

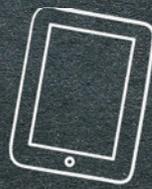
THE MAGAZINE FOR COMMUNICATORS & LEADERS | JULY 2016

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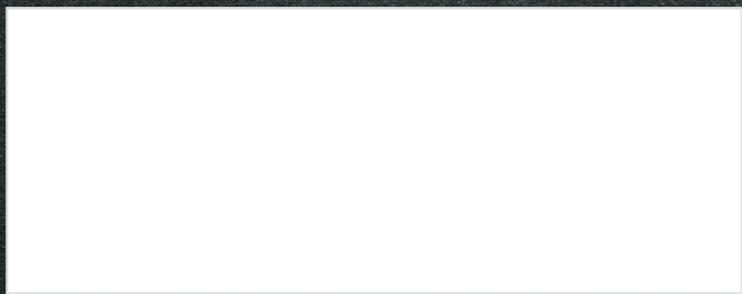
VISIONARY COMMUNICATION



EFFECTIVE COACHING

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Team Collaboration





Face-to-Face Communication

Recently I was reading an article in a local newspaper about a beautiful tourist bureau located in a refurbished, covered bridge here in New Brunswick, Canada. In recent years, tourists kept stopping in to use the restrooms but left without picking up maps or brochures, or without asking the volunteer staff about local attractions. That's because tourists these days plan their itineraries online and then rely on the GPS unit in their car

or phone for directions. The business of tourism has changed. And the beautiful tourist bureau is now available for purchase. I have to wonder if it could have evolved in some way to remain more relevant to travelers.

Business changes quickly these days. I've been asked if Toastmasters is still relevant in our increasingly digital world. Of course we are! More than ever. Toastmasters exists to empower people to become more effective communicators and leaders. And club meetings are the vehicle for letting members practice these vital soft skills.

Toastmasters now allows online clubs, providing an additional opportunity for members to practice communication skills in virtual environments. Every day many of our members participate in teleconferences and video conferences in their professional lives. I've personally participated in Cisco TelePresence video conferences so realistic-looking that people have banged a hand on a wall trying to pass a pen to a virtual counterpart.

Online clubs complement our face-to-face meetings. Our Board of Directors approved the existence of such clubs because Toastmasters has a role in enabling effective communication in online environments. However, I do believe that many new members who are attracted to our online clubs will also see the value of participating in our in-person clubs. Face to face is the essence of human communication, still more personal than online environments.

In his book *Contagious: Why Things Catch On*, Jonah Berger challenges readers to consider what percentage of word-of-mouth communication happens online—through tweets, emails, blog posts, etc.—versus face to face. He indicates that only seven percent of it happens online. We tend to overestimate this dynamic because it's easy to see tweets, emails and posts. It's much harder to measure conversation. But conversation and face to face still dominate.

Toastmasters has made great gains with technology in our very personal business. At Toastmasters World Headquarters, new-member applications, education awards and member payments are all entered online. Members order from online catalogs and rarely from print catalogs. Not long ago that was not the norm.

Toastmasters has adopted many new technologies. Our services and environment must be relevant to the way members live and work. However, our face-to-face club meetings will remain relevant and at the core of the Toastmasters experience for many years to come.

JIM KOKOCKI, DTM
International President

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“I am delighted to see that the REP is truly a program for the future, and I’m awaiting its quick implementation.”

— George Mathai, ACG, ALB
Kochi club
Kochi, India

Learning German

Thank you for the interesting interview with John Stumpf in the January issue. What struck me most was how he began learning German at the age of 60. Being a German native speaker, I know this is a bold endeavor.

But, Toastmasters can help! A group of committed Toastmasters in Hamburg, Germany, started a bilingual German-English club in October 2015—the Hamburg International Speakers. The core idea is that anyone can apply lessons learned in a language class. We don’t force members to speak in a language they are not (yet) comfortable with. In the meantime, they can train their listening comprehension before eventually giving speeches in the language they are learning. The response is positive and we are confident to be able to charter soon.

Should John Stumpf be in Hamburg anytime soon, he is more than welcome to pay us a visit and apply his German skills.

Markus Krause, CC, ALB
HanseRedner Club
Hamburg, Germany

Opportunities for Children

I was pleased to see that opportunities for kids were featured recently (March). I’ve been looking for ways to bring the benefits of Toastmasters to my children. My wife and I, as homeschooling parents,

are always looking for ways to instill interpersonal and leadership skills in them; skills that Toastmasters has developed in me.

Toastmasters is well-positioned to do great things with the next generation of leaders, but my experience has been that its programs for kids appear to be an afterthought. I hope you can expand these offerings, and better facilitate connecting kids with those opportunities in the future.

Rex VanHorn, CC
West-Ward Professionals
Columbus, Ohio

Leading by Example

Kudos to International President Jim Kokocki for completing his *Competent Communication* manual—again. As a Toastmaster for almost eight years, I recently started on my fifth trip through the manual. Like Jim, I find the spark to continually improve my speaking skills by returning to the basics. And just last month, at age 72, I started a new career as a lecturer and workshop leader. Thank you, Toastmasters! And thank you, Jim, for providing leadership by example.

John Steinbach, DTM
V.O.I.C.E.S. of Williamsburg club
Williamsburg, Virginia

Understanding Understatements

In the “Looking at Language” article in the March issue, it is recommended to avoid the expression “that’s not a bad idea” for it means exactly the opposite. Of course it does! It is the very much used, typically British understatement I had to study when I was learning English as a second language.

I think understatements are some of the things that make the English language great, and unique. They are a sign of the subtle sense of British humor, and it would be a pity if they were suppressed from the English language.

Maria Teresa Vago, ACB
Morris Gellman Toastmasters club
Buenos Aires, Argentina

Implementing the REP

Thank you Paul Sterman for that highly enlightening information on the REP (March). Being a Toastmaster since 1990, I used to feel that our education programs were not exactly in line with the needs of the 21st century. I am delighted to see that the REP is truly a program for the future, and I’m awaiting its quick implementation.

George Mathai, ACG, ALB
Kochi club
Kochi, India

Amazing Member

Nick Hoesl is an amazing man and member (Member Profile, April). I should know, having evaluated him probably a hundred times over the years as a fellow club member. For me, it is the sound of his voice that really is fabulous. His inflection, and change in rate and volume, is a skill that Nick has truly mastered. I have learned so much from him. Thank you for this article!

Carole Erb, DTM
West Hills Toastmasters club
Cincinnati, Ohio

Jimmy Thai

Jimmy Thai, your written words came alive in my mind and heart as I read your “Compassionate Leadership” article (April) and followed you from the promise, to the escape, to returning to your promise with a plan, and allowing people to come along with you. I love how you credit Toastmasters for helping you communicate your story. I believe God moves in the hearts of people, and I love what He is doing with you.

Thanks for sharing your story through this global platform.

Greg Wright, ACB, CL
Rock Toastmasters
San Diego, California

DO YOU HAVE SOMETHING TO SAY?

Write it in 200 words or less. State your name, member number and home club, and send it to letters@toastmasters.org. Please note: Letters are subject to editing for length and clarity, and may be published in both the print and electronic editions.

Features



12

COVER

The Possibilities of Pathways

Innovative learning experience offers members an expanded education.

By Paul Sterman

18 MOVING FORWARD BY HONORING THE PAST

The Toastmasters Pathways program reflects Ralph Smedley's vision.

By Sue Stanley



22

22

CLUB EXPERIENCE

Congratulations, Club Officers!

Consider these tips for success in your new role.

By Maureen Zappala, DTM

Articles

20

NEWS FROM TI
DON'T MISS THE 85TH ANNUAL INTERNATIONAL CONVENTION!

A lineup of the speakers and their topics.

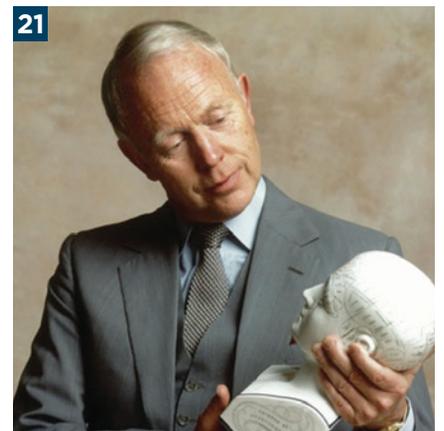


20

21

NEWS FROM TI
MEET TOASTMASTERS' 2016 GOLDEN GAVEL AWARD RECIPIENT: TONY BUZAN

The memory expert and inventor of Mind Mapping will speak at the Toastmasters International Convention in August.



21

Welcome to your new role

Here are some resources and tools to help you succeed as a new club officer:

www.toastmasters.org/Resource-Library

You can also find some valuable e-learning tools in Leadership Central. Just click the Club Officer Tools tab and select Club Officer Roles.

See article on page 22.



WHERE LEADERS ARE MADE



Articles

26

FEATURE

QUEENS OF THE STAGE

Beauty pageant winners around the world credit Toastmasters for their crowns.

By Missy Sheehan

29

PRESENTATION SKILLS

6 WHITE LIES PRESENTERS TELL THEMSELVES

How many of these misperceptions are you guilty of?

By Maurice DeCastro



Columns

2

VIEWPOINT

Face-to-Face Communication

*By Jim Kokocki, DTM
International President*

11

MY TURN

Playing Host to Thousands

By Manoj Vasudevan, ACS, CL

30

FUNNY YOU SHOULD SAY THAT

You Got Me a Card! How... Nice

By John Cadley

Departments

3

MEMBERS' FORUM

6

QUICK TAKES

10

TRAVELING TOASTMASTER

▶ MEMBER MOMENT

Duo Helps Boost Toastmasters in Brazil

BY SHANNON DEWEY



Angelica Godinho and Denise Suyama

Denise Suyama and Angelica Godinho are two spirited Toastmasters who have made it their mission to help grow Toastmasters in Brazil. Suyama and Godinho are members of the Vila Olimpia English Toastmasters in São Paulo. Godinho runs her own consulting business and Suyama helps environmental companies with digital marketing.

Their native language is Portuguese, but they learned English in school, and by traveling and participating in Toastmasters. They hold volunteer positions on Toastmasters International's developing markets team and recently helped organize Brazil's first Toastmasters Leadership Institute (TLI), which provides training for club officers. The TLI was attended by 52 members and guests from several states in Brazil.

Toastmasters in Brazil has continued to expand within the last year, with 11 chartered clubs, one Gavel club and six prospective clubs.

How did you learn about the club in São Paulo?

AG: In 2013 I was enrolled in an e-Distance learning course on public speaking where I interacted with a number of people from different countries. They mentioned Toastmasters a lot, but I was living in Southern Brazil and the closest community club was in São Paulo. I told myself that as soon as I got a client in São Paulo I'd join the Vila Olimpia club.

DS: I saw a post on Facebook by a friend about the club. I wanted to use my English more, and went to my first meeting as a guest. I loved the environment, people and speeches. I became a member in May 2014.

How has Toastmasters helped you grow in your careers?

AG: I used to deliver speeches professionally and also talked to the press; however, I want to speak more at work. I've improved a lot in my communication and leadership skills in general. I'm more

assertive with feedback for my team at work, and the small things we learn in Toastmasters make a difference on the stage, too.

DS: I'm more confident giving speeches in English and even speaking English in normal conversation. As a volunteer on the developing markets team, I can improve on my professional leadership skills, like managing a team of people from around the world and working within many different cultures.

Tell us about your club.

AG: Since Vila Olimpia is an English-speaking club, everyone has at least an intermediate level of proficiency in English. In Brazil we don't have many opportunities to practice it, since most people speak Portuguese. We don't find English speakers in ordinary places like supermarkets or even when taking a cab! In our club we get several visitors who travel all over the world and it gives us an opportunity to interact with people of different cultures.

What are your responsibilities as volunteers on the developing markets team?

AG: As the team's events lead for Toastmasters in Brazil, my main focus was the TLI in January. I also make sure all the volunteers are committed, and I distribute tasks and ensure we are keeping Toastmasters' high standards.

DS: As a public relations lead, I post all the events, articles and new information about clubs on our club website. I also share what's going on in Brazil on our Facebook page, with articles related to public speaking and leadership, as well as advertise our events. I contact local media to bring more attention to Toastmasters in Brazil and brand management. I have a team that helps me a lot with these tasks.

What are you doing to help grow Toastmasters in Brazil?

AG: I've been contributing by using my professional experience in marketing. I have a huge network in Brazil and abroad, so I've spread the word about Toastmasters among my acquaintances, friends, family and colleagues through Facebook as well as LinkedIn, where I have more than 5,000 connections.

DS: We are helping other clubs to charter. To be successful, we need to stay close to the club officers and members to engage them. In Brazil it's really common to have a WhatsApp group (a cross-platform method of communication) to talk to people. For the TLI, we created a group for all the vice presidents public relations and we are sharing best practices and advice with everybody.

Additional members who helped with the TLI: Shelby Hutchings, Claudio Watanabe, Marina Lima, Ana Rezende, Bill McCrossen and Susan Hawkins.

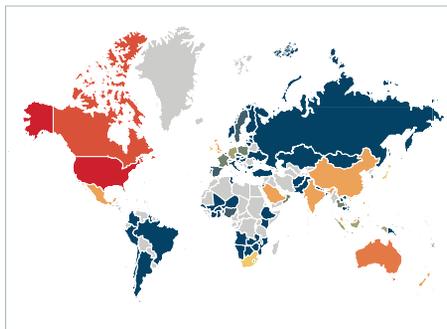
▶ SNAPSHOT

Ten Toastmasters left the comfort of their homes in Hong Kong to make camp in the Errera Channel on Danco Island, Antarctica. They all hail from different clubs in District 89 and had unanimously decided the vacation destination. After the 18-day Antarctica tour, some members stayed behind to tour South America for two months, even visiting the only English-speaking Toastmasters club in Argentina. The four members pictured had just shoveled snow to make a bed for the night despite frigid temperatures. Pictured from left to right: Karen Chow of Victoria Toastmasters, Manfred Leung of Wayfoong Toastmasters, Susan Lau of Mandarin Toastmasters Club of Hong Kong and Esther Lee from Hong Kong Achievers club.



▶ DID YOU KNOW?

Fun Facts About the International Convention



Attendees come from more than 70 countries.

More to Know:



Events are recorded and can be watched by live stream. Those who are unable to attend often organize club “viewing parties” to capture the convention excitement locally with their club.



Toastmasters like to dance! Every year, the dance floor gets bigger to accommodate everyone who wants to move to the music at the President’s Inauguration Celebration, pictured above.



Many members make the convention their annual vacation and look forward to creating memorable moments with friends around the world.



For the last 25 years, Past International President Ted Corcoran, DTM, has been running an “underground” old-fashioned sing-a-long. For some, this is one of the highlights of the week. For the first time, this year the sing-a-long is an official convention event!



Each year, World Headquarters gets requests from members who want to propose or marry at the convention.

QUICK TAKES

▶ MEET MY MENTOR

Steve Hawrys, CC, CL

BY MARY NESFIELD



FROM LEFT: Steve Hawrys, CC, CL, Muyang (Mike) Zhong, CC, ALB

Muyang (Mike) Zhong, CC, ALB, moved from China to Canada to study for a master's degree in physics at the University of Victoria, British Columbia. His native language is Sichuanese Mandarin, and a friend suggested he join Toastmasters to practice English and develop humor and storytelling skills. He joined the NiteShifters club in Victoria and Steve Hawrys was assigned to mentor him.

The two have much in common. Steve encouraged Mike to try new things, including different club roles. Mike served as the 2015–2016 club president. Steve took his own advice and went to Costa Rica for three months to teach English. After returning, Steve pre-

sented his speech “The Best Decision I Ever Made,” which highlighted his decision to pursue a master's degree and served as an example of how mentoring is good for the mentor as well as the mentee.

How did it feel to have a mentor?

I immediately liked Steve because of his approachable, understanding, non-judgmental and helpful nature. His passion for life once led him to do 1,000 pushups in one day!

What was it like for you to adapt to a new country?

It was tough. I often felt lonely and had no one to talk to. Steve started inviting me to go hiking, climbing, golfing and many other things outside the club's meeting time. I now feel included and part of the Toastmasters family. This makes my experiences in Canada really positive.

How is it going now that you've had the chance to practice speaking in the club?

My speaking skills have improved immensely because of the enormous support I get when developing and delivering a speech. Now I have no problem articulating evaluations and I am beginning to see my potential as a public speaker. I hope to find work in Canada so that I can apply all the skills I am developing to help other people grow.

NOMINATE YOUR MARVELOUS MENTOR!

Do you know an exceptional mentor who has positively influenced you? Send a 200-word description and photo (1 MB or larger) of you and your mentor to MentorMoment@toastmasters.org.

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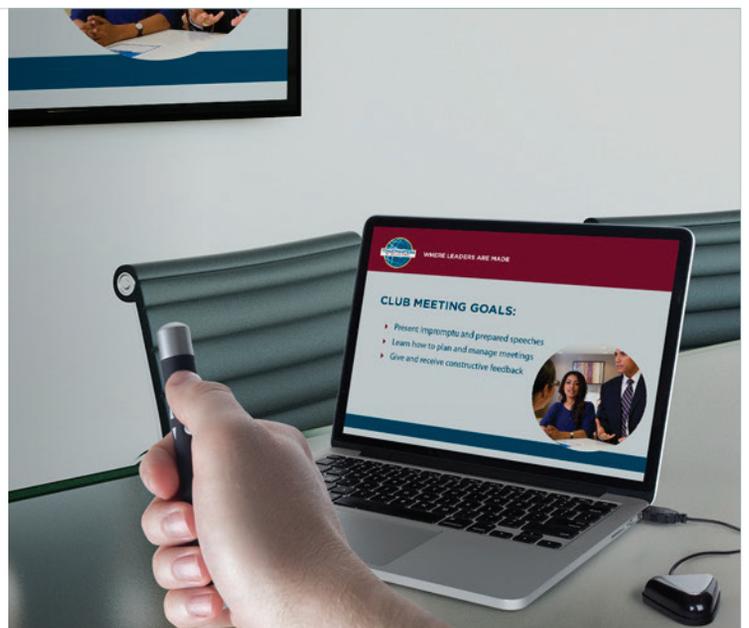
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► SPEECH SURVIVAL TIP

The Do's and Don'ts of Using Quotes

BY JOHN ZIMMER, ACB, ALB

Regular readers of my blog know that I am a big fan of quotes. I have a running series of them, and, as of this writing, I have used more than 230 in total. From the words of Mark Twain (the first quote in the series) to those of Marcus Aurelius, from Bruce Lee to Eleanor Roosevelt, from Nelson Mandela to Anais Nin, I have collected quotes for public speakers that span centuries and nations.

A quote can be a powerful addition to a speech or presentation. A relevant, well-timed quote can be memorable and meaningful. I will gladly use one that supports my message. If you are going to use quotes, do so in the right way. Here are some things to keep in mind.

1. **Don't overdo it.** The more quotes you add to a speech, the more diluted each quote is. For most speeches, one or two quotes is plenty.
2. **Always attribute your quotes** to the source (the person who originally said it).
3. **Make sure the quote is correct.**
4. **Make sure the source is correct.**

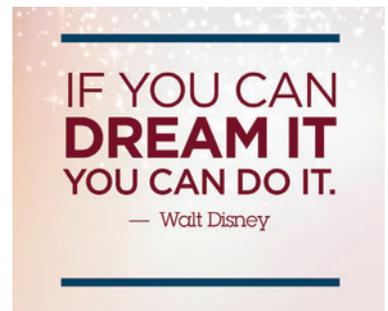
Now, you might think that those last two points would be obvious, but as John Oliver, host of the cable TV program *Last Week Tonight* points out, speakers misattribute quotes more often than you might think.

If you quote someone, get the quote and the source right. Before I post a quote, I search different sites on the internet to make sure they all say the same thing, both in terms of how the quote is worded and who said it. And often they don't. The internet is chockablock with errors, so, depending on the quote, you might need to check several resources to be sure.

Two that I find helpful are **The Quotations Page** and **Quote Investigator**. The former is an excellent starting point for finding accurate quotes. The latter investigates specific quotations to find their source and is particularly useful when a quote is attributed to two or more people.

Quotes are great. They pack a lot of wisdom into a few words and they can make a big impact in a speech. Just be sure to use them properly. And you can quote me on that.

JOHN ZIMMER, ACB, ALB, is a member of the International Geneva Toastmasters club in Switzerland. He is an international speaker, trainer and lawyer, as well as a seven-time champion of Toastmasters district speech contests. John writes the public speaking blog www.mannerofspeaking.org.



► LOOKING AT LANGUAGE

Add Zip by Zapping

CLICHÉS



When you hear a speaker use too many well-worn phrases, do you find yourself wondering, *Have I heard this speech before?* Yet, when composing your own speeches, do you lean too often on similar crutches?

Your listeners may nod in recognition of a familiar cliché. More likely, though, they may simply nod off.

Clichés so pervade our language that they can be hard to avoid. And their sporadic presence in a speech, especially when given an unexpected twist, isn't the concern. But their overuse can detract from your message and keep it from sounding fresh, concrete and memorable.

How can you combat cliché-itis? Take a break from your speech draft, then reread it carefully and pause to think about what each phrase actually means. Try recording the draft, or practice it on someone, and stale expressions may jump out in a way they didn't in print.

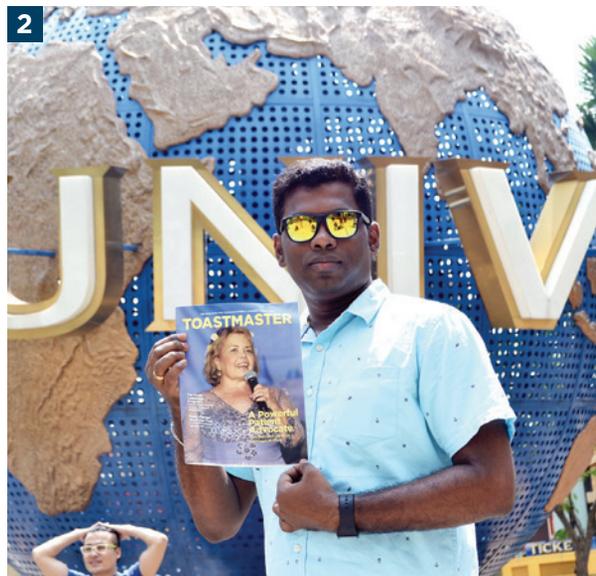
A thesaurus can stimulate brainstorming and help you find suitable, sensible alternatives. For example, instead of describing an outcome as “par for the course,” you could note that it’s “typical,” “unsurprising” or “inevitable,” or perhaps just imply as much in a less direct fashion.

Often a cliché can be pared down while conveying the same meaning. “Never in my wildest dreams,” for instance, is readily pruned to an unfussy “never.” In other cases, a cliché may be filler that you can simply expunge. Example: “It goes without saying”—so why say it?

Sometimes, apprehension about public speaking sends your mind into cliché mode. Imagine instead that you're conveying the same content informally to a family member or friend; how would you phrase your thoughts in that setting?

Staying extra conscious of your word choices goes a long way toward keeping clichés in check.

TRAVELING TOASTMASTER



1 | **MATTHEW LEE, CC, ALB, FROM HONG KONG SAR, CHINA**, stops halfway into the Cu Chi tunnels, Ho Chi Minh City (Saigon), Vietnam.

2 | **RAMAN GURUNTHALINGAM NIRMAL, ACB, FROM SINGAPORE**, at Universal Studios Singapore.

3 | **RUWANI WIMALASENA, ACG, ALB, FROM SRI LANKA**, visits the Taj Mahal in Agra, India.

4 | **FRANCE CASTONGUAY, FROM MONTREAL, CANADA**, poses with penguins in South Georgia Island, UK, near the Antarctic Peninsula.

 **View more photos on** Toastmasters International Official Fan Page on Facebook.

 **PICTURE YOURSELF HERE!** Pose with the *Toastmaster* magazine during your travels and submit your photos for a chance to be featured in an upcoming issue. Visit www.toastmasters.org/Submissions. Bon voyage!

Playing Host to Thousands

How I emceed the Singapore Expo and introduced the Prime Minister of India.

BY MANOJ VASUDEVAN, ACS, CL

Last November marked the 50th anniversary of the India-Singapore bilateral relationship. A special event, “Singapore Welcomes Modi,” was being organized to celebrate Indian Prime Minister Narendra Modi’s visit to Singapore. Some 20,000 people were expected to attend, and the event would be viewed by thousands more via live telecast and livestreaming.

This was the first time in Singapore’s history that an event on this scale was organized to recognize a foreign leader’s visit. Participants would include Indian expatriates living in Singapore as well as leaders from both countries within the political, business, diplomatic and bureaucratic communities.

I was surprised when I got the call to audition for the role of event emcee. The selection process was elaborate—a committee reviewed the profiles, watched sample videos and auditioned the candidates. The committee liked my profile and videos so much that they selected me without an audition. The recorded contest speech I submitted had been well-received; I’m sure having won



Manoj Vasudevan

Throughout the event I spoke some colloquial lines to keep the energy up. I asked *How are you?* and said *I hope you are having a good time* in various languages including Marathi, Gujarati, Tamil, Telugu, Assamese, Bengali, Punjabi, Hindi, Malayalam and Kannada. Some of the lines I recited to introduce the event’s programs were in Sanskrit and Hindi. Apart from these, most of the time I spoke in English.

The audience was not expecting such a variety of languages. I had asked them to cheer when they heard the name of their state or language. At one

point I asked them to cheer for everyone! That was the highest point of energy, when 20,000-plus people cheered for each other! I had energized the crowd, and many still remember it.

So keep improving your speaking skills and stay ready to take the stage. In the words of my mentor Ng Cher Khim, DTM, “When put in command, take charge.”

During my early days in Toastmasters, Khim suggested I volunteer as Toastmaster of the Day as often as possible. He explained the value of being in charge when events change. “It prepares you how best to handle unforeseen circumstances in speaking. It helps you to think on your feet, engage audiences, energize them and entertain them. You will learn how to be spontaneous.”

Eventually, I ran workshops on how to emcee and taught a program to enhance the professional competencies of hosts for all kinds of events. I began looking for similar opportunities outside of my club. The more I offered to host an event, the more opportunities started coming. The more I taught, the more I learned. The more I spoke, the better I got, all while delivering impromptu and contest speeches and being Toastmaster of the Day.

As veteran Toastmaster Ernest Chen, DTM, of the Toastmasters Club of Singapore, says, “The host is not the star of the show.” Being humble and flexible—yet assertive—is the key. ■

The more I taught, the more I learned. The more I spoke, the better I got.

third place in the 2015 Toastmasters World Championship of Public Speaking helped. Being selected was both humbling and challenging.

I now had two days to prepare.

Hosting the event for Prime Minister Modi was a huge responsibility and extremely challenging given the tight time schedule. I worked with the various teams to understand the security arrangements and learned about emergency procedures and security clearances. A series of cultural programs had been planned, and I had to convey the information about each one to the attendees.

One of the keys to being a successful host is flexibility, and I was put to the test when the organizers canceled the standard video montage introducing the Prime Minister. Instead I was asked to do a verbal introduction. I had to speak impromptu as I invited the Prime Minister to the stage. The spontaneous lines I used were the most risky of all. They worked, and in the end, the organizers profusely expressed their thanks.

MANOJ VASUDEVAN, ACS, CL, is a member of the Toastmasters Club of Singapore. In 2015, at the International Convention, he finished in third place for his speech, “We Can Fix It.” He is CEO of Thought Expressions (www.ThoughtExpressions.com).

Editor’s Note: Manoj Vasudevan will speak at the 2016 International Convention at 10:15 a.m. on Thursday, August 18, on the subject “Are you ready to lead? Leadership lessons from the Mousetrap.”



The Possibilities of PATHWAYS

Toastmasters' innovative new learning experience offers an expanded education.

BY PAUL STERMAN

In 2010, the Toastmasters Board of Directors crafted a five-year strategic plan that laid out the goals and objectives for the organization over the next five years. The plan's centerpiece? A call to revitalize the Toastmasters education program.

Much of the communication track hadn't been updated since the 1970s, and leadership became a separate track in 2005. The Board stressed the need to modernize the communication track and to renew the focus on leadership learning in the leadership track.

That original vision marked the beginning of a hugely ambitious effort to enhance the education program. Scheduled to roll out next year, the program will offer members more opportunities to learn and grow, highlighted by greater access to educational materials, expanded tools and resources, and a customized learning experience designed to help individuals meet personal and professional goals.

Currently, the project is referred to as the revitalized education program. The actual name of the new program will be **Toastmasters Pathways** learning experience, reflecting a journey of possibilities and progress.

"Our organization is all about helping people fulfill their potential, and Pathways embodies that concept," says Toastmasters International President Jim Kokocki. "This is such a dynamic program for members: You'll have the opportunity to develop more skills than ever before—skills that will help you succeed inside and outside of Toastmasters."

Keeping the Key Concepts

Pathways is *not* a departure from the current education program. It maintains Toastmasters' guiding principles and educational concepts. Club meetings will still be at the heart of the Toastmasters experience. The new program builds on the best of what we have now. It takes the education program to the next level, but at its foundation, Pathways is anchored in the vision of Toastmasters' founder Ralph C. Smedley. (Read more about this in Sue Stanley's article on page 18.)

The educational content has been built and developed meticulously, grounded in the most current, effective principles of instructional design. In addition, the content has been thoroughly vetted by members, who have praised it as innovative, engaging and relevant to members' needs today.

The positive response can be traced to the countless hours of hard work, and teamwork, that spurred the revitalization process. The end result isn't just the handiwork of Toastmasters' education development team at Toastmasters' World Headquarters: Creating the new program has required a tremendous collaborative effort among the Board of Directors, the education team—and other departments—at World Headquarters, vendors and experts, and thousands of members.

Members were asked to play a vital role in the process. Early on, more than 270 members were chosen to be Learning Masters, a group that offered valuable feedback to the Pathways team on the educational content and learning experience. Other members were chosen as Chief Ambassadors and Ambassadors, to share information about the program with members, making them aware of the many benefits it offers, providing updates on its progress and answering questions.

The Board's vision set the revitalization project in motion. Then, to build the foundation for an education program that would best serve members, the team immersed itself in research and analysis,

CONTENT PILOT



Ajitha Goonewardene, DTM

The recent content pilot marked an opportunity for members around the world to test the educational content in the new program. More than 800 members in 23 countries completed a range of learning projects in the club setting.

Learning Masters and Chief Ambassadors, member volunteers in the revitalization process, served as liaisons in the content pilot, leading participating clubs in the process. Learning Master Ajitha Goonewardene, DTM, a member in Colombo, Sri Lanka, says the learning projects she completed “were just excellent. They covered a variety of subjects that suited many people with different interests.”

Chief Ambassador Rob Christeson, DTM, says the projects contained valuable and relevant information. One, for example, teaches learning skills to be successful at project management—something Christeson was particularly curious about, because he works as an Information Technology project manager.

“Even for someone like me, who has a lot of experience in that area, I thought there was a lot of good information,” says Christeson, a member of three clubs in Kansas. “Some of the additional handouts and tools are things you can really use on the job.”

Learning Master Jing Humphreys, DTM, a member of two clubs in Pennsylvania, led five clubs in the content pilot. The feedback from members, she says, was very positive. “They felt the content was customized to members’ needs.”

The evaluation component of the revitalized program also drew praise. Evaluation guidelines are more rigorous and expansive than in the current program.

In the new program, evaluators are also encouraged to address the content in the speeches they are evaluating, something that

Christeson says is useful.

A number of learning projects teach current methods of communication that are increasingly popular and that might be new to many members, such as communicating through blogs and podcasts. Goonewardene says she is embracing such challenges.

“For me, using the new methods involving technology was a great learning experience,” she says. “I am 77 years of age and have been a Toastmaster for 16 years and these projects opened a new line of advanced learning and interest for me.”



Rob Christeson, DTM



Jing Humphreys, DTM

studying data and reviewing feedback from current and former members about what they wanted to see in an education program. The team evaluated the Toastmasters learning experience in great depth.

(To learn more about the history of the program’s development, read the article “Building Pathways” on page 16.)

What ultimately emerged is a more robust education program, one that enables members to develop an array of skills that are relevant in their personal and professional lives.

At the Board’s direction, Pathways was developed with these benefits for members:

- **Recognition** that comes earlier and more often in the educational journey
- **New technological resources** to improve speeches and support meeting roles
- **Mobile access** to educational materials (tablets)
- **Expanded video and digital content** to facilitate learning among our global community of members
- **Stronger evaluation and mentoring components**

“Pathways is going to be a world-class program that will help members succeed, and thrive, in an evolving global society,” says Kokocki.

The Structure

As Ralph Smedley realized, communication and leadership are inextricably linked. In the new education program, they will no longer be separate tracks—they will be combined. From its review and analysis of the current program paired with the leadership experience, the Pathways team identified the five core competencies members can learn by participating in the new program:

- Public Speaking
- Interpersonal Communication
- Leading and Managing
- Leading Strategically
- Building Confidence

These are the core competencies, but within those broader areas are many other competencies (and sub-competencies) as

well. The Pathways team took foundational competencies in the *Competent Communication* and *Competent Leader* manuals (like learning basic speech structure, effective delivery and how to communicate well within a team) and built upon them. The current education program teaches 68 competencies; Pathways adds more than 250 competencies members can learn.

Some of the new competencies are: **understanding short- and long-term goals, speaking about personal strengths and weaknesses, answering questions effectively, leading with resourcefulness and flexibility, and demonstrating the value of volunteering.**

The five core competencies were paired to form five disciplines. The program will launch with 10 different learning paths, based on these disciplines:

- Public Speaking + Interpersonal Communication
- Interpersonal Communication + Strategic Leadership
- Interpersonal Communication + Management
- Public Speaking + Management
- Public Speaking + Strategic Leadership

The current education program teaches 68 competencies; Pathways adds more than 250 competencies members can learn.

Paths include **Motivational Strategies, Presentation Mastery, Leadership Development, Persuasive Influence and Effective Coaching.** When a member starts in the Pathways program, he or she takes an online path assessment. The assessment helps identify the member's current skill levels as well as areas where they want to improve. The assessment then indicates which learning path best fits their needs. If they don't want to work in the recommended path, they are free to choose another path.

Each of the 10 paths includes a minimum of 14 learning projects, a mix of required and elective. Projects span a wide range, with many different topics to interest members and stretch their skills. Project topics include: **how to motivate others, delivering social speeches, making connections through networking, how to lead in difficult times, understanding your communication style, using presentation software, learning to reach consensus,** and many more.

Members advance through their paths in five levels of progressing complexity. The levels are defined this way:

1. Mastering Fundamentals
2. Learning Your Style
3. Increasing Knowledge
4. Building Skills
5. Demonstrating Expertise

The idea is to build on what you learned in the previous level. The goal throughout the Pathways program is to not just learn, but to *apply* what you learn.

FIVE QUESTIONS ABOUT PATHWAYS

Q Why are we revitalizing the current education program?

A Toastmasters' Board of Directors called on the organization to modernize the communication track and renew the focus on leadership learning. Additionally, there is a growing need to provide greater access to educational materials, expanded learning resources and an educational experience in which you learn skills you can transfer out into the world.

Q When will the new program start?

A The Toastmasters Pathways learning experience is scheduled to launch next year, in a phased rollout by region.

Q If I am currently working toward an education award, will I be able to finish by the time Pathways launches?

A Yes. The current and new programs will run concurrently for a minimum of 24 months *after* all districts have been included in the program rollout.

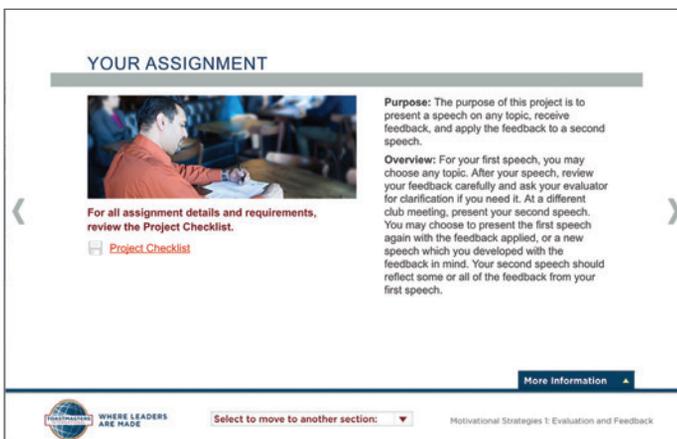
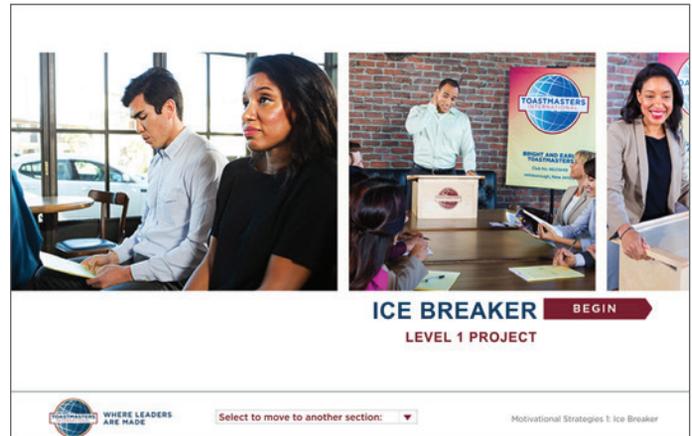
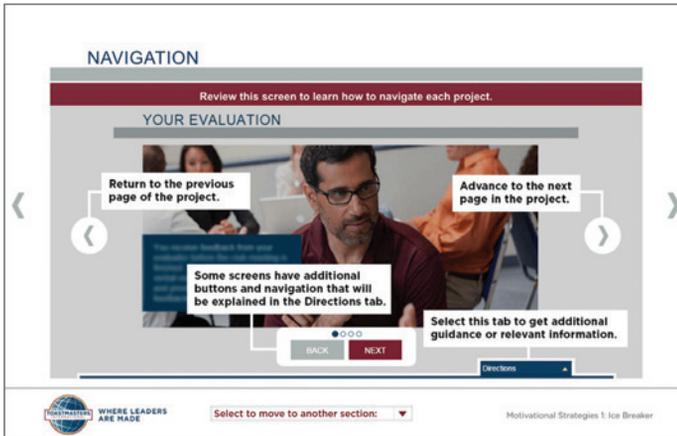
Q What will happen to the DTM in the new program?

A The DTM will still represent the highest level of educational achievement in Toastmasters. The specific requirements for achieving a DTM, as well as details surrounding recognition in Pathways, are still being finalized.

Q Will we have help learning to use the new program online?

A Yes! All Toastmasters leaders, from club leaders on up, will be trained in using the program online so they can help members use it.

LEARNING EXPERIENCE



Toastmasters Pathways will be offered online, and learning projects will feature many interactive tools, including quizzes, assessments, activities and videos.

BUILDING PATHWAYS

The story of the Toastmasters Pathways education program officially began in 2010, when the Board of Directors called for the current program to be revitalized. Since then, many more chapters have been added to the story.

Understanding the history of the program's development helps put the project into perspective.

Early in the process a Board committee analyzed the skills, competencies and attributes required to succeed in all different roles in Toastmasters, including club-meeting roles and leadership roles at all levels.

The committee studied where members learned these skills, competencies and attributes—was it in Toastmasters or outside Toastmasters? This detailed analysis was a critical step in the revitalization process: It determined the gaps in the Toastmasters learning experience.

The Pathways development team also gathered data through a competitive analysis and member surveys. They learned what members wanted to see in an education program:

- Real-world skills they could apply to their personal and professional lives
- A better use of technology in the educational journey
- Online access to educational projects
- A flexible learning experience to help them meet their individual goals

The content that has resulted from this early and extensive work reflects a dynamic, skill-loaded program that will benefit members in many ways.

The story continues.



The Toastmasters Pathways program offers members greater access to educational materials as well as expanded digital content.

Online and Interactive

Because Pathways is offered online, many interactive learning tools, including quizzes, assessments and activities, are featured in the projects. Members can use the program online or use both online and print materials. You can print materials directly from the learning management system—the system from which members access the online materials. In Pathways, this system is called Base Camp. Think of the program as a journey of personal development, an educational ascent. Reach for the top!

Members who choose to have the materials shipped to them from World Headquarters will not have access to the interactive learning tools or to as many learning paths as those who participate online.

Education videos are a key component of the new program. In addition, all educational materials in Pathways, including the videos, will be translated into eight languages.

The Content Pilot

Last year, the Pathways team conducted a pilot to test the educational content of the program. It marked the first time any of the learning projects were completed in the club setting. More than 800 members participated in the content pilot—members from 168 clubs across 79 districts in 23 countries. Every learning project was reviewed at least six times.

The members provided feedback through project surveys. The Pathways team received more than 1,200 surveys, and the response was resoundingly positive.

Members also provided suggestions and constructive comments. The Pathways team carefully reviewed all pilot feedback and made important adjustments to projects based on the input.

Jing Humphreys, a Learning Master who participated in the pilot, says the program is user-friendly and easy to follow, adding that she was struck by “how current the content is and how relevant it is to something you would experience in your professional life.”

(Please see “Content Pilot” on page 14 for more reactions from content pilot participants.)

What’s Next?

The Pathways learning management system is going to be thoroughly tested before the program is released to members. The user experience will be simulated, any system bugs will be identified and corrected, and the quality will be ensured.

In January 2017, the program pilot will be conducted, in which three districts will try out Pathways. After that, Pathways will launch in a phased rollout by region—and members around the world will embark on an adventure in learning.

Says Humphreys: “It’s exciting all the way around.” **T**

PAUL STERMAN is senior editor of *Toastmaster magazine*.

Moving Forward by Honoring the Past

Toastmasters Pathways reflects Ralph Smedley's vision.

BY SUE STANLEY

Ralph C. Smedley wrote his first Toastmasters publication in 1928 to provide a small group of club members a framework for learning public speaking skills. He would be proud of the success of the education program offered by the organization today.

It was with the same goal of member support that Toastmasters Pathways development team designed Toastmasters Pathways using the most current research in adult learning. The focus on the future was important, but it wasn't the only consideration. We also looked back to the origins of Toastmasters and the vision of its founder.

In developing Pathways, much time was spent reviewing current educational content. The team wanted to be sure the wisdom in the current program and Smedley's vision continued on—well-placed and relevant in the new program. In an effort to understand the full intent of the current manuals, we took the time to review Smedley's original writing.

With a great deal of pleasure, we discovered how well Smedley's view of the education program was aligned with the organization's vision for Pathways. First and foremost, the new education program is for and about you, the member. At its core, it is designed to develop members' public speaking skills. It is also focused on helping you identify and nourish other, possibly latent, skills and talents.

Smedley believed that by building and

practicing public speaking skills, other skills would be uncovered and developed. His hope for all Toastmasters members was that they would go on in their lives with enhanced confidence and leadership, thinking and listening skills. To this end, he included very few parameters around the projects in his manual. His view appears to be that the work of developing

With a great deal of pleasure, we discovered how well Smedley's view of the education program was aligned with the organization's vision for Pathways.

topics, speeches and the content belonged to the member.

This view is reflected in his earliest evaluations, called Criticisms. These evaluations addressed questions relating to the topic of each speech, such as, was it relevant? Did the member communicate the intended message? It wasn't enough to put together a speech, it had to be a well-designed, relevant speech to succeed and score well on the established evaluation of the day.

Shifting Views

Over time, many of the original tenets of the first Toastmasters evaluations and speeches were changed to accommodate shifting views on learning and to encourage members to participate in a clear, well-defined program. The original 12 projects, or topics as Smedley called

them, ultimately became the *Competent Communication* manual. Higher level skills were moved into advanced manuals.

With so much research available today about adult learning and the way we process new information and develop skills, it became clear that Smedley's first take on how skills would be developed was correct; the more open ended and comprehensive

the project could be, the more likely members were to feel a sense of ownership while developing their speeches and the more they would gain.

To fulfill the goal of building confidence and speaking skills and to provide members with the opportunity to practice listening, speaking, interpersonal communication and leadership, the projects in Pathways were designed with flexibility and challenges in place. As with the current education program, support will be provided to all members within their clubs as they face challenges and develop skills.

The projects themselves represent a paradigm shift in how we view the support an education program can provide. In recent years, support in the manuals included information such as topic suggestions along with smaller-scale, shorter-term projects. Though each of these things can





The educational content in the Toastmasters Pathways program represents the next step forward in Toastmasters learning. But its concepts also reflect the vision of the organization's founder, Ralph Smedley.

be effective, they are not ideal to encourage and support member growth.

The support provided in Pathways is about tools. Tools for outlining speeches, tools for organizing content, and—when members move into higher level projects—tools for completing large projects and building leadership skills.

Public speaking and leadership are not separate and disparate skills. They are, as Smedley viewed them, combined and integrated into the development of confidence. In the projects that make up Pathways, once confidence begins to grow, then members move into a broader and more complex system to apply what they have learned. One of the development team's greatest hopes is that members will begin to see themselves as capable of taking on larger, more complex projects by succeeding in the Toastmasters environment of safety and support.

Once members achieve success in their clubs, they can transfer those skills out into the world—into their Toastmasters districts, other organizations, the workplace, their personal relationships, even politics and government. It was Smedley's hope that members would parlay what they learn in their clubs out into their communities.

The Value of Lifelong Learning

Another of the most important points of view that the developers share with Smedley is a strong belief in lifelong learning. It isn't enough, and never has been, to complete a few public speeches and be done. This fact made Smedley reluctant to develop content around his lessons. The new education program demonstrates a commitment to lifelong learning by offering a broad spectrum of projects with many different topics to keep members engaged over time and through changes in individual needs and goals.

As responsibilities change and shift in life and career, our needs change as well. Members who join Toastmasters to practice public speaking so they can feel confident giving a toast at a family member's wedding may find that over time, they want to speak to a less familiar audience. Some members have a particular talent they would like to share on a broader scale by speaking, posting to a blog or developing a podcast. Toastmasters has always provided a place for members to try new things.

This commitment to personal growth and development continues with Pathways.

There are many unique projects and paths designed around specialized goals, such as conflict resolution and change management. Though the topics and challenges are different, the goal is the same. All projects include public speaking. Many projects provide an opportunity for members to practice interpersonal communication and leadership when they choose. It is open, as it has always been, for members to select and design their learning.

As Smedley knew in the earliest days of the organization, members need to have full ownership of their learning and their progress to be successful. He understood that he could offer a small inkling of what members could do, but in the end, they would forge their own paths. The more time spent among Toastmasters developing skills and practicing, the more members gain in confidence and ability.

The development of the content in Pathways is the next step forward in Toastmasters learning, but it is anchored in the first, most important beliefs and understanding of our founder:

In the course of years, as we gained experience, it was seen that our processes had values far beyond the mere training of people to face audiences and speak their ideas. Communication was seen to have its effects in almost every phase of life. Improvement was needed not only in public speaking, but in all use of words, whether spoken or written. Training in speech had definite values in many lines of improvement.

Some of these may be listed thus: It leads to the discovery of hidden abilities, bringing these latent talents into use, and thus enriching the individual's life. It broadens the person's conception of how to live with people. It helps in the integration of personality. It brings out for use the leadership traits and abilities, and thus helps to prepare the individual to be a leader.

It opens the way to more creative and constructive living for the person who takes full advantage of the opportunities offered.

—Ralph C. Smedley,
Personally Speaking 

SUE STANLEY is senior instructional designer for Toastmasters International.

Don't Miss the 85th Annual International Convention!

If you have ever attended a Toastmasters International Convention, you know why it's such a popular event. The excitement of the 2016 annual convention is only a short month away. More than 2,500 members from around the world are expected to attend the festivities August 17 through 20 in Washington, D.C. The full registration package is \$625 if purchased before July 25 and \$675 if purchased after July 26. Registration packages for

individual days are also available for those who cannot attend all four days.

An extraordinary convergence of diverse cultures and dynamic members, the convention is where attendees vote for international officers and directors, crown the World Champion of Public Speaking, hear speeches and attend education sessions presented by stimulating speakers and authors. Here is some information about the speakers and their topics:



Golden Gavel Award recipient Tony Buzan is an expert on memory research and speed-reading and the founder of Mind Mapping, a way to capture ideas and concepts using only key words and images to aid memory retention.



Rochelle Rice, CSP, AS and Sheryl Roush, DTM, AS—“How to Become an Accredited Speaker.” Co-presenters Rochelle and Sheryl share insights and tips from their experiences as Accredited Speakers, their lessons learned and benefits gained on the path to professional speaking.



Keynote speaker Ed Tate, CSP, CPAE—“Manage Things, Lead People: Leadership Lessons Learned the Hard Way.” A successful trainer and author, Ed will share how leaders should respond to change, use influence over authority and cope with everyday obstacles.



Kelly Swanson—“You. Your Story. Make an Impact.” Award-winning storyteller Kelly Swanson shares her journey through the power of story and how it can help you connect and engage with your audience on a deeper level.



Anne Barab, DTM, AS—“I Had a Life Plan but the Magnet Fell off the Fridge.” Anne is a personal excellence expert who helps people learn how positive or negative beliefs affect their personal and professional success. She shares how thinking positively can change your life.



Manoj Vasudevan, ACS, CL—“Are You Ready to Lead? Leadership Lessons from the Mousetrap.” A leadership coach and management consultant who won third place in the World Championship of Public Speaking last year, Manoj will teach how to be a leader others choose to follow.



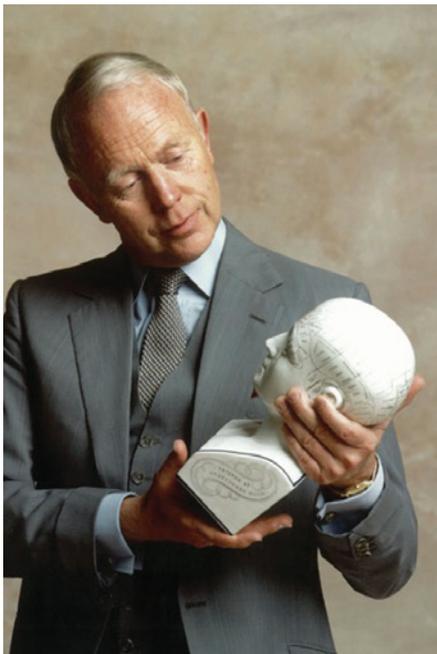
Michael Notaro, DTM, Past International President 2011-2012—“The Benefits of Service Leadership.” An interactive panel of Toastmasters past international presidents and directors will discuss how their leadership experience changed their lives. Learn how the skills acquired through Toastmasters have diverse and practical applications.



John Zimmer, ACB, ALB—“Improv(e) Your Life!” A lawyer, trainer, blogger and speaker, John will share how to become more successful by applying principles of improvisational comedy in everyday life.

Visit www.toastmasters.org/Convention for registration packages, the complete schedule of events, education session information, full speaker profiles, hotel and travel descriptions and—new this year—member testimonials! Also, see page 21 of this issue to learn more about Golden Gavel recipient Tony Buzan.

See you there!



Meet Toastmasters' 2016 Golden Gavel Award Recipient: Tony Buzan

training events around the globe, including at prominent companies such as Microsoft, IBM, Walt Disney, British Telecom, Goldman Sachs and the British Broadcasting Corporation (BBC).

A Mind Map is essentially a diagram that represents ideas and concepts branching off from a central idea. It enhances memory through the visual representation of ideas and concepts. Here is how iMindmap.com, describes it:

As a result, the BBC subsequently published his best-selling books *Use Your Head*, *The Memory Book*, *The Speed Reading Book* and *The Mind Map Book*, and Buzan imparts his knowledge and expertise on three ThinkBuzan Licensed Instructor courses in Mind Mapping, Memory and Speed Reading, which he both leads and accredits. In 2008 he received a Lifetime Achievement Award from the American Creativity

Toastmasters International will honor Tony Buzan with the prestigious Golden Gavel award for his leadership in the field of memory research. The award recognizes Buzan's influence as the creator of Mind Mapping, a popular technique for improving memory, innovation and thought processes. A British author of more than 140 books translated into 40 languages, he was nominated for the 2011 Nobel Peace Prize. He is an authority on principles of learning, productivity and efficiency.

Buzan will be honored this August at the 85th Annual Toastmasters International Convention in Washington, D.C. Toastmasters' Golden Gavel award is given annually to an individual who is distinguished in the fields of communication and leadership. Last year's honoree was Muhammad Yunus, the 2006 Nobel Peace Prize winner, for his work in microfinance. Other recipients include notable speakers and authors such as Susan Cain, John C. Maxwell, Tony Robbins and Dr. Deepak Chopra. In fact, Chopra endorses Mind Mapping and says: "I have used Tony Buzan's techniques for the past 10 years and find them enormously helpful in writing my books and as an aid in the creative process."

Buzan describes the concept of Mind Mapping as the "Swiss Army Knife of the brain" and teaches its use through

"It's like a gymnasium for your mind and gives you a multiple-level workout. I use it when I'm planning my day, giving a speech or writing a book."

—Tony Buzan

A Mind Map is a visual thinking tool that can be applied to all cognitive functions, especially memory, learning, creativity and analysis. Mind Mapping is a process that involves a distinct combination of imagery, color and visual-spatial arrangement. The technique maps out your thoughts using keywords that trigger associations in the brain to spark further ideas.

Buzan's interest in brain power and Mental Literacy started when he was an undergrad attending the University of British Columbia in Vancouver. He realized his grades were slipping and traditional note-taking was not helping. He asked a university librarian for a book on how to use his brain. "She pointed me to the medical section," he said in a 2011 interview. "I told her 'I don't want to operate on it; I want to know how to operate it!' She told me there were no books on that. I began plotting it."

He has since spent more than 40 years researching how the brain works and perfected his Mind Mapping technique. In the 1970s he hosted a popular TV series called *Use Your Head* for the BBC.

Association and launched his Mind Mapping software iMindMap.

Buzan is the originator, co-founder and president of the Brain Trust Charity, which aims to "maximize the ability of each individual to unlock and deploy the vast capacity of the human brain." In 1991, he cofounded the World Memory Championships, an annual competition where participants memorize as much information as possible within a given time.

Buzan says his own memory is better now than when he was a university student thanks to Mind Mapping. "It's like a gymnasium for your mind and gives you a multiple-level workout," he says. "I use it when I'm planning my day, giving a speech or writing a book." ■

TONY BUZAN will be recognized and give a speech at the Golden Gavel Presentation on Friday, August 19, at the Toastmasters International Convention in Washington, D.C. Register today at www.toastmasters.org/Convention.

Congratulations, Club Officers!

Consider these tips for success in your new leadership role.

BY MAUREEN ZAPPALA, DTM

Uh oh! I had just been elected club president and had big shoes to fill. My immediate past president was Past International Director Kristal DiCarlo, DTM, an extraordinary leader. How could I possibly lead the club the way she did? She was amazing.

Kristal invited me to her home to discuss the transition. What a relief! She had a written plan detailing all the nuances of our club, the status of projects, even possible roadblocks. While we were sipping coffee and munching cookies, she passed me the baton of club leadership. My confidence soared.

Are you a new officer? Congratulations! You're in good company. With more than 15,400 clubs worldwide and seven officer positions for each club, that's potentially 107,800 leaders! Maybe you're like I was, a bit intimidated, especially if you are a first-time officer. Relax! You may not have Kristal at your disposal, but help is available.



Advice for All Club Officers

The seven nominated club officer positions are president, vice president education, vice president membership, vice president public relations, sergeant at arms, treasurer and secretary. The responsibilities for each role are specific, though they may overlap or require cooperation between two or more officers. To make your term successful, consider these suggestions.

1 Attend club officer training. This training is developed by Toastmasters International and conducted by your district leaders. Your district probably offers several sessions to choose from, allowing you to find one that fits your schedule. Most seasoned officers agree that attending training is invaluable to start your year.



2 Do some self-training. Read the *Club Leadership Handbook* (provided by your club president). Explore www.toastmasters.org for additional resources. Peruse the Resource Library in the Resources section of the website where you'll find lots of informative handbooks, fliers, templates, slideshows and more. Become familiar with Club Central on the site. Read the *Toastmaster* magazine. (Wait! You are!) Connect with other members via social media outlets. Visit different clubs to observe how other officers perform their duties. Search the internet for useful blogs or documents about your position.

3 Seek mentoring from former officers. Ideally, meet with your immediate predecessor (like I did with Kristal), to make a smooth transition.

4 Just do it! In Toastmasters you “learn by doing.” Don’t fear making a mistake. Most mistakes can be corrected. Take your role seriously enough to commit to it but lightly enough to allow yourself some slack if something goes wrong.

5 Resist doing another officer’s job. While some roles overlap, clearly define where your responsibilities end and where another officer’s begins. Coordinate and delegate.

CLUB EXPERIENCE



6 Attend club officer meetings. Even if you think your role is quiet or not visible, the other officers should know the status of your efforts.

7 Enlist an assistant or team when the workload increases or if you will be unavailable to perform your duties. The benefit? You train a successor in the process!

Help for Specific Officer Roles

Maybe you're thinking, "That's nice *general* advice, but what about *my* role?" I asked Toastmasters around the world for specific advice and collected great comments from creative, committed and flexible leaders. Here are snapshots of their wisdom.



President

As Chief Executive Officer, the president is responsible for the club's overall operation. The president presides at meetings, guides the club through the Distinguished Club Program, meets regularly with club officers and works closely with the area director to coordinate goals. With a big-picture perspective, the president sets the trajectory for the club's activities.

Sununtawan Peukpattananuruk, CC, of Thai Airways International club in Bangkok, emphasizes early planning. "I would have a plan for my term, and I would do it immediately. Good planning is half the success. If I wait, it will never happen." Open communication is important, and technology can help.

Dalton Lewis, CL, of Stenden Toastmasters in Leeuwarden, Netherlands, says, "Our members wanted a closer relationship with the officers. So I made a 'Whatsapp' group (a cross-platform method of phone communication) that allows us to share ideas and information."

Rui Marques, CC, ALB, of the Invicta club in Portugal, emphasizes delegation to cement team involvement. "In my MBA classes, I learned that the best way to involve a team member is to give him responsibility, then value and recognize the commitment. It's a successful strategy."



Vice President Education (VPE)

This officer helps members progress in their educational journeys by scheduling meeting roles and signing off on completed projects. VPEs facilitate new-member orientation and assign mentors. This position is often regarded as the most challenging, but it doesn't have to be if the workload is divided.

Alison Lilly, CC, ALB, of Highway Club in Pinetown, South Africa, says, "We have two (overlapping) VPEs—one from July to June and one from January to December. They get recorded at Toastmasters International after they complete their first six months as an assistant. They get credit for their second six months while training their successor."

For VPEs in particular, cancellations pose a challenge, but Patricia Pitt, DTM, of Maryborough club in Queensland, Australia, is proactive. "I always feared cancellation phone calls on meeting day, so I asked a seasoned member to have ready

By tapping into the experience of others who have gone before you, your officer term will be terrific.

a 10-minute educational program to take the place of a seven-minute speech and a three-minute evaluation."

In fact, it's wise to ask several seasoned members to have a "hip-pocket" speech ready to deliver at a moment's notice as a substitute for a cancellation.



Vice President Membership (VPM)

These officers focus on building club membership. They greet visitors, provide them with information packs and plan outreach activities (open house or community events) to attract visitors. A diligent VPM collects guest contact information and follows up quickly. "It's better to do it immediately after a meeting when you might get three or four visitors instead of at the end of the month when you could get 15 to 20 visitors," says Paulo Martins, ACB, ALB, of Business Speakers Toastmasters, in Lisbon, Portugal. A phone call is most effective because people often appreciate the personal contact. They may have questions, and you can use the opportunity to invite them to visit again.

Other tips for the VPM:

- Ask members to bring old issues of the *Toastmaster* magazine to distribute to visitors.
- Pre-fill membership applications with standard club information. Then all you have to do is add in specifics about the new member, which cuts down on time and confusion.
- Send personal notes to members you haven't seen in a while.



Vice President Public Relations (VPPR)

This officer establishes and maintains the lines of communication between the club and its members, as well as between the club and the public. Activities include writing and distributing press releases and newsletters and conducting publicity campaigns and website maintenance, as well as social media representation.

Work to increase awareness of Toastmasters through publicity in the local media and promoting your club on social media. Publicize your club's photos, news and events, member achievements and success stories through newspaper articles, news segments and social media posts.

When working with the local media on an article or a broadcast segment, persistence pays off. Spend time finding the correct contact at the news outlet and explain how Toastmasters can help members of the community become better communicators and leaders. Remember to communicate Toastmasters' key messages when writing news releases and while speaking to members, potential members and journalists.

Old-fashioned ways work too. With permission, leave fliers at doctors' offices, public bulletin boards, stores, churches, vocational schools and other high-traffic places. If you are VPPR of a corporate club, approach management to explain the value of Toastmasters and how it can enhance their employees' careers.

District 9 has enjoyed great success with Meetup. Their website reads, "Moonlighters Club in Spokane has gained several members as a result of Meetup. The Spokane/North Idaho Meetup group has had a steady stream of people expressing interest in our clubs."



Secretary

The club secretary manages all records and correspondence, including membership attendance, supply orders, officer lists, past club records and meeting minutes. This job is less visible but plays a significant role in cultivating camaraderie and engagement.

Joe Abbott, ACS, ALB, of Country Chatters, in Tara, Queensland, Australia, says, "As secretary, write the minutes and meeting reports as soon as possible after the meeting and circulate them to members. Corrections can be made immediately, and it gives members time to address any issues arising from the meeting. It also is a refresher for members."



Treasurer

The treasurer manages the club's financial health by collecting dues, paying bills and tracking financial status. This role is important (especially at contest time) because the "club in good standing" status is dependent on paid memberships. Members with an accounting background are very comfortable and well-suited for this role.

Always know the financial status. Paul McDonald, DTM, of Victory! Toastmasters in Prairie Village, Kansas, says, "I

reconcile the books every month. I don't want to wait until the end of the year to open up the bank statements and wonder, 'What's all this stuff?'"

It helps to prepare short and regular finance reports. Alicia Curtis, DTM, a member of several Australian clubs, says, "As treasurer, spend one minute each meeting announcing what the current bank balance is and what was purchased. I provided a printed report for each meeting. I sent a report monthly to the officers and quarterly to the entire club."

You may want to explore other ways to simplify your role, such as using a club PayPal account or club debit card or collecting yearly member dues.



Sergeant at Arms

The sergeant at arms (SAA) addresses meeting logistics, including room reservations and meeting set-up and cleanup. They arrange timing lights, the club banner, the nation's flag (if displayed at the meeting), direction signs and evaluation forms. The SAA properly stores and transports the supplies and equipment. If you've ever arrived at a meeting and found it completely ready to go, thank the sergeant at arms!

There are other ways the SAA's duties can be simplified. Sandra Lawes, DTM, of the 104 London Debaters club in England, says, "Keep an eye on the inventory of supplies and order things in bulk from World Headquarters to save shipping costs."

Emma Jane Santa, DTM, of the Mother Lode club in Grass Valley, California, offers this smart tip: "Create an emergency kit with a timer sheet, 20 ballots, a small flag, a page of inspirational quotes, humor and Table Topics ideas, and red, yellow and green paper. Then, if you're ever locked out of your meeting place, you can hold your meeting anyway."

These tips should eliminate some of the intimidating factors for new club officers. The *Club Leadership Handbook* says, "As a club leader, you play an important role in the mission of Toastmasters International: We empower individuals to become more effective communicators and leaders." It's a privilege to affect others and become a better version of yourself. By tapping into the experience of others who have gone before you, your officer term will be terrific. **T**



MAUREEN ZAPPALA, DTM, is a former NASA propulsion engineer. Today she's a professional speaker, author and presentation skills coach, as well as founder of High Altitude Strategies, a coaching and speaking service. She belongs to the Aerospace Toastmasters club in Cleveland, Ohio. Visit her website at www.MaureenZ.com.

Queens of the Stage

Beauty pageant winners around the world thank Toastmasters for their crowns.

BY MISSY SHEEHAN

Competing in beauty pageants takes much more than good looks, poise, an impressive talent or a noble profession. The savviest contestants—the ones who win the crowns—know that their ability to express themselves clearly and confidently can give them an edge over their competitors and leave a lasting impression on the judges. This is why a number of pageant winners from around the world have joined Toastmasters to improve their public speaking skills.

Contestants who are able to answer interview questions with confidence and effectively engage an audience of thousands—or even millions during televised events—have an incredible advantage over those who lack these skills. Dr. Deborah Lambie, ACB, CL, who practices medicine at Wellington Hospital in New Zealand, says the ability to articulate ideas clearly and confidently is what helped her win the title of Miss World New Zealand 2015. She developed those skills in Toastmasters. “It came down to the final question,” she says. “I had done a lot of public speaking, but the other contestant hadn’t. I think that made a big difference.”

The need to speak eloquently in front of an audience only increases once you wear the crown, says Nadia Shirin Moffett, Miss North Carolina USA 2010. “All I did was public speaking,” she says, recalling the countless media blitzes, radio show appearances and television and magazine interviews she participated in after she won. “I don’t know how anyone could be a titleholder and not be good at public speaking. She’d be doomed.”

For many pageant winners, their reign gives them a platform from which they can promote causes that are important to them. Being active Toastmasters helps sharpen the tools they need to do that as well as advance in their post-pageant careers.

“Toastmasters gave me great skill, which I’m still using for my success today,” Moffett says. “Being Miss North Carolina was a short, defining moment in my life, but it was significant because, just like Toastmasters, it was a stepping stone to where I am now.”

Here are some accomplishments a few beauty pageant winners from around the world have achieved with their Toastmasters training.

Nadia Shirin Moffett, Miss North Carolina USA 2010

Joining the Express Yourself corporate club of the since-closed American Express office where she worked in Greensboro, North



Nadia Shirin Moffett, Miss North Carolina USA 2010, founded the Queen's Foundation, a nonprofit that helps young women from underserved populations.

Carolina, in 2008, helped Moffett, 31, gain the skills and confidence she needed to win her Miss North Carolina USA title. She credits Toastmasters with helping her overcome her fear of public speaking and hone her ability to avoid rambling and deliver a clear, crisp message.

“Toastmasters helps you learn to trust yourself, because it’s not actually the fear of speaking so much as the fear of not knowing what you’re going to do when you get up there on the stage that affects you,” Moffett says. “I’m not afraid anymore because



Dr. Deborah Lambie, winner of beauty pageants in New Zealand, is now a full-time doctor at Wellington Hospital in New Zealand.

I know what's going to happen when I get on stage. I've done it enough times that I trust myself."

A boost in confidence was critical for Moffett during the competition for Miss North Carolina USA and also when she represented her state at the internationally televised Miss USA 2010 pageant. "For me, it was the big, exponential jump from fear to no fear that had the biggest impact on my ability to speak in front of a crowd," she says. "Now you can put me in a room with a thousand people, a million people, or just two people and I'm fine."

After her reign ended, Moffett took a leap of faith, she says, and quit her job at American Express to dedicate her time and energy to building the Queen's Foundation, which she founded prior to passing the crown in 2010. The nonprofit helps prepare young women with underserved backgrounds for higher education and leadership roles.

As executive director for her foundation, Moffett depends heavily on her public speaking skills every day. "Everything I do revolves around speaking," she says. "Every meeting involves communicating, and I have to have a very clear message or else people get bored. We're so saturated in the nonprofit world; it's like we have to break through the noise and the clutter for anyone to hear us."

Ronda Holloway, executive director at Ward Black Law firm, is a member of the board of directors for the Queen's Foundation. She praises Moffett's ability to capture her audience's attention and inspire action. "She's passionate, she's captivating, she's powerful and she's believable," Holloway says. "I've come across thousands of speakers, and you run across maybe a dozen that really make you want to get up and go do something. Nadia happens to be one of those. She's somebody you just cannot say no to—she's that powerful of a message bearer."

"If you can overcome that fear of public speaking at Toastmasters, then you can go on any stage."

—Kris Tiffany Janson,
Miss Intercontinental Philippines 2014

**Dr. Deborah Lambie,
Miss University New Zealand 2014, Miss Supermodel
New Zealand 2014 and Miss World New Zealand 2015**

Lambie was no stranger to competing in beauty pageants when she won her title Miss World New Zealand 2015, nor was she a stranger to speaking in front of a large audience. "I actually joined Toastmasters back when I had my first pageant because I knew I would have to speak onstage," says Lambie, 25, a former model who finished medical school in November 2015. "Initially I was very nervous about public speaking."

After joining Toastmasters, Lambie earned spots as runner-up for Miss Otago 2012 and second runner-up for Miss Universe New Zealand 2013. She went on to win the titles of Miss University New Zealand 2014, Miss Supermodel New Zealand 2014 and finally, Miss World New Zealand 2015. "Without Toastmasters, I don't know if I would have won the national competition," she says. "My training definitely gave me more confidence during interviews and taught me to articulate my ideas more clearly."

A member of the Turbine Talkers club in Wellington, New Zealand, Lambie has become an accomplished speaker in recent years. She won the best speaker award at the 26th World Miss University pageant in South Korea in 2014 as well as at several

continued on page 28

FEATURE

contests held by her club. John Plunkett, CC, CL, of the Turbine Talkers, describes Lambie as a speaker with great stage presence. “Her ability to draw the audience in for her speech and lead them on a journey is something that we can look up to,” he says.

Now that Lambie is finished with pageantry, she’s focused on her first year as a full-time doctor at Wellington Hospital. She’s also devoting time to the nonprofit LearnCoach website she co-founded in 2012, which offers free online tutorials to New Zealand students. She plans to continue in Toastmasters and take any public speaking opportunity she’s offered. “I’m so grateful that doing pageants was the push I needed to start in Toastmasters,” she says. “Now I’ll have the benefits of my training for the whole of my career.”

Kris Tiffany Janson, Miss Cebu 2009 and Miss Intercontinental Philippines 2014

In 2009, when Kris Tiffany Janson, 26, competed in the Miss Cebu pageant, a citywide competition in Cebu City, Philippines, she participated in training sessions led by Toastmasters as part of the requirements for all candidates. Past International President Johnny Uy, DTM, first met Janson when she competed for Miss Cebu and noticed how she seemed confident but was a little rough around the edges when she spoke. “The Toastmasters training must have rubbed off on her because she performed admirably during the Miss Cebu pageant’s question-and-answer portion ...on the way to winning the title,” Uy says.

After completing her reign as Miss Cebu 2009, Janson began working as a financial analyst at the San Miguel Yamamura Packaging Corp. in Cebu and joined its corporate club. Since then, she’s used her ever-improving public speaking skills to win titles in beauty pageants on both national and international levels.

In March 2014, Janson competed in the nationwide Binibining Pilipinas pageant and was crowned Miss Intercontinental Philippines 2014, one of five titles awarded by the pageant. In December of that year, she competed at the Miss Intercontinental pageant in Magdeburg, Germany, and was named second runner-up as well as Miss Photogenic. She also tied for the title of Miss Intercontinental Asia and Oceania 2014.

Janson credits Toastmasters not only with helping her learn to express her ideas more clearly during pageant interviews but also with calming her nerves. “It’s not about taking it all away, because that feeling of nervousness makes you want to do more, to do better and to be the best,” she says. “But Toastmasters teaches you how to divert that feeling into something useful, and to really organize my thoughts so that what’s inside my head is what my mouth is saying.”

Since quitting her financial analyst job after being crowned Miss Intercontinental Philippines 2014, and fulfilling the obligations involved with holding that title, Janson has been modeling and acting in television commercials, as well as serving as a guest speaker whenever she can.

After years of Toastmasters training and her success in pageantry, Janson says she feels confident speaking in just about



Kris Tiffany Janson, a pageant winner from the Philippines, is a former financial analyst who models and acts in TV commercials.

any environment—whether she’s at a club meeting or on stage. “I always tell people, especially those girls who want to join a pageant, that speaking in public for Toastmasters is actually more frightening than competing in a pageant,” she says. “If you can overcome that fear of public speaking at Toastmasters, then you can go on any stage.” **T**

MISSY SHEEHAN is a freelance writer, copy editor and proofreader. For more information, visit her website at www.sheehanwriting.com.

Six White Lies Presenters Tell Themselves

How many of these misperceptions are you guilty of?

BY MAURICE DECASTRO

We live in the age of information, where people hardly have time to think clearly, let alone absorb the plethora of instant communication they are bombarded with. That presents a significant challenge for most employees when they are asked to impress their colleagues with that all-important presentation.

Avoid these six “white lies” we often tell ourselves in our haste to impress:

1 State-of-the-art software will make me a better presenter

Someone once said to me, “The truth is like the center of town; it doesn’t matter which road you take to get there, the center of town is the center of town.” When it comes to presenting, the truth is that your presentation isn’t about the software—it’s about you. When I first started to play tennis, I had this brilliant idea that buying the lightest, most expensive racquet would improve my game exponentially. It didn’t.

I’ve seen some fabulous presentations by speakers using Keynote and Prezi, and I’ve seen some horrendous ones too. The same goes for PowerPoint and just about every other software I’ve seen speakers use. It’s not about what you have to show, it’s about what you have to say. No visual aid will ever replace the use of a clear, powerful and beautifully told story designed to inspire change.

TIP: Never start with the software. Craft a compelling message and story first, and then decide whether you need any tools to help bring them to life.

2 My audience expects me to be perfect

The problem with perfection is that in the world of presenting and public speaking your audience rarely gets to see the real you. What they get is a highly polished and slick speaker who isn’t really

interested in them, because the speaker’s prime interest is in looking good.

TIP: Credibility will always trump perfection, so help your audience get to know you better and understand why you’re so passionate about your message. Your job is to give them something to help *them*, not you, look and feel good.

3 I don’t need to prepare, I’ll just speak from my heart

It’s a nice sentiment, but how is this working for you? Speaking from the heart with belief, energy and passion is a prerequisite to the task at hand, but fail to prepare at your own peril. When it comes to engaging your audience, there are no shortcuts.

TIP: Don’t look for what’s easy; look for what’s right. Research and understand your audience thoroughly, hone your message like a finely tuned piano, craft your story and then practice, practice, practice.

4 My content is really the only thing that counts

Really? The key to a successful presentation is congruence—all aspects of the speech have to fit together. You have to deliver your content in a way that resonates with your audience so they can see that you mean, feel and believe every word you say.

We’ve all endured presentations that sounded content-rich but were delivered in a way that left us totally uninspired.

TIP: Focus on content, delivery and impact. Everything you say, show and do and the way you say, show and do it should be aligned to how you want your audience to feel, from start to finish.

5 I have to have as few slides as possible

This is exactly that premise that leads so many presenters into hot water. They believe they should cram as much information as they can onto each slide. Consequently, the presenter ends up reading the content out loud while the audience members try to read it to themselves—not a good mix.

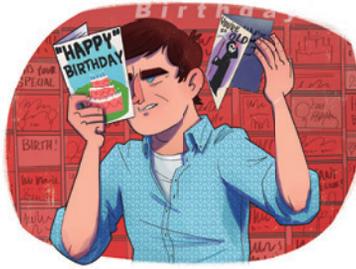
TIP: If you use slides at all, they should be used simply to add color, life and impact to your message. They are like billboards: designed to help you visually get a message across quickly, and you can use as many as you need to as long as each one is clear and adds significant value. Think like a designer.

6 Tell ‘em what you’re going to tell ‘em ... tell ‘em ... then tell ‘em what you told ‘em

In my experience, most audiences are composed of intelligent and discerning people, so you really don’t have to repeat yourself as if audience members didn’t get the message the first time. While there is some logic to the “tell ‘em” strategy, it removes the speaker’s responsibility to build a clear and powerful message in the first place—a message that you only have to share once.

TIP: Here’s a better rule: Tell ‘em. Tell ‘em like you mean it. Tell ‘em so they get it the first time. **T**

MAURICE DECASTRO is a former corporate executive. He left the boardroom to create a London-based business that helps leaders connect with people. Learn more at www.mindfulpresenter.com.



You Got Me a Card! How...Nice

Sometimes a greeting card says more than you think. Or intend.

BY JOHN CADLEY

A friend of mine had his 70th birthday recently and, reluctantly, I went to buy him a card. I say reluctantly because I knew he wasn't looking forward to it. A few days before, he had said to me, "What do I want a party for? So people can say, 'Congratulations, your best years are over. Have a piece of sheet cake.?' " Still, he had no choice. When it's your birthday you have a party with cake and cards and gifts. It's what you do. If you say you don't want a party, nobody will believe you and they'll throw you a *surprise* party instead, which is even worse. In fact, for people like my friend, the shock could prove fatal. (Really—people standing around in party hats and sparklers while someone calls the funeral home. That's just not the way you want a party to go.)

So there I was, walking through the card aisles, trying to buy a birthday card for a man who was not particularly interested in celebrating his inexorable slide into decrepitude. I was pretty sure they didn't have a sentiment for that so I kept looking. It seems most cards for older people try to be either funny or dirty. Why is that? It's like saying, "*You have arthritis, several artificial joints and a libido that couldn't power a flashlight. Ha, ha, ha!*" I found one card, for instance, that pictured an old man with a cane in one hand and a martini in the other, wearing a diaper. The inside said: "*Don't forget to pamper yourself.*" Really? Since when is incontinence funny? Trust me, nobody who has it is laughing.

Another card pictured three older men walking on a beach. The first man says, "*It's windy today.*" The second says, "*No, it's Thursday.*" And the third, "*So am I! Let's have beer.*" Get it? They're hard of hearing. Not the kind of thing you want to say to a person who just spent \$3,000 for digital hearing aids.

Seeing how a seemingly innocuous joke can be taken the wrong way, I looked at other cards, like one from a daughter on Mother's Day. The front says, "*Mom—sometimes it's hard for us because in some ways we see life from different angles...*" (Boy, where is this going?) And then on the inside: "*But I hope you know that even when it seems I'm just being stubborn I hear what you're saying and I listen to you with love because I still need you—and always will.*"

My interpretation? "*Hey Ma, you know those shouting matches we have because you're always trying to tell me what to do? I still*

love you. I just don't love your controlling, manipulative behavior. Happy Mother's Day."

Then there was a card in the "Encouragement" section showing a close-up of a dog's face. Inside, the card read: "*Would it help if I licked your face?*" Get it? It's like the dog is sending the card. Only dogs don't send cards. People do. So some human being wants to "encourage" me by licking my face. And I would be encouraged—to seek a restraining order against whoever sent the card.

In the "Graduation" area I found a card that said: "*Achievement is about so much more than a diploma. It's about hard work,*

Having gone through a divorce I thought they should have at least one wedding card that said, "*Are you sure?*"

effort, goals. It's about new opportunities you have because of all you've done. But most of all, it's about the incredible person you've become." Which sounds nice, but they probably could have shortened it to: "*You actually graduated from high school. Incredible.*"

The wedding section takes up a whole wall. Having gone through a divorce, I thought they should have at least one card that said, "*Are you sure?*" But that's just me. What I did find was an invitation to a bachelorette party: "*To the Bachelorette. The best weddings are the ones you'll never forget, and the best bachelorette parties ... are the ones you'll never remember. Have fun!*" I'm sure her husband-to-be is going to love getting a call from the police telling him his future wife has been arrested at a bachelorette party for hanging out of a hotel room window throwing champagne corks at people on the street.

So what did I get my friend? Nothing. I didn't get him a card or a gift, and I didn't go to the party. The next day he called and thanked me for the best birthday present he'd ever received. **T**

JOHN CADLEY, a former advertising copywriter, is a freelance writer and musician living in Fayetteville, New York.

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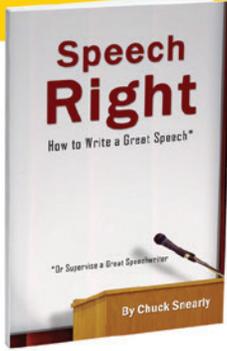
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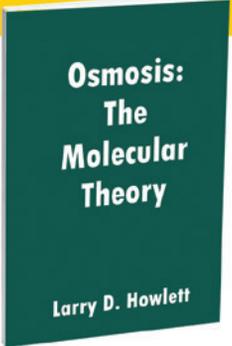


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How to Write a Great Speech™
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