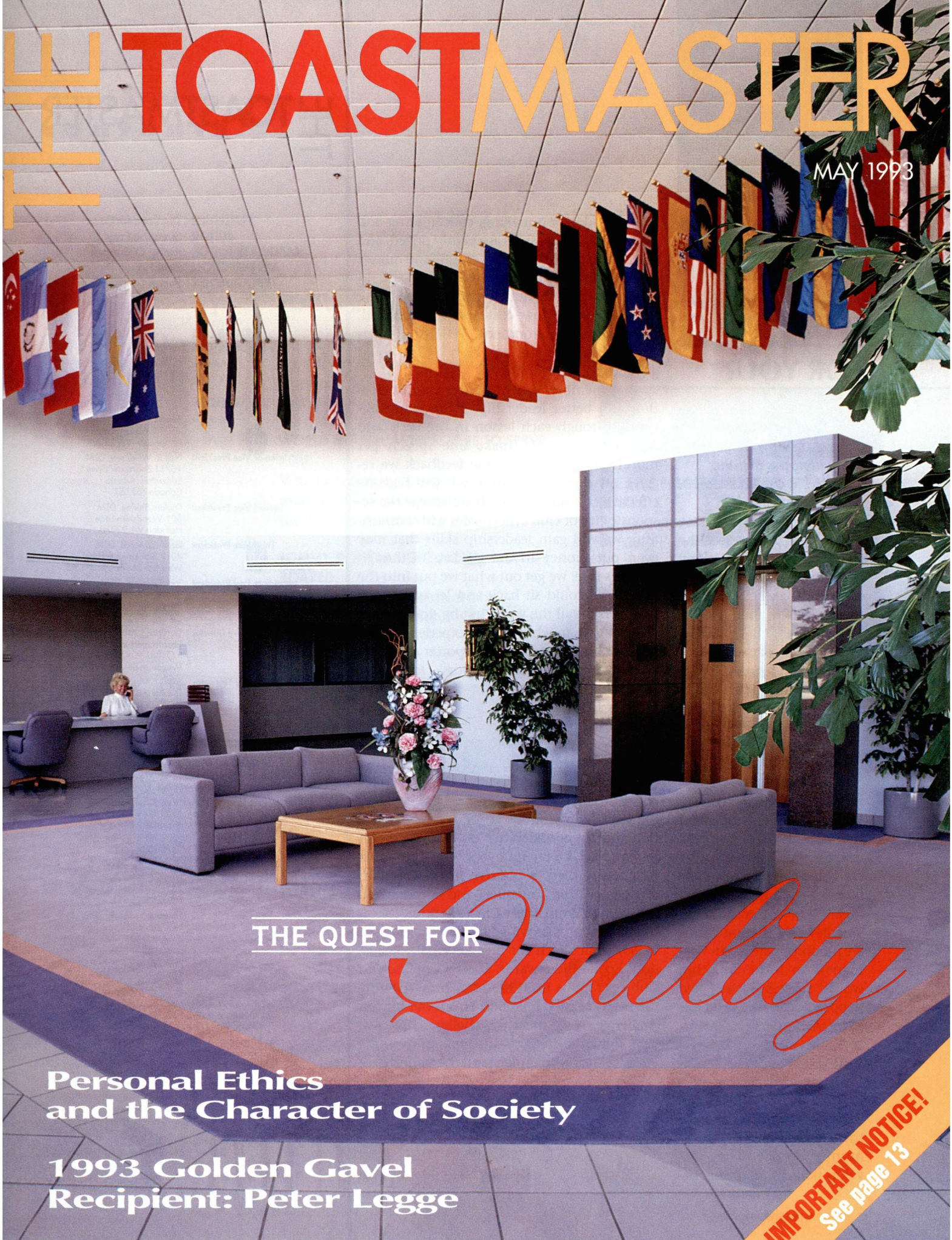


# THE TOASTMASTER

MAY 1993



THE QUEST FOR

# Quality

**Personal Ethics  
and the Character of Society**

**1993 Golden Gavel  
Recipient: Peter Legge**

**IMPORTANT NOTICE!**  
See page 13



## viewpoint

# WHAT'S IN IT FOR YOU?

*"...A person gains  
in proportion to (his or her)  
willingness to learn."*

RALPH SMEDLEY

At a regional training session I attended, the trainer asked, "How many of you listen to the radio station WIIFM?" Not many people raised their hands. They probably didn't know WIIFM is the acronym for "What's in it for me?" Yet, it is an important concept to keep in mind when selling the Toastmasters program. We must always be prepared to answer to WIIFM.

The Toastmasters Communication and Leadership Program provides powerful resources. If used correctly, our members and club officers will gain immeasurable benefits from it. What do I mean by "correctly?" Dr. Smedley said that our gains are proportionate to our willingness to learn. In other words, success doesn't just happen, it takes effort on our parts. As leaders and members, we must understand WIIFM.

Through leadership roles in their clubs, officers develop vital skills that help them in their careers or community service. They develop skills in planning, or-

ganizing, decision-making, coordinating and motivating. These skills are highly prized, and many employers spend a lot of time and money helping their employees develop them. In Toastmasters, individuals can develop these skills at a very low cost and in a relaxed, personalized environment. WIIFM? Besides personal satisfaction, the club officer could gain economic benefits.

As a member, WIIFM? Better communication and better leadership. If we work diligently through each lesson in the Basic and Advanced manuals, make one speech per month and incorporate the feedback we receive on our performance, we will become effective communicators. If we accept the responsibility of club officer roles with enthusiasm, we will gain leadership skills that may even put money in our pockets. Although trite, it's true: we get out what we put into the effort. We could sit back and let other club members do all the work, but by doing so we will not gain much from the experience.

At a press conference, a reporter asked me and two International Directors, "In today's environment of job layoffs, how can Toastmasters help individuals to find jobs?" We replied that individuals who can respond quickly and effectively to spontaneous questions are better prepared and are more likely to be hired. Our speaking program helps members focus on issues and teaches delivery techniques, which promote effective communication and self-confidence. Corporations are always looking for employees who can speak well and project a positive image for their companies. Both members and corporations can benefit from the wide variety of educational programs provided by Toastmasters.

So, what's in it for me? Personal satisfaction. Economic rewards. Social benefits. Our club operations must be focused on meeting the needs of each member. This is our biggest challenge. If we meet the challenge, we will have dynamic clubs that deliver enthusiastic Toastmasters who understand the importance of WIIFM.

  
BENNIE E. BOUGH, DTM  
International President

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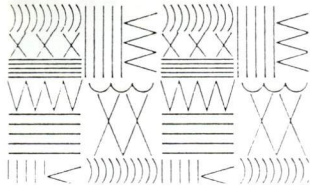
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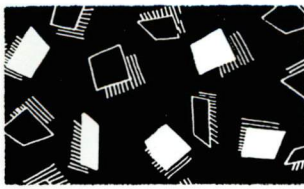
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COVER PHOTO BY SHARI LILLY DRAPER



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## l e t t e r s

### PEACE OF MIND

I used to think I was a good speaker. But as I meet new people through Toastmasters, I realize what a truly great speaker sounds like, looks like and acts like. I have much to learn from my two Toastmasters club memberships and am ready for the challenge.

My only regret is that I did not join five, 10 or 15 years ago when I had the feeling this would make a difference in my life. After all, the mind is a terrible thing to waste. I thank God that my mind is on it's way back from the brink of stagnation. Thank you Toastmasters International!

RANDALL G. WEST  
CITRUS CLUB 7257-47  
ORLANDO, FLORIDA

### DÉJÀ VU RINGS TRUE

I greatly enjoyed "On Monday I'll Get Organized" by Lauren R. Januz and Kim M. Magon in the January issue. However, as I read through the time-management techniques, I had a strong sense of déjà vu. And sure enough, a search through my local bookstore produced the following excerpt:

"Take one day; share it into sections; to each section apportion its task; leave no stray unemployed quarters of an hour, ten minutes, five minutes, include all; do each piece of business in its turn with rigid regularity. The day

will close almost before you are aware it has begun."

This time-management advice was offered by the character Eliza Reed in the novel "Jane Eyre," written by Charlotte Brontë in 1847!

ALESSANDRA KINGSFORD  
SPEAKEASIES CLUB 2992-31  
MAYNARD, MASSACHUSETTS

### WE ARE ALL EQUAL

I read *The Toastmaster* with pleasure every month and think the revamping of the magazine during the past year has been phenomenal! The magazine is packed with articles of interest to everyone, and the changed art work and covers are wonderful, too.

The article titled "Fellow Toastmasters and Honored Guests" (February 1993) prompted me to write. It begins with "Thank you, Madame Toastmaster..." But in my opinion, the title "madame" is not required in this case! Why can't we just say "Thank you, Toastmaster Karen" or "Thank you, Toastmaster John?"

At one time women were not allowed in Toastmasters. Now they are an asset to every club, but should we constantly point out that "you are a madame" and "you are a mister?" We should remain non-distinct in the treatment of all Toastmasters since we are all equal.

KAREN ROTHSTEIN, ATM  
WISCONSIN CLUB 3490-35  
GERMANTOWN, WISCONSIN

### MORE CONCERN ABOUT COMPETITION

I agree with Dr. Bradway's letter about competition in Toastmasters clubs (March). Competition can cause great harm when a new member is pitted against an ATM for the "Best Speaker Award." The ATM *should* always win and this can easily disillusion a new Toastmaster.

Instead of voting for the "best" speaker, club members should vote for the speaker who best meets the objectives of the assigned speech. This gives all speakers an equal chance, regardless of their skill level. With this criteria, speakers will compete *with* speech objectives and their evaluator – not *against* each other.

Cooperative learning is the responsibility of the speech evaluator and master evaluator. An effective evaluator will lift the spirits of a speaker long before the winners are announced.

DENNIS WEST, DTM  
GOOSE RIVER CLUB 5326-20  
MAYVILLE, NORTH DAKOTA

### NEW POINT OF VIEW

In response to Bennie Bough's January "Viewpoint," I was one of those CTMs who put off giving manual speeches for my ATM. Bennie mentioned family and work responsibilities side-tracking us, but I thought I had an even better excuse: I founded the EarthSave Toastmasters, an environmental/health-ori-

ented club, and threw my energy into making it the vital, exciting, prize-winning club it has become.

Meanwhile, my fellow club members noticed that I hadn't done a manual speech in more than a year! Bennie's editorial reminded me that Toastmaster leaders can be more effective if their behavior reflect what they expect of their followers. At a recent club meeting, I gave an educational session and incorporated it into an Advanced Manual Speech that benefited everyone. I'm glad to be back on track. Thank you, Bennie!

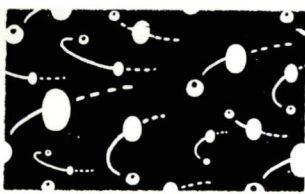
VICKIE HOGAN, CTM  
EARTHSAVE CLUB 8237-21  
VANCOUVER, BRITISH COLUMBIA,  
CANADA

### THANKS FOR THE LAUGHS

Congratulations on your March issue! From cover to cover it was excellent, and I like that you dedicated the entire issue to the importance of humor in communications.

I especially liked John Cadley's article, "Understanding Cross-Gender Misunderstanding." It is the funniest article I have read in *The Toastmaster* and a rare gem for any magazine. I thoroughly enjoyed it and am telling you this to offset some of the cries of "sexism" and "stereotyping" you are sure to receive, since you dare to imply that men and women think and act differently.

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



my turn

---

WOMEN NEED GRACE  
UNDER PRESSURE WHEN  
DEALING WITH GROUCHY  
PLUMBERS, TIRED  
HUSBANDS, RUDE  
WAITRESSES AND HUNGRY  
CHILDREN.

---

Lastly, but perhaps most importantly, Toastmasters can benefit a homemaker by boosting her self-esteem. Many women who are not in the work force suffer from a faltering self-image. In a society where a person's value is often measured by the size of her paycheck, a homemaker can be left feeling unappreciated by others and even by herself. The confidence that Toastmasters elicits can renew her confidence in her ability to communicate with others.

Reaching women at home and sharing the benefits of being a Toastmaster should be a

by Tamra Orr

## Homemakers and Toastmasters: A Perfect Match

■ Some things are just made to go together: Laurel and Hardy, liver and onions, movies and popcorn, homemakers and ... Toastmasters?

Yes, Toastmasters! During the course of any given week, the average homemaker will communicate with her spouse, children, relatives, neighbors and friends, plus school officials, clerks, doctors, repairmen and even a few strangers. And in each interaction, she will want to convey her message clearly and concisely, free of awkward pauses and rambling sentences. Where better to learn these skills than Toastmasters?

Unfortunately, many clubs have very uneven male to female ratios and the women who are present are usually career-oriented pro-

fessionals, not housewives. Yet these women can benefit from Toastmasters as much as anyone!

The various communication skills that Toastmasters teaches can help ensure that all of a woman's daily social interactions go smoothly – from checking the price of grapes at the grocery store to finding out why a teacher gave her son a "C" instead of a "B" on his math test. The grace under pressure Toastmasters teaches is helpful in dealing with grouchy plumbers, tired husbands, rude waitresses and hungry children.

And Toastmasters training can go far beyond simply helping a woman to communicate clearly. The research, preparation and organization skills taught can prepare wives and mothers for the possibility that they may someday decide to re-enter the work force. Women can fine-tune previously acquired skills and keep up-to-date through their interactions and networking with other Toastmasters. Those involved in a home business will find Toastmaster skills especially useful. If a woman works in sales, much of her work will be done by phone – where clear communication is vital.

goal of every member. Start with your mother, aunt, neighbor or friend and work from there. An invitation to a meeting might be coupled with an offer to babysit, carpool or meet early for dinner – anything that will enable her to attend.

The benefits of homemakers' membership in Toastmasters clubs are reciprocal, of course. The new perspectives they'll offer in Table Topics and prepared speeches will be refreshing and their knowledge will add to the growth and development of the entire club.

Toastmasters is not just about advancing in one's career – it's also about enhancing your life by presenting clear, articulate messages and a positive self-image. The many advantages and learning experiences Toastmasters offers should be shared by everyone – in business and at home.

Ham and cheese, Lucy and Ethel, homemakers and Toastmasters! Truly a natural combination. **T**

---

**Tamra Orr** is a freelance writer and former member of Warsaw Club 2632-11 in Warsaw, Indiana.

# SMALL TALK:

# BIG RESULTS

A quick guide to the do's and don'ts of casual conversation.

*The ability to make "small talk" is a crucial element in any social setting, especially in business. In some professions, it's essential.*

*Small talk can build goodwill, inspire confidence, even create sales. Here's a quick guide to the do's and don'ts of small talk. Remember these brief suggestions next time you find yourself in the middle of a casual conversation:*

■ **Use yourself as a conversation starter.** When a business acquaintance asks, "How are you?" respond definitely. "I feel great!" Or: "Terrific...this is the best day I've had all week." Your animated response is almost certain to inspire conversation.

■ **Use distinctive phrases to introduce yourself.** A particular nickname, a slogan that you enjoy, even an unusual spelling of a name, can all help make a quick and immediate impression on an acquaintance. Examples: "The name's 'Jones', but people call me 'bones'." Or: "People on my staff sometimes call me 'tiger'." Experienced sales reps know that distinctive nicknames or phrases can build long-term name recognition and sales. Get a favorite phrase out early in your conversations and others will remember you.

■ **Make and follow a mental list of conversation topics.** What can you speak about in casual conversation? You name it: the computer revolution, the price of eggs, the weather, current events and hundreds of other topics of interest to just about anyone. From reading the newspaper, watching television, engaging in family conversation and simply from living, you know thousands of these topics, facts and figures. They all make for great small talk.

■ **Use atmosphere to spark conversation.** Does the room contain an antique or unusual piece of furniture? An old photograph on the wall? Some noteworthy object or memento? Use these items to spark a conversation. Better yet, if you know that an object reflects the interests or background of your partner, aim to learn something about that person as a result of the conversation.

■ **Prepare stock phrases to describe yourself.** When engaging in small talk, you'll often be asked to speak about yourself – your career, your experiences, your skills, even your childhood. While you won't get into much depth in these conversations, you will want to give enough information about yourself to establish your own credibility and identity. So prepare – and rehearse – a dozen or so key sentences, phrases or anecdotes that describe you in the most easygoing and engaging manner possible.

■ **Use affirmative statements.** "I see," "I understand" or "Is that so?" are examples of statements that reflect your personal interest in the comments of another person. These affirming statements inspire further conversation and let other individuals know you're listening to them. Your body language – nods of the head or hand gestures, for example – help reinforce your verbal statements and the interest you're taking in your conversation partner.

■ **Match the verbal tone of the person you're speaking with.** Individuals can be grouped by interpersonal style. You might run into a deliberative and analytical individual on Monday. On Tuesday, you might meet an expressive, even emotional sort. On Wednesday, you might encounter the classic "people person" who enjoys the life history of everyone he meets. Note the cadence, pitch and tone of the person you're speaking with – and try to match these verbal characteristics as much as possible. You'll enhance communication as a result.

■ **Relax.** Even if you have an ulterior motive in your conversation, it's important that you maintain a relaxed posture. A non-threatening, open body style – characterized by a modest physical distance from the speaker, arms relaxed, head back – helps maintain an easygoing, relaxed atmosphere during casual conversation.


■ **Avoid controversial issues.** Politics, sex, religion and hotly debated current events

by Richard G. Ensman, Jr.

should all be avoided in casual conversation, especially in business relationships. They spell nothing but trouble – whether or not the individual you're speaking with agrees with your position. If you're discussing controversial issues, the only message you'll leave with a business acquaintance is that you're a very aggressive, opinionated sort – not the image you'll want to project just after meeting someone with whom you wish to cultivate a relationship.

■ **Learn to make the transition between small talk and substantive discussion.** Usually, the individual you're speaking with will make the transition. Courtesy demands that you switch from small talk to business discussion when your conversation partner is ready. Be prepared to discuss the important issues at hand – a sale, a business need, whatever –

when your conversation partner signals a willingness to do so. A move toward the desk or a transitional statement (like "Speaking of business, let me share something with you..." or "Anyway, about the purpose of this meeting...") indicates that serious business conversation is about to begin.

Effective small talk skills can help you build bridges with a variety of individuals in private and professional life. Used carefully and wisely, small talk can help you communicate, build support for your ideas and ensure that others remember you long after the sum and substance of your conversation is forgotten. 

**Richard G. Ensman, Jr.**, is a writer living in Rochester, New York.

***"Note the cadence,  
pitch and tone  
of the person  
you're speaking  
with – and try to  
match these verbal  
characteristics."***

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WORLD HEADQUARTERS:

# Here to Ser

■ *At any given moment, a new Toastmaster in Iowa may practice her Icebreaker speech, a club in Canada conducts a speech contest and a Toastmaster in Australia peruses an issue of The Toastmaster magazine for information on how to feel more comfortable answering Table Topics. While these activities may seem unrelated, they have one thing in common: All are possible because of the work done at Toastmasters' World Headquarters.*

The woman in Iowa joined her club after reading about the organization in a local newspaper and writing to World Headquarters for more information. The Canadian club wasn't sure of the rules for conducting a speech contest, so World Headquarters staff provided the necessary information. And the Australian Toastmaster learned how to better handle Table Topics after reading helpful articles in the monthly magazine produced by the World Headquarters Publications Department.

Some Toastmasters, especially those who have served as club, area or district officers, are familiar with the organization's headquarters operations. But many Toastmasters are not. They are the ones who, when it's time to pay semiannual International dues, ask their club treasurer, "Why do I have to pay money to World Headquarters? What does it do for me?"

These are good questions and they should be asked. The need for a World Headquarters is apparent when you look outside of your own club and consider the scope of the organization. As the operational base for Toastmasters International, World Headquarters is the nerve center of a dynamic and growing organization with 180,000 members in 8,000 clubs in 58 countries. To successfully administer the Communication and Leadership Program, ensure that each member has access to all the benefits offered through our training programs – and keep the programs updated to meet the ever changing needs and expectations of an increasing number of clubs and members – requires a full-time, centralized, highly organized and effective support system. That support system is World Headquarters.

In February 1991, the organization celebrated the grand opening of its new headquarters building in the Southern California community of Rancho Santa Margarita. Custom built to suit the organization's needs for years to come, the 47,036 square-foot, single-story building sits on a 3.5-acre lot and has plenty of room for expansion. Since the World Headquarters operations are related primarily to publishing and merchandising, more than half of the building space is taken up by the

warehouse, club and district records, data processing and the printing, production and shipping departments.

To give you an idea of the amount of materials generated and distributed by World Headquarters, consider these figures: Each month its staff mails out approximately 6,000 New Member Kits (300 a day!), 1,100 CTM awards, 3,400 Supply Catalog orders, and thousands of letters, certificates, newsletters and brochures. With only 53 employees, this is no small feat. In fact, despite the increase in membership and services over the past 30 years, World Headquarters has added only 15 people to





# ve You!

From opening the mail to writing manuals, the WHQ staff does it with the member in mind.

its staff: from 36 employees in 1963 to 53 in 1993 . This means there is just one employee for every 3,396 members!

To provide the best possible service, World Headquarters is divided into the Office of the Executive Director and three divisions: District and Club Administration; Finance and Policy Administration; and Marketing. The following brief description of each division and its member departments will acquaint you with your World Headquarters, its staff and functions. Don't hesitate to contact the office handling your particular question: the staff is here to serve you and help maximize your Toastmasters experience.

## THE EXECUTIVE DIRECTOR

Executive Director Terrence McCann oversees the activities of World Headquarters and its staff. His main duties are to carry out the policies of Toastmasters' elected Board of Directors, of which he is a nonvoting member, and to see that the mission of Toastmasters International is achieved through districts and clubs.

Mr. McCann acts as an in-house consultant to the World Headquarters management staff. He works with them in developing new programs, revising existing procedures and generally serving the best interests of the organization and its members.

*The Product Display Room features most of the merchandise offered for sale through the Supply Catalog.*

*Publications Manager Suzanne Frey and Associate Editor Kathy O'Connell review proofs of The Toastmaster magazine.*



*The marble entry to the World Headquarters building lists all the names of Toastmasters' Past International Presidents.*

*The Administration Department maintains all club and district files.*



PHOTOS BY SHARI LILLY DRAPER

**World Headquarters has added only 15 people to its staff in the past 30 years.**

**This means there is just one employee for every 3,396 members!**

**DISTRICT AND CLUB ADMINISTRATION DIVISION**

This division, headed by Division Manager Stan Stills, includes the departments of District Administration and Programming, Education and Club Administration, and Publications and Public Relations.

■ **The District Administration and Programming Department** acts as a liaison between the organization's 71 districts and World Headquarters. Stan Stills and his staff provide district officers with the training and materials they need to successfully lead their districts and provide clubs with service and support. This department also coordinates district officer training at the eight annual Regional Conferences and the International Convention as well as providing officers with monthly District Performance Reports and administrative news published in the *District Newsletter*.

Moreover, the District Administration and Programming Department is in charge of the annual International Convention, including program and event planning and the selection of speakers and convention sites. Mr. Stills also handles the Ralph C. Smedley Memorial Fund and organizational trademark issues.

■ **Education and Club Administration Department**, led by Manager Debbie Horn, creates most of the educational manuals and administrative materials used in the Toastmasters program. This department also processes and issues educational awards (CTMs, ATMs and DTMs); registers all Speechcraft, Youth Leadership and Success/Leadership programs; and administers the Accredited Speaker Program, the Distinguished Club Program and officer training programs. It also is responsible for *TIPS*, a bimonthly newsletter mailed to all club and district officers. Questions relating to speech contests are handled by this department, with Ms. Horn coordinating the annual International Speech Contest.



*The Shipping Department mails out about 300 New Member Kits per day.*

*The Data Processing Department's state-of-the-art computer room features an IBM System 38Computer, here attended by Uriel Villamil.*



*The department managers and the Executive Director meet once a week to discuss work priorities.*



*Neyra Espinoza in the Education Department processes 13,000 CTM applications a year.*

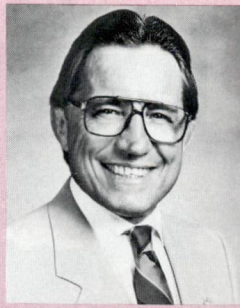
*Sue Campbell fulfills all of the organization's typesetting needs using the Publication Department's MacIntosh-based publishing system.*



Each year, the Education and Club Administration Department's three full-time staff members issue more than:

- 13,000 CTMs; including 1,000 employer letters each month;
- 2,500 ATM, ATM Bronze and ATM Silver awards
- 300 DTMs
- 7,000 Speechcraft and other Success/Leadership programs
- 1,500 Youth Leadership Programs

In addition, the Education and Club Administration Department handles the basic and advanced Communication and Leadership Programs, making sure – through regular reviews and revisions of existing programs, including field testing in Toastmasters clubs – that each manual is up-to-date and continues to serve members' needs. As the World Headquarters liaison to the Board of Directors' Education Committee, Ms. Horn welcomes comments and suggestions from individual Toastmasters about any of the material her department produces.



## OF PRIDE AND PURPOSE

Toastmasters' Executive Director Terrence McCann sums up the need for a World Headquarters this way:

"Beyond the obvious function of our World Headquarters operations as a source of service to members, there is a larger purpose: to make individual members feel proud to be a Toastmaster. No single club acting alone could achieve the prestige and recognition now enjoyed by the organization as a whole.

"Toastmasters International is one of the world's most successful volunteer organizations and has earned acclaim by corporations, government agencies and academic institutions as a viable, yet inexpensive training program. This is evidenced by the fact that 50 percent of all our clubs are in such institutions. Toastmasters International is respected because our program works. It helps people become more effective speakers and communicators, which in turn enables them to grow, prosper and better contribute to the world around them. We are successful because people from all walks of life need the benefits offered through Toastmasters training.

"What makes Toastmasters International unique as an organization is that it doesn't endorse causes and seek to change the world through external means; the change sought by Toastmasters is internal. It is encouraging that in a world filled with uncertainty and turmoil, there are 180,000 Toastmasters in 58 countries who have one common cause: to make themselves better human beings. It is though better communication that misunderstanding is eliminated. Nations will not improve if its citizens do not improve themselves. Toastmasters International needs no other justification for its existence than this: to help make better communication a worldwide reality."

■ **Publications and Public Relations** – Every time *The Toastmaster* magazine arrives at your doorstep, you're receiving one of the products of this department, headed by Manager Suzanne Frey. In addition to the magazine, all other Toastmasters publications, brochures, newsletters and certificates are produced and designed on this department's MacIntosh-based typesetting equipment.

Ms. Frey and her assistant are also responsible for some of Toastmasters' promotional material and handle the organization's



Larry Langton, Manager of the Production Department at World Headquarters, (front row, second from right) was recently honored for his 25 years of dedication and service to Toastmasters International. Here he is surrounded by his family and Executive Director Terrence McCann.

Larry started his career with Toastmasters in February 1968, at age 20, as a receiving clerk in the Production Department. He later was promoted to the positions of bindery clerk and pressman and reached his current position in 1978. Besides being in charge of the printing, binding, receiving and warehouse functions, Larry is responsible for maintenance and security at World Headquarters. He credits his fellow employees – specifically his wife, Nancy (front row, far right) – for his long tenure at Toastmasters International, and to the fact that "this organization provides a service to society."

public relations and publicity efforts, including the Outstanding Speakers Program. This department also conducts the annual Top 10 Club and District Newsletter contests.

### FINANCE AND POLICY ADMINISTRATION DIVISION

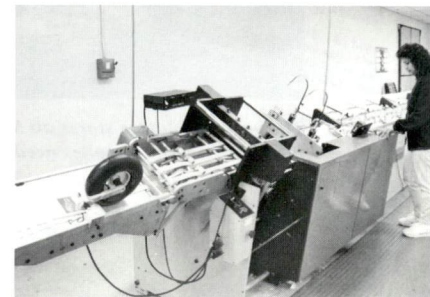
This division, headed by Division Manager Nancy Langton, includes the departments of Administration, Finance, Controller, Data Processing and Production.

■ **Administration Department:** Toastmasters who call or visit World Headquarters experience the courtesy and friendliness of receptionist Phyllis Austin, who also helps prepare Supply Catalog orders for visiting Toastmasters and sends club meeting information to people interested in visiting a Toastmasters club. Besides reception activities, the Administration Department maintains all club and district files and handles proxies. Division Manager Nancy Langton prepares meetings and materials for the Board of Directors, prepares the minutes of each board meeting and assists clubs and districts with constitution and bylaws questions. She also oversees the operation of the Finance Department.

■ **The Finance Department** prepares and processes 8,000 semi-annual reports twice a year; regularly mails financial account statements to all clubs and districts, showing Supply Catalog purchases and other financial transactions by individual Toastmasters and authorized district officers; answers questions regarding club accounts; and handles all items related to finance and accounting.

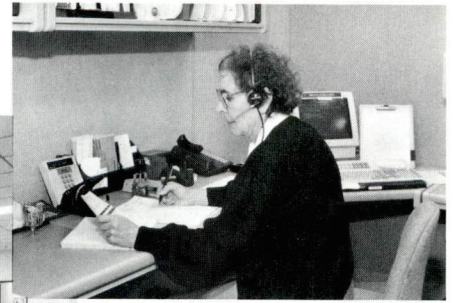
■ **Controller** Frank Chess monitors the organization's \$5 million annual operating budget and is responsible for financial statements and insurance needs. He also serves as Secretary-Treasurer of the organization.

■ **The Data Processing Department**, led by Manager Jim Barber, processes, maintains and stores all member, club and district records on the IBM System 38 computer. This is where member



The bindery department collates and stitches all printed material.

Senior Pressman Jerry Reilly operates one of the Printing Department's three presses.



Senior Order Clerk Connie Kull processes incoming Supply Catalog orders.



The vast warehouse stores all Supply Catalog merchandise and supplies needed for WHQ operations.



The Data Processing staff makes sure all club and member records are kept up to date.

address changes are processed and club and officer records are kept up-to-date. Mr. Barber also is responsible for creating new software programs that help all World Headquarters departments function as efficiently as possible.

■ **The Production Department**, headed by Manager Larry Langton, makes sure that all the materials created in the various departments get printed, bound and ready to ship to members. With the exception of *The Toastmaster* magazine and the basic Communication and Leadership Program manual, all Toastmasters materials are printed in-house on three large printing presses, bound and collated in the bindery and stored in the vast warehouse. This department also handles building maintenance, warehouse operations, inventory control and engraving of all plaques and trophies purchased through the Supply Catalog.

The Production Department is divided into two sections: Printing and Binding, and Receiving and Warehouse operations. The three offset printing presses operate daily, printing more than 1,200 different items and using 65 tons of paper each year. The print shop has its own camera, stripping and plate-making facilities, and the bindery has an automatic collator, stitcher, folder and trimmer.

## MARKETING DIVISION

Division Manager Daniel Rex oversees the two departments in this division: Membership and Club Extension, and Merchandising.

■ **The Membership and Club Extension Department** handles requests for information about forming Toastmasters clubs and processes the chartering of more than 600 new clubs per

year. It issues Club Specialist appointments for clubs suffering from low membership, processes more than 300 new member applications a day, and handles about 1,100 requests per month from prospective members for information about visiting local Toastmasters clubs. Moreover, Mr. Rex and his staff oversee the annual membership building contests, handle suspended and reinstated clubs, and record changes of club names and meeting locations.

■ **The Merchandising Department** handles all of your Supply Catalog orders. It is responsible for selecting merchandise offered for sale and product advertising. Its staff is familiar with the approximately 550 items for sale through the catalog, including books, promotional materials, clothing, cassette programs, certificates and trophies. Within five days of placing an order, the requested materials are packed and mailed by this department's shipping personnel, who make sure every item shipped meets the proper foreign or domestic mailing requirements. Shipping clerks package up to 200 catalog orders and 300 New Member Kits per day; a single shipment may weigh up to 500 pounds.

The next time you pay International dues, look at your Communication and Leadership Program manual, your monthly magazine and all the other programs and materials included with your membership fees. Remember, World Headquarters has but one purpose: to serve you, the member. The staff is always looking for ways to improve service, programs and materials at the least possible cost. Why? So you can develop your communication skills to their fullest – and get more out of life! **T**

## Two States Recognize "Toastmasters Week"

It's official! March 1-7 was dubbed "Toastmasters Week" – at least in California and Nevada. This innovative publicity tool is the brainchild of Alan Whyte, DTM, of Fremont, California, who suggested coordinating a "media blitz" to promote the Toastmasters program. The idea quickly caught on: District 39 Gov. Bob Young, DTM, challenged members to speak with their local government officials – and the effort met with resounding success!

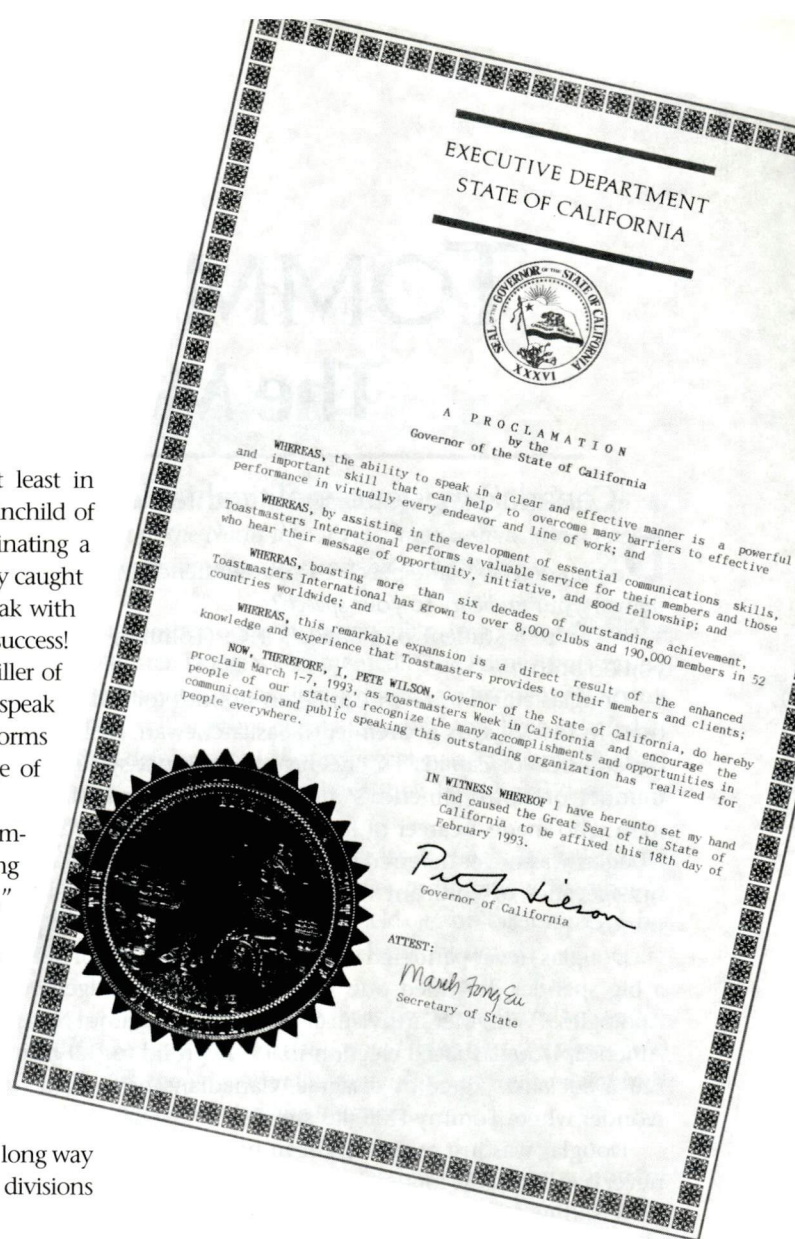
In February, Governors Pete Wilson of California and Robert Miller of Nevada each signed proclamations acknowledging that the ability to speak effectively is a powerful skill, and that Toastmasters International performs a valuable service to its members and those who hear its message of opportunity, initiative and good fellowship.

"I encourage the people of our state to recognize the many accomplishments and opportunities in communication and public speaking this outstanding organization has realized for people everywhere," Gov. Wilson's proclamation stated.

To celebrate this special week, members in District 39 wore their Toastmasters pins to work, sent out public service announcements to local media and planned "open house" club meetings. The activities concluded with a district-wide speech marathon where more than 20 speeches were evaluated and several members completed their manuals.

District 39 Lt. Gov. Marketing Ralph Romo, DTM, said, "It went a long way toward unifying the district by providing members, clubs, areas and divisions with an opportunity to work together on a common goal."

Plans are already underway for next year's "Toastmasters Week" celebration during the first week of March. Be sure to mark your calendar!



## IMPORTANT NOTICE / CORRECTION

In our April issue there was a significant typographical error on page 29 in the article "Your Vote Counts." The Board of Directors voting recommendation on Proposal H was erroneously printed as "vote against," but should have been printed as "vote for." The section should read as follows:

PROPOSAL



***Eliminate nuisance resolutions and other resolutions detrimental to Toastmasters International.***

BOARD OF DIRECTORS RECOMMENDATION:

Vote **FOR** Proposal H

This proposal defines the procedure which the Board of Directors must take if a resolution to change our organization's governing documents is not brought before the delegates at the Annual Business Meeting. Only resolutions which may be damaging/detrimental to the organization, nuisance resolutions or resolutions which violate the law would not be brought forward.

by Tom Laichas

# TOMMY DOUGLAS: The Mouse that Roared

Canada's master of political fable captured voters' attention with imagery and humor.

**D**o you deliver your speech to your audience? Or do you deliver your *audience* to your *speech*?

If you're a student of Canada's T.C. (Tommy) Douglas, you do both.

Douglas was a force in Canadian politics for half a century. In his 18 years as Premier of Saskatchewan, he became the architect of Canada's model health insurance system and founder of North America's most successful third party. A man who made a career of loyalty to unpopular principles, Douglas was never deterred by a skeptical audience. He used his speeches to confront hostility, build trust and change minds.

Douglas never pandered to an audience. Accused of being a big spender, he titled one 1947 speech "Big Budget: No Apologies." With McCarthyism at high tide throughout North America, Douglas faced election in 1952, proud to call himself a Socialist. Agree or disagree, Canadians never had to wonder where Tommy Douglas stood.

Douglas was just as forthright in his use of language. He never had much use for the literary techniques of the century's better known speakers. The parallel construction, historical allusions and alliteration typical of John F. Kennedy and Winston Churchill found no place in most of Douglas' addresses.

While Kennedy and Churchill sought the *ears* of their audiences, Douglas aimed for the *eyes*. It was Douglas' imagery – usually humorous and often biting – which made his speeches successful. Take, for example, Douglas' attack on the Liberal Party in a speech of March 1947. The Liberals, he said,

*[take] what I consider the callous and selfish position: those that can get by should get by... It is every man for himself...*

A speaker of average talent might stop there. Douglas didn't. After a pause, he added that "every man for himself" is

*[what] the elephant said as he was dancing among the chicks. It is very nice... if you happen to be an elephant.*

Elephants and chicks weren't the only animals in Douglas' rhetorical menagerie. He recruited still others for a 1944 campaign address aimed at convincing voters to abandon Liberal and Conservative parties for his Cooperative Commonwealth Federation. Douglas didn't waste any time bash-

ing his opponents. Instead he told his audience the tale of Mouseland:

*Mouseland was a place where all the little mice lived and played, were born and died. And they lived much the same as you and I do.*

*They even had a Parliament. And every four years they had an election... And every time on election day all the little mice used to go to the ballot box and they used to elect a government. A government made up of big, fat, black cats.*

*... All the laws were good laws. For cats. But, oh, they were hard on the mice. And when the mice couldn't put up with it any more, they decided something had to be done about it. So they went en masse to the polls. They voted the black cats out. They put in the white cats.*

*... And when they couldn't take that anymore, they voted the white cats out and put the black ones in again. Then they went back to the white cats. Then to the black cats. They even tried half black cats and half white cats... They even got one government made up of cats with spots on them: they were cats that tried to make noise like a mouse but ate like a cat.*

**"N**ow," Douglas gently chided his audience, "if you think it strange that mice should elect a government made up of cats, you just look at the history of Canada... and maybe you'll see that they weren't any stupider than we are."

Cats and mice, elephants and chicks: Douglas was a master of the political fable. His fondness for storytelling very likely had its origins in his first career, the ministry. At the nadir of the Depression, Douglas was assigned his first pulpit, a Baptist church in Weyburn, Saskatchewan. Moved by Jesus' injunction to help the poor and trained as a University of Chicago student to aid the homeless, Douglas led his congregation in establishing a soup kitchen, an employment office and a counseling center. It was his work with Saskatchewan's poorest and most desperate families that propelled Douglas into politics.

While parables and appeals to conscience worked on the campaign trail, Douglas employed a more caustic style for the rough and tumble of parliamentary debate. Here he prepared meticulously, meeting his opponents' charges point by point, as in this 1961 defense of his Medicare bill:



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THE PRIME MINISTER SAYS  
THE GOVERNMENT HAS MADE  
SOME MISTAKES. THAT MAKES  
IT UNANIMOUS.

— TOMMY DOUGLAS

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*There was one statement made by the Leader of the Opposition about medical care which astonished me. He said, "There's not a shred of evidence to show that any person in the province has been unable to get medical attention."*

*The Canadian Sickness Report, 1951... shows clearly that the lower income groups in the period under study had more illness and more days of disability than did the higher income groups...*

*[In addition], if my honorable friend would take the trouble to turn to page 58 of the Interim Report of the Advisory Committee on Medical Care he would see there a table which shows that in the year 1959, 120,940 persons or families in Saskatchewan had incomes less than \$2,500 per year... It is sheer nonsense therefore to say there is no evidence that people are not able to get the medical attention they require.*

Sarcasm was among Douglas' most effective parliamentary weapons. Heckled during debate in Canada's House of Commons, Douglas brushed aside the Speaker's attempts to quiet the members.

*I do not mind the interruptions, Mr. Speaker. There is an old saying in the North that if you throw a stone into a pack of dogs and one yelps, you have hit something.*

On another occasion, responding to a report from the Prime Minister, Douglas commented: "The Prime Minister says the government has made some mistakes. That makes it unanimous." In still another debate, Douglas, this time irritated at Canadian deference to U.S. foreign policy, acridly remarked that while "in Washington they have their hawks and doves... in Ottawa we have our parrots."

Yet Douglas also could use his wit self-effacingly. In 1961, he resigned as Saskatchewan's Premier to become a Member of Parliament, a position he had held at the beginning of his career. On his first speech to the House, he noted:

*It is just 27 years ago that I was first elected to this chamber. It is 18 years since I left it. I would think that any person who started as a private and wound up as a private could at least say that he was holding his own.*

The 1960s were rough for Douglas. Beset by a host of problems, the Cooperative Commonwealth Federation weakened and then collapsed. Doctors angry over Douglas' Medicare program went on strike in Saskatchewan. Many questioned whether a third party – or Douglas himself – had much of a future.

Douglas rallied from these defeats. By the time of his death in 1986, his legacy was substantial. Legislation that seemed radical when first proposed had become commonplace. The New Democratic Party, founded by Douglas to replace the CCF, was poised for a vigorous challenge to Liberal and Conservative dominance. Finally, Douglas' oratory, rich in ironic parable, combative without being personal, held great promise for any North American politician eager to challenge and win the voters of Mouseland. **1**

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**Tom Laichas** teaches history at the Crossroads School in Santa Monica, California. His profiles of famous speakers appear regularly in this magazine.

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*Note: The author invites readers to suggest famous speakers they'd like to see featured in the magazine. He also would like to thank Toastmasters Norman S. Hart of Sydenham, Ontario, and Robert E. McKane of Victoria, British Columbia, for suggesting this article on Tommy Douglas.*

# THE QUEST FOR

by Thomas Montalbo, DTM

# Quality

A steadfast commitment to quality characterizes the Toastmasters organization. Executive Director Terrence McCann recalls his first club experience in Tulsa, Oklahoma: "There was a passion to continually make it better. The feeling of pride permeated our meetings."

Quality is about passion and pride in our organization and a belief that anything can be made better.

On my desk I have a sign quoting inventor Thomas A. Edison: "There's a way to do it better – find it." I've had that sign on every desk I've worked at throughout my life. It has served as a constant source of inspiration. Edison was right. After all, he made countless experiments in his laboratory while striving to perfect his inventions.

Echoing Edison's philosophy, our founder, Dr. Ralph C. Smedley, wrote: "A Toastmasters club is properly called a laboratory, for it is a place where many experiments are tried, and many operations are tested. A member discovers which methods produce best results, and then he experiments further for the improvement of his use of these methods."

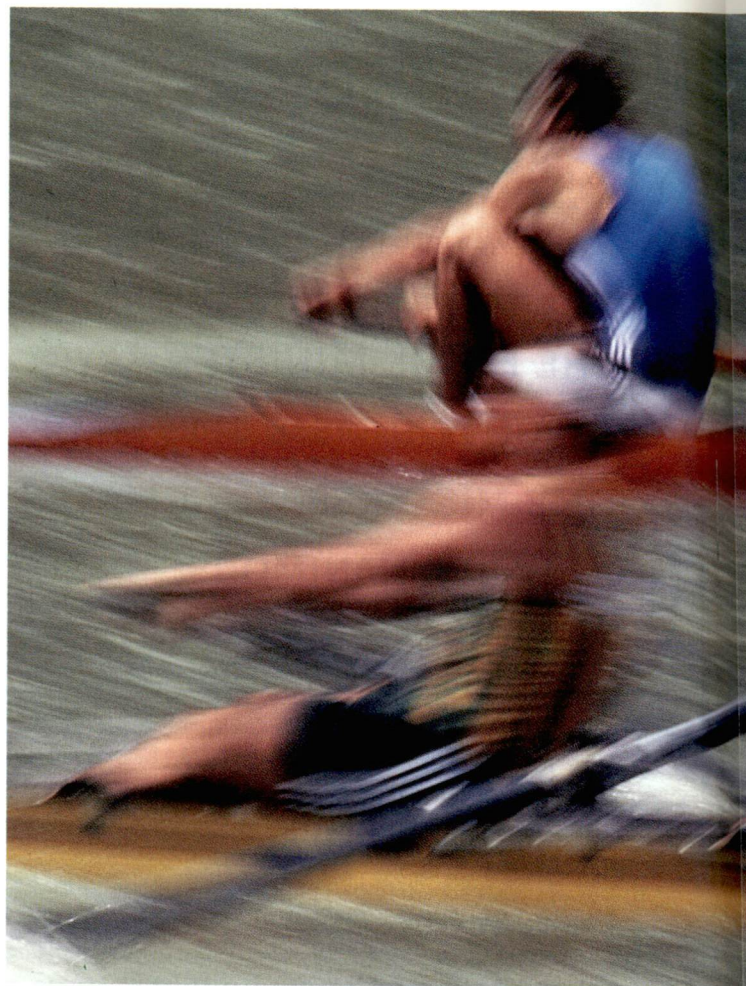
## MORE THAN JUST A BUZZ WORD

Quality is a perpetual program, ingrained in an organization as if it were part of the woodwork. From the beginning of Western civilization, people have used the concept. For example, the great philosopher Aristotle put it this way: "We are what we repeatedly do. Excellence, then, is not an act, but a habit."

Today, however, the word "quality" has become something of a meaningless buzz word worn out in advertising. "Quality Is #1" says an automobile ad. A coffee manufacturer boasts, "100 Years of Quality." Still another ad says, "Quality Plumbing."

The dictionary lists various definitions of quality, but experts on the subject seem to prefer "fitness for use or purpose" and "conformance to requirements or standards." Both definitions fit the mission of a Toastmasters club: "To provide a mutually supportive and positive learning environment in which every member has the opportunity to develop communication and leadership skills, which in turn foster self-confidence and personal growth." Everything we do flows from this mission.

The degree to which Toastmasters benefit from their club experiences measures the quality of their clubs. These benefits must always be present, or members drop out. That's why



Toastmasters clubs must maintain the highest quality, rather than settle for being just "good enough." It's often said that training is a never-ending job. Well, so is maintaining and improving quality.

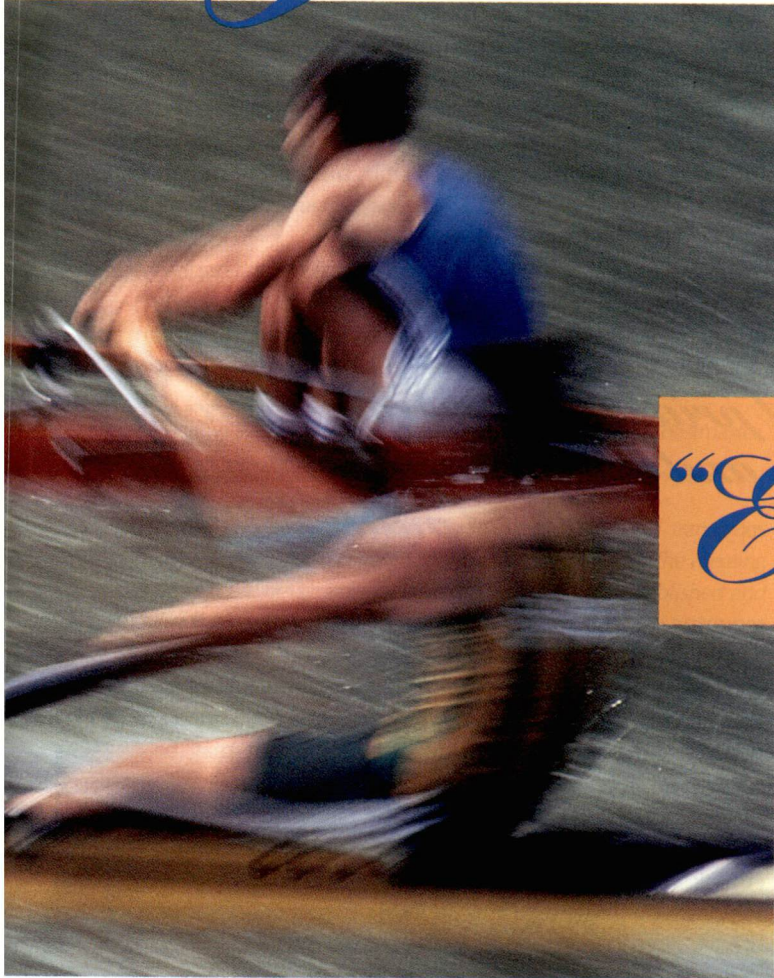
This is because quality is a continuing process, not merely a one-time result. The Toastmasters program is a systematic series of activities through which the organization carries out its mission: To promote learning by doing – and improving by evaluation – in order to develop members' skills. Ours is an educational organization that exists to help members satisfy their needs to learn, grow and achieve by becoming better listeners, thinkers, speakers and leaders.



# Quality

## IN TOASTMASTERS

“Impossible dreams” become real when purpose and teamwork combine.



governing club operations. Then there's the Distinguished Club Program which specifies strategies for planning and directing club activities to achieve members' educational goals and lists recognition points the club can earn for each accomplishment. Also consider the requirements in the Basic and Advanced Communication and Leadership Program manuals for preparing, delivering and evaluating assigned speeches.

Determining what is a quality speech or a quality evaluation depends on the objectives of the speech or evaluation described in the manual project. Preparation and delivery of the speech vary both in format and content from one manual project to the next. That also applies to both the oral and

*“Excellence is not an act, but a habit.”*

ARISTOTLE

written parts of the evaluation. The evaluator gives the speaker his or her reaction to the presentation in accordance with requirements for each speech project.

So if club members perform according to requirements in the basic and advanced manuals, then the speaker has presented a quality speech and the evaluator has given a quality evaluation. As quality expert Philip Crosby puts it, “If a Cadillac conforms to all the requirements of a Cadillac, then it is a quality car.”

Strong clubs become quality clubs by constantly analyzing their performance against the guidelines, requirements and standards provided by Toastmasters International. Weak clubs just mosey along aimlessly, decline into non-quality clubs, and ultimately fail.

### CONFORMANCE TO REQUIREMENTS

Toastmasters International builds quality into its programs by setting up requirements and then determining whether those requirements are met. In his book *Quality Is Free*, Philip B. Crosby wrote: “We must define quality as conformance to requirements if we are to manage it. Requirements must be clearly stated so that they cannot be misunderstood. Measurements are then taken continually to determine conformance to those requirements.”

Toastmasters requirements are detailed in the various documents, manuals and handbooks provided to members. The Club Constitution and Bylaws contains the mission and purposes

### TEAMING UP FOR QUALITY

The difference between a strong club and a weak club can often be traced to the leadership skills and training of the club president. As the highest officer in the club, the president presides at all club and executive committee meetings, appoints all committees and supervises the general functioning of the club. So the president sets the pace and controls the club's destiny. His or her challenge is to motivate members and tie their needs to the club's goals.

"Teamwork" is the process by which Toastmasters clubs become quality clubs. The club president molds the club into a team by expanding responsibility to the entire club and trusting the members to get the job done right for both themselves and the organization.

The club president helps members understand interactions of the various levels of Toastmasters International and how everyone in the hierarchy works toward the common goal of improved quality. This builds a team whose members strengthen themselves by working together for the good of the group.

If someone shirks a job or messes up, others in the club step in to help. Such teamwork engenders a sense of club pride and makes the club greater than the sum of its members.

More specifically, a quality Toastmasters club, inspired by its president, should include the following activities: use of the Communication and Leadership manuals; Success/Leadership Programs; Speechcraft projects; Youth Leadership programs; Speakers Bureau; club newsletters; members serving as mentors/coaches; and inter-club exchange of speakers and evaluators within the area.

### HOW TO PLAY THE GAME

Under the Distinguished Club Program, clubs are awarded numerical points, ribbons and plaques in recognition of their outstanding achievements. Regrettably, evidence shows that some clubs play the "numbers game" by submitting deliberately false information to World Headquarters. Such manipulation of Toastmasters programs is shocking and harmful to the organization's reputation. Inflated educational award applications and "paper" memberships and clubs are not acceptable.

Without diminishing anyone's zest for winning, it's worth noting that fair play doesn't have to be thrown aside in order to capture trophies. Quality performers can be fair to both players and winners. Winning is *not* everything. Doing the best you can is what counts. Ethical behavior comes before winning.

### FRONT PAGE ETHICS

Quality and ethics go hand in hand. They share a common characteristic: the attitude of doing things right. No commitment is more fundamental or important to any organization's survival than ethics. Individual Toastmasters should want to win but only by doing things within both the letter and spirit of our organization's guidelines, requirements and standards.


In recent years, the carefree reaction toward ethics in business and public service has resulted in a number of scandals. To help the rising generation of business people, universities have begun



*Quality is about passion  
and pride in our organization,  
and belief that anything  
can be made better."*

requiring students to take courses in business ethics that provide a good grounding in the values of society.

Many business and professional organizations have a code of ethics committing employees and members to high standards of honesty and integrity. This kind of commitment may be one solution for stopping abusive practices that may discredit our organization. Chester Burger, a leader in the public relations industry, offers this guideline for determining whether a course of action is ethical: "Ask yourself how your action would look if it were reported tomorrow on the front page of the local newspaper." Another piece of advice is to follow the old standby, the Biblical Golden Rule: "Do unto others as you would have them do unto you."

Developing quality clubs requires commitment, dedication and persistent effort. Is it worth it? You bet! The benefits of building quality clubs far outweigh the cost. It's basic to the mission of Toastmasters International that we continually improve the quality of our clubs, thereby offering our ever-increasing numbers of clubs and members the opportunity to benefit from superlative quality programs. 

**Thomas Montalbo, DTM**, is a member of Sparkling Toastmasters Club 3602-47 in St. Petersburg, Florida. He is a frequent contributor to this magazine.



## Keep the Customer Satisfied

■ A successful Toastmasters club is much like a successful business: It knows the member is its customer, and it strives to keep the customer happy with the product it provides.

What is the club's product? It is the club meeting itself. The club meeting is the means by which members develop their communication and leadership skills. Inferior club meetings mean members do not learn what they joined the club to learn. The result is an unhappy customer who decides to find a better product elsewhere.

Your club's product is good if...

- Meetings start and end on time. Meeting management is an integral part of the Toastmasters educational program. Participants are considerate of others; they know that everyone's time is too valuable to waste.
- Participants are prepared. Everyone, including the Toastmaster, Topic Master and speakers, is prepared.
- The meeting flows smoothly. There are no awkward transitions between segments and no gaps or lags in the program. The meeting is fast-paced, never slow or boring. Time limits are established and followed for each meeting segment.
- Scheduled speakers give manual speeches. All members are working in the basic or advanced Communication and Leadership Pro-

gram manuals and present manual speeches. They know that when they give non-manual speeches, they are depriving other members of the opportunity to achieve their goals. And speakers don't give "stoplight" speeches – speeches that are prepared while driving to the meeting.

- Recognition is given when it is earned. Club awards are given only to those who deserve them. Members apply for educational awards only when all requirements have been fulfilled. Success/Leadership programs are conducted and registered according to the guidelines provided by World Headquarters.
- Everyone is involved. All members actively participate in the meeting. Each member is encouraged to improve and to achieve.
- Evaluations are meaningful, not "whitewashed." Every evaluator offers specific suggestions for improvement and also gives positive comments.
- Members are enthusiastic and proud of the club, and it shows.
- Club officers are trained in their roles and fulfill their responsibilities. Officers are dedicated and genuinely concerned about the well-being of the club and its members.

How good is your club's product?

## Are You a Quality Member?

■ The success of a Toastmasters club ultimately depends on the quality of its membership. Quality members are those who have not only made a commitment to self-development, but are committed to the club, its other members, and to the organization as a whole. Quality members help the club grow and thrive.

Are you a quality member? You are if you...

- Attend Club meetings regularly.
- Prepare all of your speeches to the best of your ability, basing them on projects in the Communication and Leadership Program manual or in the Advanced Communication and Leadership Program manuals.

- Willingly prepare for and fulfill meeting assignments.
- Provide fellow members with helpful, constructive evaluations.
- Help the club maintain the positive, friendly environment necessary for all members to learn and grow.
- Willingly serve the club as an officer when called upon to do so.
- Treat fellow club members and guests with respect and courtesy.
- Bring guests to club meetings so they can see the benefits Toastmasters membership offers.
- Adhere to the guidelines and rules for all Toastmasters educational and recognition programs.
- Maintain honest and ethical standards during the conduct of all Toastmasters activities.



## board report

### INTO THE FUTURE: A CALL FOR LEADERSHIP

**I**N DESCRIBING HIS IMPRESSIONS OF THE FIRST HALF of his term as International President, Bennie Bough, DTM, told the Board of Directors in February that his visits to Districts 21, 23, 40, 52, 63 and 68 were "well organized and highly successful." He said, "The dynamic Toastmasters in these Districts displayed tremendous enthusiasm for the organization, the Toastmasters program and for each other."

During his visits throughout the fall of 1992, President Bough traveled 16,000 miles to meet with Toastmasters and promote the organization. His goals were "to convince corporate leaders of the benefits of the Toastmasters program, to promote the Toastmasters program among community leaders and the media, and, most importantly, to meet as many Toastmasters as possible."

He visited two city mayors, 45 corporate and community leaders and gave four speeches to different service clubs. He also met with the Lieutenant Governor of British Columbia, Canada. His visits garnered media publicity as well: In addition to interviews in major newspapers, Bough shared the Toastmasters message during 165 minutes of radio interviews and 40 minutes on television.

Executive Director Terrence McCann informed the Board that the organization continues to grow. "With a membership of 180,000 in 8,000 Clubs, we are one of the world's most successful volunteer organizations." To keep the organization strong "in these fast-changing times" and to effectively meet members' needs into the new century ahead, McCann called for effective and visionary leadership.

The Board will meet again on August 17, during the International Convention in Toronto, Ontario, Canada.



#### BOARD ACTION:

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

- Because of the unprecedented number of resolutions being brought before the delegates, the Board authorized the lease of an electronic tabulating device for use in counting votes at the 1993 Annual Business Meeting.

- Authorized purchase of an IBM System AS/400 Computer to better service members and Clubs.

- Approved the programming needed to enhance the electronic bulletin board available to Districts.

- Granted the Pan-Sea Territorial Council Provisional District status effective July 1, 1993 with the District designation of 51-P.

- Prepared the wording for a proposal to delegates to change the delinquency reference in the Bylaws of Toastmasters International to May 31 for the April through September period and November 30 for the October through March period with a recommendation for adoption.

- Approved a boundary change between Districts 2 and 32 and approved a boundary change in District 74.

- Reviewed ten resolutions submitted by Clubs and prepared the wording with recommendations for six to be brought to the delegates at the 1993 Annual Business Meeting. Four of the resolutions were not brought forward because they were deemed extremely detrimental to the existence of the organization.

- Approved the division of District 25 into two Districts effective July 1, 1994, provided District 25 continues its positive plan to charter new Clubs and to increase members. The newly formed District will be designated District 50.

- Added guidelines to existing policy for Districts considering reformation.

- Amended policy to allow withdrawal of individual, Club, Area, Division, District or International recognition if it appears there were misrepresentations by or on behalf of the entity seeking the award.

■ Adopted a resolution instructing World Headquarters to have wording prepared to amend the governing documents so that a member must be in good standing at both the international level and at the Club level in order to remain affiliated with the organization. This proposal will be presented to the delegates at the 1994 Annual Business Meeting.

■ Clarified the role of International Director as an official representative at District Conferences. Each District in the U.S. and Canada receives one official visit from either the International President or an International Director.

■ Approved one official midyear Regional meeting to be conducted by International Directors for the purpose of offering support to Districts to help them achieve their goals and objectives. Districts may reimburse the Top Three District Officers for their travel to this official meeting from their District funds so long as the funds are available and it is approved by the District Council as part of the budget process. The Board also made the Regional/Overseas Caucuses at the International Convention an official Toastmasters event.

■ Prepared the wording for a proposal to be brought before delegates at the 1993 Annual Business Meeting. The proposal, which the Board Recommends be adopted, clarifies the procedure the Board will follow when reviewing resolutions submitted by Clubs and eliminating those resolutions deemed detrimental to the organization. A three-fourths majority vote of the Board will be required in order to eliminate a resolution. Currently, Board action on matters relating to the Bylaws of Toastmasters International requires a two-thirds vote.

#### THE BOARD ALSO:

■ Reviewed a position paper on Division operations and recommended the paper be distributed to Districts and its content incorporated into appropriate publications.

■ Examined a working model of Toastmasters University and recommended the name "Toastmasters Leadership Institute (TLI)" be used instead of "Toastmasters University." The Board further recommended that after September 1, 1993, the terminology "university" and "college" cease to be used for Toastmasters training programs.

World Headquarters was directed to prepare a brochure for distribution to Districts on how to conduct a Toastmasters Leadership Institute. The Board also approved a policy change to encourage Districts to recognize individuals for completion of training and to clarify that Districts may not create any educational awards, including degrees or diplomas, nor may Districts create awards or programs certifying individuals.

■ Reviewed the Distinguished Division and Distinguished Area Programs and recommended that, at the August 1993 Board of Directors Meeting, the DAP Committee examine the submission of Area Report of Club Visitation forms as a requirement for Select Distinguished Division and Area recognition.

■ Directed the use of a standard agenda for Region Conference Business Meetings to ensure compliance with the Bylaws and policies of Toastmasters International. The Board also recommended that sample District Council Business Meeting Agendas be provided to Districts as examples of how business should be con-

ducted in the fall and in the spring, compliant with Bylaws of Toastmasters International and the District Constitution and Bylaws.

■ Reviewed the District Management Plan and District financial documents and recommended the following be considered at the August 1993 Board of Directors meeting: gradually increasing the funds held at World Headquarters for incoming District administrations; revisions to the District budget, audit and requisition forms; a standardized District Treasurer's report; policies to help Districts maintain control of District funds; and revisions to the District Management Plan.

■ Approved a three-year review cycle for the Distinguished District, Distinguished Division, Distinguished Area and Distinguished Club Programs with the cycle beginning in February 1993. The Board also approved a three-year review cycle for the Speech Contest Rules and Manual, with the cycle beginning in February 1995.

■ Reviewed a proposal to suspend non-paying Clubs at June 30 and December 31 and recommended no change.

■ Reviewed membership and Club retention and made recommendations to World Headquarters. The Board recommended the Club Specialist Program and Phoenix award be modified so only Clubs with nine or fewer members be eligible for the Club Specialist Program and the Phoenix award, effective October 1993.

■ Considered establishing minimum requirements for recognition in the Distinguished Club Program and recommended no action at this time.

■ Reviewed the 1993 Speech Contest Rules and Speech Con-

test Manual and recommended changes which will be incorporated into the 1994 rules and manual.

■ Reviewed project topics for the Advanced Communication and Leadership Program manuals, "Interpersonal Communications" and "Special Occasion Speeches," and recommended changes to World Headquarters. (These manuals will be available in 1994; watch for announcements about availability in *The Toastmaster* magazine.)

■ Reviewed the Area, Division and Club Officer training materials and made recommendations for improvement to World Headquarters.

■ Discussed expanding the Toastmasters program to diverse cultures and recommended World Headquarters change marketing materials to make Clubs and Districts aware of opportunities to extend to diverse cultural groups the Toastmasters International mission to make effective communications a worldwide reality.

■ Reviewed requirements for the Able Toastmaster award and recommended deletion of the requirement to complete a Success/Leadership module, retroactive to January 1, 1993.

■ Reviewed results of the first level judging of the 1993 Accredited Speaker Program. Five speakers were advanced to the next level.



## Toastmasters' 1993

# Golden Gavel

## RECIPIENT

### PETER LEGGE: THE NATURAL

When it comes to public speaking, Canadian publishing executive Peter Legge is a natural. A keen businessman, respected lecturer and best-selling author, Legge's unique speaking style combines wit and humor derived from personal experience with his talent for motivating and inspiring. This style has not only earned Legge an international reputation as a consummate communicator, but Toastmasters International's most prestigious award for excellence in the fields of communication and leadership: The Golden Gavel.

As president and publisher of Canada Wide Magazines Ltd. and author of the motivational best-seller *Soar With the Eagles*, Legge travels five continents to fulfill more than 60 speaking engagements each year. His audiences run the gamut, from Fortune 500 companies to children's charities. But no matter where he speaks, Legge's greatest oratorical gift is his ability to connect almost instantly with his listeners. "When people see me speak, the first thing that comes to mind is how easily I settle in with the audience. I bond with the audience very fast," he says.

Legge's professional philosophy is that people should find something they enjoy so much they would do it out of sheer pleasure. For him, that something is speaking. He is passionate about the art of speech writing and delivery and claims he can get an audience "laughing, thinking and crying all in the same hour."

While Legge's speaking style may seem effortless to his audiences, it is in fact the product of many years of experience. He offers Toastmasters the following guidelines for soaring oratory:

■ **Tell your own stories.** When he first started public speaking, Legge said he "borrowed, begged and stole" stories and anecdotes for his presentations. He now speaks mostly from personal experience. "It works absolutely. You are virtually guaranteed the audience has not heard that story before." Legge says he is amazed at how many lives he's touched just

by telling accounts about raising his children, running his business or overcoming a bout with cancer. By sharing heartache and failure and how to conquer them, he says, you are allowing listeners to relate to you by communicating "if I can do it, you can, too."

■ **Prepare, prepare, prepare.** Whether you're talking to a professional association, a community organization or a handful of colleagues, research is essential to the effectiveness of any speech. Legge often meets with convention organizers or requests annual reports and mission statements from companies to determine what a particular group wants in a speech. Legge points to the success of comedian Jack Benny, who once quipped that he rehearsed his adlibs more than his act.

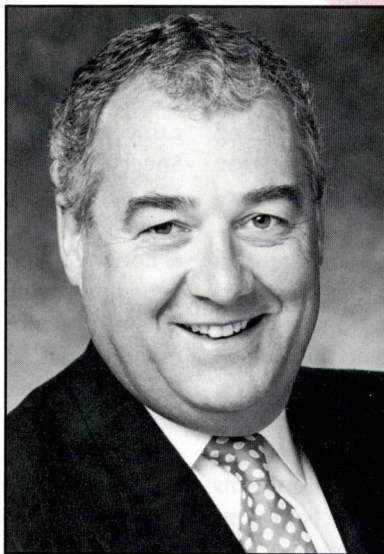
■ **Speak to those furthest from your message content.** By focusing on the listener who would least understand or relate to the concept of your speech, you are able to encompass everyone in the audience. Put more simply, don't talk over people's heads. When you are behind the lectern for 45 minutes to an hour, Legge said you don't want to lose anyone. "There are all kinds of factors you can't control, so if you embrace the whole audience, it's a safeguard," Legge says.

■ **Love speaking so much that you would do it for free.** Legge stresses, however, that this rule does not mean speakers should vol-

unteer their services all the time. Rather, they must be willing to give the same high-caliber presentation whether or not they are paid – simply because they love it.

■ **Deliver each speech as though it were your last.** "Because one day it might be, and maybe that day is today!" Legge said he always strives to give the best presentation possible, depending on the elements and environment (i.e. lighting, sound system, etc.) of a particular engagement.

Come to the Annual Convention in Toronto, Ontario, Canada, and see Peter Legge put these points into practice at the Golden Gavel Luncheon on August 20!





# T O A S T M A S T E R S I N T E R N A T I O N A L

## 62ND ANNUAL CONVENTION

AUGUST 17-21, 1993 ♦ THE REGAL CONSTELLATION, TORONTO, ONTARIO, CANADA

**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 1993-94.)

To attend general sessions on Wednesday, Thursday and Friday, a registration badge will be required. Preregister and order event tickets now! **You must be registered to purchase tickets** to any event except the International Speech Contest. ATTENDANCE AT ALL MEAL EVENTS AND THE SPEECH CONTEST WILL BE BY TICKET ONLY. Advance registrants will receive a receipt by mail. Tickets can be claimed at the registration desk beginning at 10:00 a.m. Tuesday, August 17.

**ALL ADVANCE REGISTRATIONS MUST REACH WORLD HEADQUARTERS BY JULY 9.**

_____ Member Registrations @ \$70.00	\$	
_____ Joint Registration: Husband/Wife (both Toastmasters) @ \$125.00	\$	
_____ Spouse/Guest Registrations (each) @ \$55.00	\$	
_____ <b>Interdistrict Speech Contest</b> (Monday, August 16) @ \$6.00	\$	
<small>(Note: The above event is open to all delegates.)</small>		
_____ Tickets: <b>Toastmasters &amp; Guests Luncheon</b> (Thursday, August 19) @ \$22.00	\$	
_____ Tickets: <b>DTM Luncheon</b> (Thursday, August 19) (Note DTM # _____) @ \$22.00	\$	
_____ Tickets: <b>"Planet Toastmasters" Fun Night</b> (Thursday, August 19, Dinner/Show) @ \$39.00	\$	
_____ Tickets: <b>Golden Gavel Luncheon</b> (Friday, August 20) @ \$25.00	\$	
<small>(Please note: The Golden Gavel Luncheon will be held on Friday, August 20. This is a change from previous convention schedules.)</small>		
_____ Tickets: <b>President's Dinner Dance</b> (Friday, August 20, Dinner, Dancing, Program) @ \$39.00	\$	
_____ Tickets: <b>International Speech Contest</b> (Saturday, August 21) @ \$11.00	\$	
<small>(Please note: Continental breakfast items will be available for purchase before the contest.)</small>		
<b>TOTAL</b>	\$	

Check enclosed for \$ \_\_\_\_\_ (U.S. Dollars) payable to Toastmasters International. **Cancellation reimbursement requests not accepted after July 16. Cancellations not accepted on site.**

(PLEASE PRINT) Club No. \_\_\_\_\_ District \_\_\_\_\_

Name \_\_\_\_\_

Spouse/Guest Name \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_

State/Province \_\_\_\_\_ Country \_\_\_\_\_ Zip Code \_\_\_\_\_

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

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

Mail This Part To: Regal Constellation Hotel, Attn: Reservations-Convention Dept., 900 Dixon Rd., Toronto, Ontario, Canada, M9W 1J7.

### REGAL CONSTELLATION HOTEL ♦ TORONTO, ONTARIO, CANADA

TOASTMASTERS INTERNATIONAL ♦ August 17 - 21, 1993

Arrival Date: _____	Departure Date: _____		1 PERSON	2 PERSONS	
Name: _____			Premium: <input type="checkbox"/> \$97.00	<input type="checkbox"/> \$99.00	1 King or 2 Twins
Address: _____			Standard: <input type="checkbox"/> \$92.00	<input type="checkbox"/> \$97.00	2 Twins
City: _____	Prov./State _____		Economy: <input type="checkbox"/> \$87.00	<input type="checkbox"/> \$92.00	1 Queen
Postal Code/ZIP _____	Phone No.: ( ) _____		Int'l Tower: <input type="checkbox"/> \$82.00	<input type="checkbox"/> \$87.00	1 King or 2 Twins
Credit Card for guarantee: <input type="checkbox"/> VI <input type="checkbox"/> MC <input type="checkbox"/> AX <input type="checkbox"/> ER <input type="checkbox"/> DC			<b>(All rates quoted in Canadian Dollars)</b>		
Credit Card #: _____	Expiry Date: _____		If requested rate is not available, the Hotel will select the next rate category.		

CHECK IN TIME: 4 P.M.      CHECK OUT TIME: NOON

ADDITIONAL CHARGE FOR EXTRA PERSON: \$15.00      ROLLAWAY BEDS: \$15.00

Reservations that are not guaranteed will be held until 6 p.m. on the date of arrival. Should you wish to guarantee this reservation, please send a certified cheque or money order for the first night's stay or you may guarantee your reservation to an acceptable credit card.

If reply card is postmarked after July 19, 1993, group rate and preferred accommodation will be provided subject to availability.

All above rates are net non-commissionable and are subject to prevailing taxes.

The Regal Constellation Hotel is unable to accept direct billing of rooms or incidental accounts unless written arrangements are made prior to arrival.

For Reservations Call: 416-675-1500 or Toll Free in Canada and USA 1-800-268-4838



# PERSONAL ETHICS and the

■ Ours is a time when big moral questions hound us. Abortion, capital punishment, euthanasia, immigration, welfare are all debated by loud voices. More fuel comes from our era's numerous scandals – from the “insider trading” shenanigans on Wall Street to the savings and loan debacle and the U.S. House of Representatives' “Rubergate” check scandal. Keeping tabs on this hectic ethical agenda can't be far behind baseball as a national pastime.

But our well-meaning concern may come with a hidden but huge price.

“We've put so much emphasis on genuine moral dilemmas and the ethical behavior of large institutions like the White House and Congress that we've neglected the moral behavior of individuals, the personal ethical choices we make in our daily lives,” says Clark University philosophy professor Christina Hoff Sommers.

Unquestionably, abortion is an important issue, but a society's moral caliber may well be more immediately shaped by our attention to little things, adds Sommers.

Like what? When the supermarket cashier hands you a \$5 bill instead of the \$1 you should get, do you give back the extra cash?

Or pocket it? What do you do when the waitress tallies the bill wrong and the goof is in your favor? When you feel like a day off, do you call in sick – or tell the boss you want a vacation day?

Aren't these choices trivial? Taken one at a time, none has much significance except to the people directly involved and perhaps not even to them, but add up the millions of such

choices we collectively make daily and “these micro-challenges are crucial in determining the character of a society,” says City University of New York philosophy professor Michael Levin. He elaborates: “How often do you have the opportunity to make a big ethical decision? Maybe the presi-

dent makes them regularly, but for most of us the big issues are distractions. Our decisions are: Do I throw the gum wrapper on the sidewalk? Or wait until I get to a trash barrel?”

Those decisions do more than fill our days, says Levin. “They are tests of our character. Character means: Are you honest? Truthful? Generous? Considerate? And character emerges more clearly from the totality of our little decisions than it does from our position on abortion. When you get the \$5 instead of the \$1 bill you should get, that is a test of exactly how good a person you are.”

It's the Little Things that Count.

by Robert McGarvey





# CHARACTER OF SOCIETY

## FAILING MORAL TESTS

If the ethical tests we face are so simple, why do we sometimes fail them? "Temptation can lead us to put our own interests before those of others – at least we sometimes think that's the way to serve our best interests," says W. Michael Hoffman, director of Bentley College's Center for Business Ethics.

"Personal advantage is the usual reason," University of Kansas philosophy professor Richard DeGeorge elaborates. "In an ideal ethical judgment we try to see the situation and the ramifications from the point of view of all people impacted. However, when we are directly involved in the outcome – when we stand to personally gain or lose – sometimes that provides a strong psychological impetus to do the unethical."

## BEYOND TEMPTATION

But temptation isn't the only reason we fail moral tests – and, again, the root problem may well be our focus on "big" issues to the exclusion of little ones. Sommers explains: "Many of us have begun to think that ethics

means being for or against some social policy. The net effect is to justify moral passivity on the part of the individual."

Put more plainly, when we're occupied with picking the "right" position on complex questions such as how a corporation ought to balance its needs for profits against its

loyalty to a community, we pat ourselves on the back and may call an end to the ethical day – often without first attending to those "little" decisions over which we do have direct and immediate impact. "We transform ourselves into ethical spectators, not participants,"

*"We've put so much emphasis on genuine moral dilemmas and the ethical behavior of large institutions like the White House and Congress that we've neglected the moral behavior of individuals, the personal ethical choices we make in our daily lives."*

says Sommers. "We've been losing track of the role of the individual as an ethical agent."

Then, too, the day's big moral questions do not have easy answers. We debate capital punishment in order to discover answers and both sides can and do muster powerful arguments. Uncertain hesitation is a common and wholly understandable response when facing "big" issues. From there, however, many of us jump to the conclusion that ambiguity is the norm in ethics. Just as we're uncertain

exactly where to stand on euthanasia, say, we drift into equal uncertainty on far more basic issues like stealing or lying.

"From our indecision on the truly difficult issues, we extrapolate to indecision on simple matters," says

Sommers. That's a mistake, she explains, because, with these basic moral issues, there aren't legitimate uncertainties.

"Yes, there are issues where there's controversy – capital punishment is a clear example – but that does not mean we disagree on the majority of moral choices. We don't. There's broad consensus about what is ethical and what isn't," says DeGeorge. "Behind each of us is the history of humankind and that history tells us what works and what doesn't. We call those actions which don't work 'wrong' because they have negative impacts on people and on society as a whole. That's all quite clear to most of us, most of the time."

### NEED FOR OLD FASHIONED MORALITY

"Ninety-five percent of the time we know the right thing to do," adds Lisa Newton, who directs the Applied Ethics Center at Fairfield University. "Yes, your employer may engage in lengthy debate about the morality of selling pesticides banned in the United States to Third World nations where they are legal. That's an ethically gray area and a valid moral question. But that doesn't mean you have moral questions about filling out your expense account. You know it's wrong to pad it. When it comes to plain, old-fashioned morality – telling the truth, paying your debts, not hurting others – we learned all that when we were children."

Or did we get those values? A vivid for-instance to the contrary is provided by a story reported in U.S. News and World Report: "When a New York City student...turned in a purse she had found – complete with \$1,000 in cash – not a single school official would congratulate her on her virtue. As her teacher explained, 'If I come from a position of what is right and wrong, then I am not their counselor.'"

An unusual case? Perhaps, but "as a society we have not been as effective as we might be in transferring moral rules to our children," says DeGeorge. "That is cause for concern."

"Society is failing us," warns University of California philosophy professor David Glidden. "Learning morality is in effect acquiring the right habits in everyday life and, unfortunately, we've been neglecting the formation of those habits. There's widespread ignorance about what constitutes 'the good life.' Ethics come from a Greek word meaning 'habit,'"

*"Ethics is a practical skill and,  
like every other skill,  
you have to use it or lose it.  
When you do use it,  
you develop it further."*

he adds. "Moral habits are not being formed in us or our children."

Good habits, Glidden adds, are crucial because when we have them, "we won't even think of stealing, lying, taking drugs. When habits are ingrained,

there are no choices. We don't do these things simply because we wouldn't."

George Washington University sociologist Amitai Etzioni concurs with these worries. According to him, in a 1960s-inspired rush to toss out perhaps "prescriptive" moralities on bigger issues, "we got rid of a lot of old ideas and institutions that were racist and sexist and should have been eliminated. But we destroyed the good with the bad, like respect for the family and community. We are left with a moral vacuum."

### FILLING THE ETHICAL VACUUM

How can we fill this ethical vacuum? A boisterous re-entry of society into values formation is not necessarily the answer, says Glidden, who indicates: "It probably cannot work that way. If there are going to be changes, they will come from the bottom-up and not vice-versa. Why does *People* magazine put Donald Trump on the cover and not Mother Teresa? Many, many more people will buy the Trump issue.

"When society changes it will happen because the individuals and the families that make up our communities have changed. Moral renewal happens person by person, home by home, block by block. When we as individuals value virtue, honesty and good moral habits – when we respect people who have these traits, not because they drive a fancy car – that's when we will see good character flourishing."

Which brings us back to those "little things" we regularly face: So do you call the waitress' attention to her math flub... hand the \$5 back to the cashier... and down the list of little choices? Or don't you? Of course, there's no easy cure for temptation. ("It's part of being human," says Hoffman.) But a first and huge step in a personal moral renewal is "to take the time to really get in touch with our own values," says Virginia Beach psychologist Dr. Hank Karp, who frequently works with corporations in "values clarification" programs.

"Values," adds Karp, "are like a lighthouse is to a navigator. As long as he can see the lighthouse, even when the night is stormy, the sailor knows he's on course. He gets in trouble when he loses sight of the lighthouse. As people, we get in trouble when we lose sight of our values. In our guts, we know right from

# MORAL REASONING

by Robert McGarvey

wrong, though sometimes, we're not fully, consciously aware of what we know."

"Awareness is the key," says David Schmidt, a corporate ethics consultant who formerly directed Wall Street's Trinity Center for Ethics. "Often people do the wrong thing – even get in big trouble – not because they wanted to be unethical but because they lacked awareness."

Nobody really believes profiting from a clerk's mistake is right. Sometimes we'll play mental games: "Well, the store overcharges and this is how we get even" or, more simply, not "notice" the error. If we get – and stay – conscious of our personal ethics, however, neither is likely to happen, precisely because we absolutely know the right thing to do.

"When in doubt, talk aloud about the choices you're confronting," says Karp. "Somehow, just hearing ourselves say 'It's OK to cheat on an expense report,' makes it so much more difficult to genuinely believe that behavior is justified."

Then, too, the more we do the right thing, the easier it gets: "That's how habits are formed and strengthened," says Glidden. Adds Schmidt: "Ethics is a practical skill and, like society and as individuals we're coming to the realization that something has to be done – we cannot just keep on drifting – and we're doing it."

Glidden agrees: "Yes, there are problems, but ultimately, there's room for optimism. Virtue is its own reward and that, above all else, is why we can be optimistic. People who live virtuous lives live better lives and that's that. How do we build values? Psychology tells us we build them by reinforcing them, by rewarding them. And, these days, we're beginning to do more and more of exactly that." **T**

■ Is our only option to throw up our hands when confronting genuine ethical dilemmas and leave the debate to experts? Or to just say, "I know how I feel," but remain unable to back sentiment with argument?

Hardly, but then again, don't expect easy answers to tough questions such as: Is capital punishment "the right thing?" When does a law enforcement response cross the line from acceptable policing to excessive force? Good people do – and will – differ in their opinions on these and many more issues, but we all can debate them, according to University of Kansas philosophy professor Richard DeGeorge.

"The need for moral reasoning arises precisely when we do not know the right thing to do. Typically we don't ask moral questions until we feel a situation has impinged on us or somebody says we have impinged on them," DeGeorge explains. "Or perhaps the situation is unusual or new to us. In these cases we stop and ask ourselves what we ought to do."

For instance? For decades, we've taken as a matter of right access to advanced medical procedures but lately – with costs sky-rocketing – a debate has begun about if and when economic considerations can justify early cut-off of care. Is early cut-off of life support justifiable? Or immoral?

Another example is provided by bull fighting. For centuries the sport enjoyed substantial acceptance but, in recent years animal rights activists have labeled it cruel. Is it immoral? Aficionados take one point of view; critics voice the other, and both sides can muster cogent supporting arguments. Go to Mexico and is it immoral to watch a bullfight? Is it wrong to watch it on TV?

These kinds of challenges are what triggers the need for moral reasoning: "That's when you begin to explore what you're doing and why in an open-minded search for the 'right thing to do.' You have to ask yourself if your behavior is in fact acceptable," DeGeorge says.

More specifically, says DeGeorge, in moral reasoning we consciously question the norms under which we were raised: "Are they backed by experience? What are the consequences of not obeying them? What are the impacts on others? Are there better alternatives? In practical moral reasoning, we talk the issue out, challenging our own opinions and those of others. We keep exploring until, usually, a conclusion will be reached."

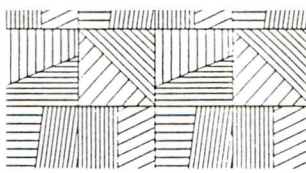
The process can be lengthy. Philosophers and theologians continue to debate some questions that first were raised 2,500 years ago. Do we have to decide them? As individuals, probably not: "One can very well be an ethical person simply following the rules we've accepted since childhood," says DeGeorge.

Still, there is a price to pay in taking this course: Part of mastering moral reasoning is learning how to better communicate our opinions and that increases the likelihood our voice will be heard and counted. "When we don't know what to do, we're stymied. Learning moral reasoning increases our ability to respond to the new questions that arise in our lives. It increases our effectiveness," says DeGeorge.

Understand, too, that while moral reasoning is difficult, encouragement is offered by Aristotle, the fourth century B.C. philosopher whose writings still shape much of today's ethics: "It's hard to be accounted an expert in ethics because every person seems to think they know something about it," he wrote. "In fact, everyone does."

Reprinted with permission from *The Lion* magazine, December 1992/January 1993 issue.

*"Typically we don't ask moral questions until we feel a situation has impinged on us..."*



## idea corner

by Jennifer LaFleur, CTM

# Playing The Toastmasters Game



Doris Gilmore, treasurer of the San Jose Mercury News Club, prepares to spin the wheel.

Club President Joel Kislingbury gives a sparkling performance as master of ceremonies.

Team A roars with excitement after correctly answering a question.

### CLUB FINDS FUN AND GAMES A WINNING COMBINATION

*"For 25 points and a shot at the fabulous dinner for two, do a dramatic recitation of Jack and Jill."*

■ NO, THIS ISN'T A CLIP FROM A TV GAME show. Rather, it is a scene from a Toastmasters meeting where a club member has just been offered a challenge and a chance to win some exciting prizes...

San Jose Mercury News Toastmasters recently held a meeting where a wheel – not a podium – took center stage. A game-show format not only put an unusual spin on the weekly routine, but also turned out to be an entertaining way to publicize the club.

Our program was not modeled after any one game show, but instead drew features from a couple of our favorites. We even topped it off with a Toastmaster twist – a Table Topics question! Two teams, three players on each, competed for a variety of prizes by spinning the wheel and then answering a question. Players could choose from five questions in ten categories: Beatles' Songs, Nursery Rhymes, Junk Food, Shakespeare, Foreign Phrases, TV Theme Songs, Commercials, Movies, Famous Speeches and, of course, Toastmasters Etiquette.

As the Master of Ceremonies, our club president hosted the show and – with help from two lovely Vanna White look-alikes – quizzed the contestants. The team with the most points after 20 minutes qualified for the Table Topics playoff round and the grand prize winner was decided by an audience vote.

A hockey puck, play money, dinner for two at the Mercury News Cafeteria and an attractive tiara to wear back to the office were among the prizes awaiting the winner. As a fun incentive, we even produced a promotional video highlighting the marvelous parting gifts in store for the winner.

All participants were enthusiastic and competitive. And, as a bonus, our club gained new members as a result of their visit to see our Toastmasters game show. For any club looking for a way to put a spin on its routine, the Toastmasters game show is a real winner. **T**

**Jennifer LaFleur, CTM**, is a member of the San Jose Mercury News Club 4707-4 in San Jose, California.

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Lee Iacocca, chairman of Chrysler Corp., credits his career success in large part to communication skills.

When he took command of the near-bankrupt carmaker in the early 1980s, Iacocca had to persuade Congress to loan the company hundreds of millions of dollars. He had to inspire dejected Chrysler employees to work hard and build reliable products. And he had to convince American consumers that "Chrysler was back."

Today, Iacocca is one of the most sought-after public speakers in the country, receiving more than 3,000 speaking invitations each year.

But he wasn't always a captivating speaker. In fact, Iacocca says he was a "terrible" speaker until he took a public speaking course at age 25.

Becoming an effective public speaker takes a great deal of time and practice. But you can become a better speaker by avoiding the most common mistakes of public speaking.

In a recent survey, 34 professional speakers enumerated the biggest mistakes public speakers make. The five most common were:

■ **Not Knowing Your Audience** – Ineffective public speakers don't really know their audience's needs or interests. They fail to educate themselves about the specifics of the audience, such as age, gender, business, problems and challenges.

Smart public speakers often conduct interviews or surveys of their audience before or after each speech.

■ **Being Poorly Prepared** – Ineffective public speakers don't spend enough time researching their subject, preparing presentation materials or rehearsing.

Smart public speakers are always prepared, and it shows. A case in point is the 1960 Kennedy-Nixon debates. Accepting a pre-debate TV rehearsal, Kennedy and his aides practiced for hours – fielding questions from fictitious reporters, standing under the hot lights of the studio, speaking and gesturing at the TV cameras.

Most people watching the historic televised debates saw Kennedy as the winner. Preparation, it pays!

■ **Trying to Cover Too Much Material** – Ineffective public speakers want to tell their

audience everything they know about a subject. This usually bores listeners.

Smart public speakers present their audience with two or three main points. Psychologists say audiences retain very little of what they've heard hours after a speech or presentation.

■ **Failing to Make Eye Contact** – Ineffective public speakers spend too much time looking at their notes and visual aids and not enough time looking at their audience. Such actions create emotional distance, since audiences tend to mistrust public speakers who don't make and maintain eye contact.

Smart public speakers treat a speech or presentation as if it were a conversation with a friend or an acquaintance. They "tune in" to the audience instead of being preoccupied with themselves.

# The 5 Biggest Mistakes Speakers Make... and What to Do About Them

■ **Being Dull** – Ineffective public speakers are often dull because of poor speech delivery or poor speech content.

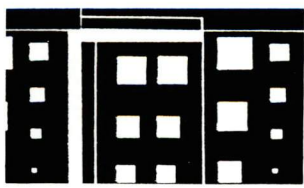
Smart public speakers choose topics they're excited about. They prepare interesting materials; have a strong interest in communicating their message; and let their enthusiasm shine through during each presentation.

Most audiences ask very little of a public speaker. Sadly, many public speakers deliver just that – very little. If you want to keep your next audience on the edge of their seat, know your audience, be prepared, make only two or three points, make lots of eye contact, and be energetic and interesting.

You may not speak as well as Lee Iacocca, but don't despair. There was a time when Lee Iacocca didn't speak like Lee Iacocca. **T**

by Vince Reardon, CTM

Vince Reardon, CTM, is a member of BIA Toastmasters 6398-5 in San Diego, California, and the owner of Vince Reardon Marketing Communications, a public relations and advertising company.



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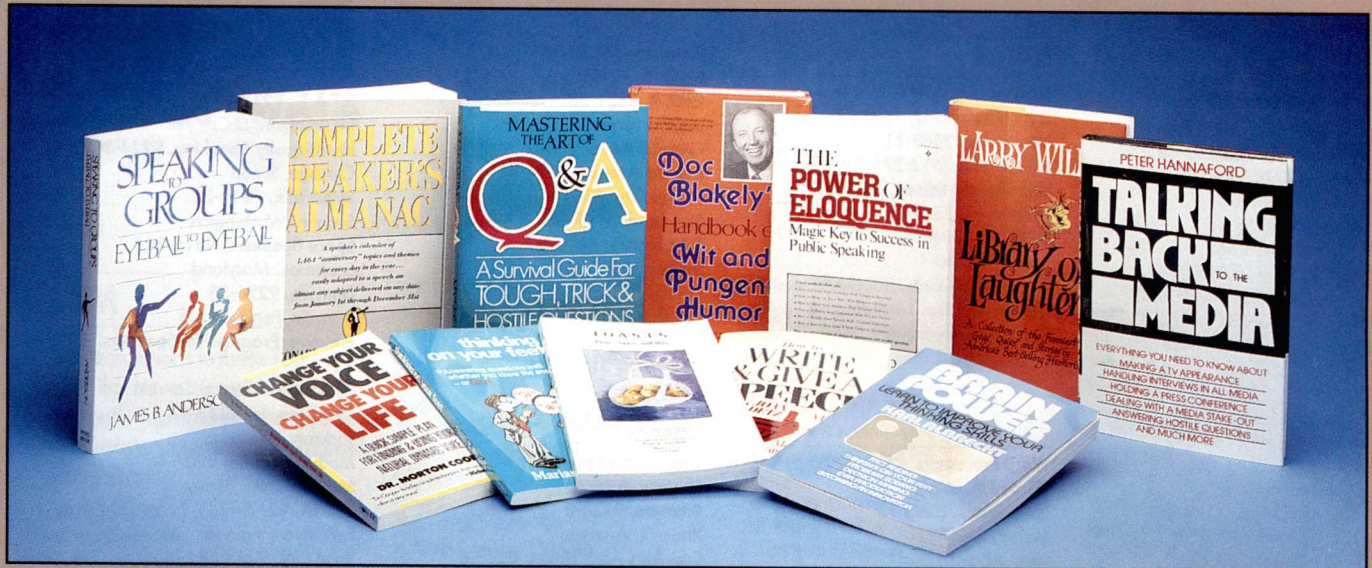
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