only:

T-____GG S/R____SC
T-____FN T-____DD

TM-5

Payment Method (U.S. Funds):

- MasterCard VISA AMEX DISCOVER
- Card Number _____
- Expiration Date _____
- Signature _____

Automatic Seat Selection

World Headquarters will automatically select your seats for the Golden Gavel Luncheon, “International Night”, International Speech Contest and President’s Dinner Dance.

Seating Procedure:

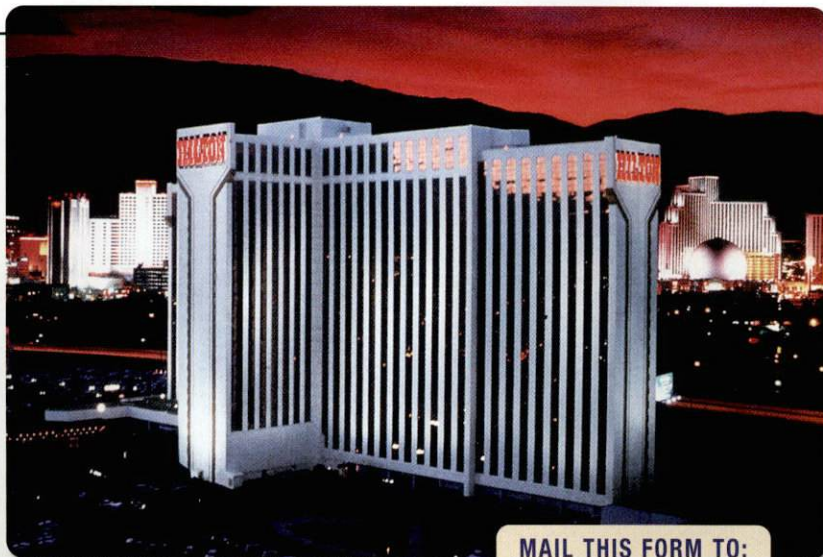
- World Headquarters will assign seat locations in the order it receives convention registration forms.
- Seat assignments will be at the discretion of Toastmasters International.
- Seat assignments are **final** and **cannot** be changed prior to the convention or on-site.
- Toastmasters who wish to sit in a group must mail their registration forms together in the same envelope.
- World Headquarters will make every effort to seat larger groups (registrants purchasing six or more tickets for any single event) at the same table. However, it is possible groups of six or more may be seated at separate tables.
- **Deadline:** Advance registration must reach World Headquarters by July 16. Cancellations and refund requests will not be accepted after July 16. Cancellations will not be accepted on-site – no exceptions!



Reno Hilton

Welcomes...

Toastmasters International's 2004 Convention August 18-21, 2004



MAIL THIS FORM TO:

Reno Hilton

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Reno, Nevada 89595
(800) 648-5080
(775) 789-2000
Fax: (775) 789-2130

Hotel Registration Form

Arrival Date: _____ Departure Date: _____

Number of nights you will stay: _____

Number of people in room: _____

Approx. arrival time: _____

(CHECK-IN 3:00 P.M. - CHECK-OUT 11:00 A.M.)

Method of transportation: Car Air Other

Late departures will be charged a full night's rate plus taxes.

SPECIAL CONFERENCE RATES

STANDARD GUEST ROOM	SUITE
\$99.00 Single/Double	Phone hotel directly if suite is desired. Cost and availability vary.

Please Note: Special conference rates are based on reservations received by July 21, 2004, and room block availability.

After July 21, all subsequent reservations will be subject to availability at the current hotel rack rates.

Please Reserve Accommodations For: *(please print or type)*

Name (Last) _____ (First) _____ (Initial) _____ Company _____

Address _____ City _____ State _____ Zip _____

Phone () _____ Fax () _____ Sharing Room With _____ E-mail _____

Special Requests: King 2 Double Beds Non Smoking Smoking Other (specify) _____

(Note: Every attempt will be made to honor your request, however we cannot guarantee a special request.)

To guarantee your reservation we require first night's deposit or credit card guarantee. Please include 12% hotel tax per night. DO NOT SEND CASH. Make check or money order payable to the **Reno Hilton**.

Credit Card type _____

Credit Card # _____

Check # _____ Amount _____

SIGNATURE

DATE

Don't Be a No-Show

To cancel your reservation call (800) 648-5080 or (775) 789-2000. If you fail to arrive by midnight the day of your scheduled arrival, your room will be released and may not be available. **You must cancel your reservation 48 hours prior to arrival to avoid being charged one night's room and tax.** Fax: (775) 789-2130.

A room confirmation will be mailed to you as soon as possible.

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