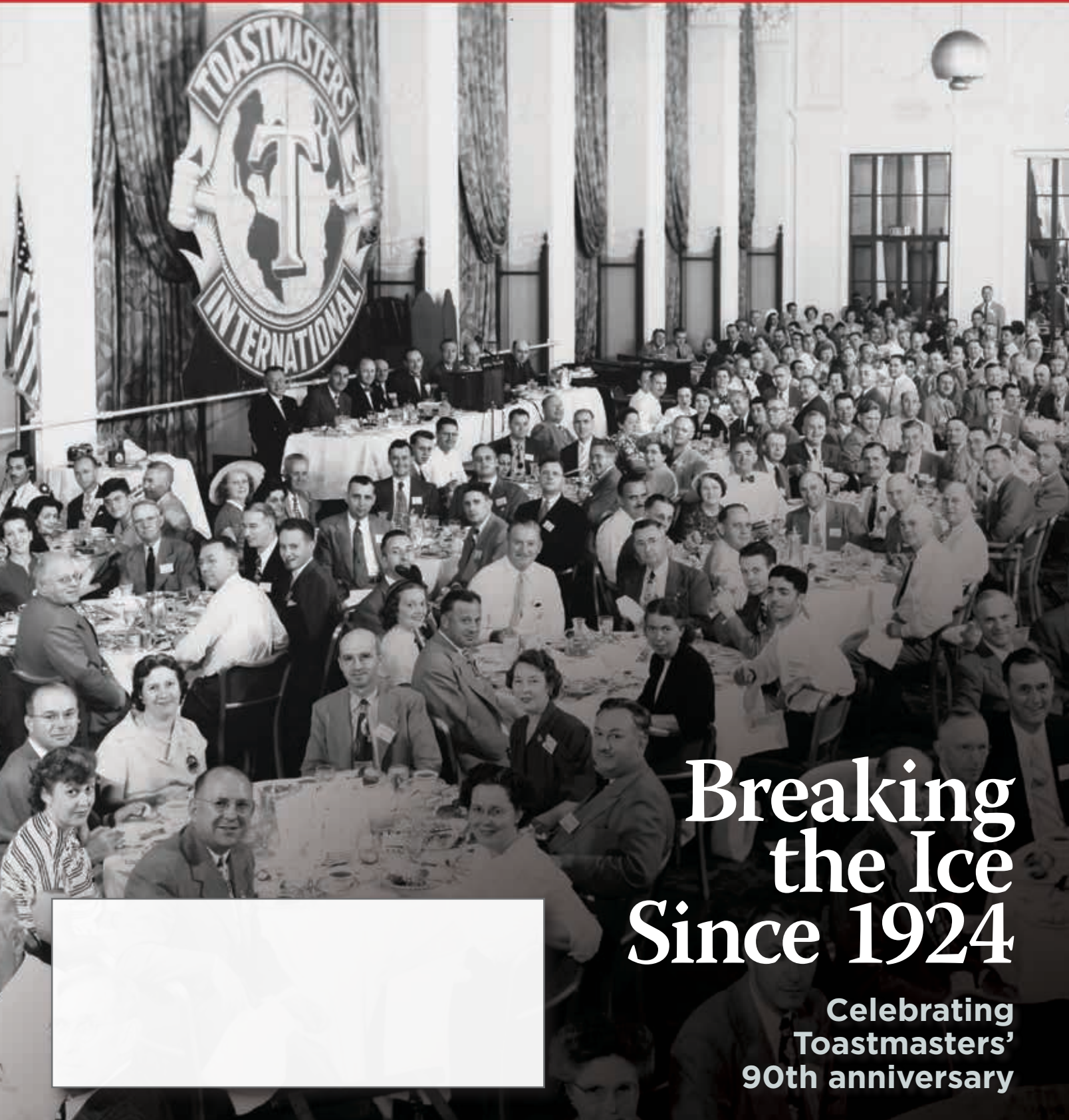


THE MAGAZINE FOR COMMUNICATORS & LEADERS | OCTOBER 2014

TOASTMASTER[®]



Breaking
the Ice
Since 1924

Celebrating
Toastmasters'
90th anniversary

The Magic Equation



Is there a formula for success? I ponder this as Toastmasters celebrates its 90th anniversary this month.

Jim Collins is an author and business consultant who analyzes what I call the “magic equation for success” in organizations. These include giants like IBM and Apple. What I find interesting is that Collins concludes that the same principles for success apply to either for-profit or nonprofit sectors.

What would we say about our own organization—does it have a magic equation for success? Is Toastmasters built to last? Will it

transition from good to great, and if so, how?

The magic that can make these things happen lies within our members. The uniqueness of Toastmasters is that it relies on people to develop people. If we look at the people at each end of the organization’s spectrum

Fellow members, as we continue to celebrate Toastmasters’ 90th anniversary throughout the year, remember that you are the magical ingredient in the organization’s success.

—one being our founder, Dr. Ralph C. Smedley, and the other a new member—to see what traits they have in common, it would become apparent that “Three Ps” lie within successful, or potentially successful, people:

Passion: It was passion that drove our founder to establish Toastmasters to make a difference and achieve his objective. It is also passion that drives the new member to learn and grow.

Practice: The spirit of Toastmasters is seen in members who continually practice. It takes practice to develop a skill or a habit. The club meeting provides a positive and encouraging place to practice.

Persistence: Our organization has stood the test of time, as will any member who participates in a lifelong journey of learning and development.

Fellow members, as we continue to celebrate Toastmasters’ 90th anniversary throughout the year, remember that you are the magical ingredient in the organization’s success, so light your passion, embrace your desire to practice and continue on the road of persistence. The next 90 years will be more magical with your participation. **T**



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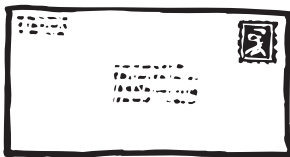
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“Thank you, Khushi Pasquale, for the extraordinarily good article ‘Drum Roll, Please!’ (June), about your experience overcoming personal doubts to enter a Humorous Speech Contest.”

— Gabi Braehler, ACS, CL

A Welcome Look at Life Lessons

I was impressed by the article “What They Don’t Teach You in School” by Harvey Mackay (July). It serves as an eye opener for people of all ages. Normally, most lessons learned in life occur after we gain a lot of experience, but for younger people to get a preview of such lessons is welcoming. Mackay stressed having a “sense of humor,” and that is something Immediate Past International President George Yen also emphasized in his July Viewpoint.

We had a club meeting two days after this summer’s soccer World Cup had ended. I took the cue to “be yourself” from Harvey’s article and slightly altered the topic agenda to include soccer trivia. I posed questions about the sport to members, and offered rich dark chocolate as incentive for providing the correct answer. Coincidentally, the chocolate was made in Germany, the country that won the World Cup!

NIMESH SHETTY

GFI Toastmasters
Framingham, Massachusetts

Silence is Golden

The June issue was a good read; it was filled with informative articles. The one

article I enjoyed above all others, and the one whose advice I hope many Toastmasters will follow, is “The Art of Nesting” by Brett Gresham. It was succinct, and the message clear and deliberate. I totally agree with Brett, because I know that a few seconds of silence, paired with pregnant pauses, are both powerful and effective techniques for the delivery of any type of speech.

JACQUELINE CARR, DTM

Advance for Excellence Toastmasters
Briarwood, New York

Understanding Asperger’s

When I read the letter “Building Awareness of Asperger Syndrome” (July), my first reaction was admiration for this member who, in spite of the challenges of Asperger syndrome (AS), holds down a demanding job in management. However, I was disappointed when I skipped down to the end of the article and saw that the author wished to remain anonymous.

I understand the reason for the author’s stance, as he or she alludes to the prejudice and ignorance of the “neurotypical” (NT) world toward those with autism spectrum disorders, but I believe most NTs are not deliberately prejudiced. It is only through education that knowledge and acceptance of AS will grow. I also believe it is a common perception that NTs get it right socially all the time. They don’t, but they learn from their social “faux pas” and move on.

As one who often finds it difficult to “read” others and give appropriate social responses, I value the Toastmasters philosophy of failure as a necessary part of growth. I thank the member for sharing, and for increasing our awareness of AS.

LAURA MARTIN, CC

Belfast Toastmasters
Belfast, Northern Ireland

Jump In!

Thank you, Khushi Pasquale, for the extraordinarily good article “Drum Roll, Please!” (June), about your experience overcoming personal doubts to enter a Humorous Speech Contest. You’ve provided great tips to younger Toastmasters,

and super motivation to longstanding members to jump into speech contests.

GABI BRAEHLER, ACS, CL

Berliner Meisterredner
Berlin, Germany

A Magical Mime

When I saw the photo of entertainer Tina Lenert in the July issue (“The Sound of Silence” by Mike Caveney), it was a “flash from the past.” I jumped up with excitement to show the article to my partner. I feel as though I know Lenert, because as a child I had seen her mime act on television and it made quite an impression on me. A glimmering memory of the magical “Mr. Mop” had remained in the back of my mind.

I subsequently watched Lenert’s performance (her speech and her act) on YouTube, and I soaked up every minute of it. Thank you for making my day!

SANTIAGO A. NARANJO

Traveling Toastmasters club
Bellevue, Washington

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.

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On the organization's 90th anniversary, the future looks brighter than ever.

Ongoing transformation would make founder Dr. Ralph C. Smedley proud.

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COVER PHOTO: Members gather for lunch at the 1949 International Convention in St. Louis, Missouri.

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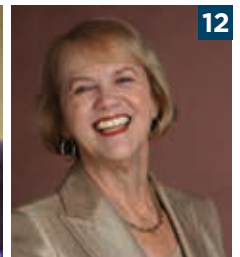
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October Special Tablet Features

-  Watch Toastmasters' past international presidents share wisdom from their leadership experiences.
-  Hear the first female World Champion of Public Speaking deliver her winning speech in 1977.
-  See more historic photos and memorabilia highlighting the organization's legacy.

For more information, go to toastmasters.org/magazine.

AROUND THE GLOBE

MEMBER MOMENT

Former Olympic Coach

Faye Kitariev began figure skating as a small child in Latvia. Discouraged at age 6 by her first coach, Kitariev went on to become a state champion figure skater in the Soviet Union after another coach recognized her potential.

Years later, when her family moved to the United States, Kitariev embarked on a 20-year career as a coach, trainer and choreographer for competitive figure skaters. She learned that having a clear vision, firm beliefs and a strong purpose were more likely to lead to success, “even when competing against arguably more talented competition.” Her students, including U.S. Olympians Sasha Cohen and Johnny Weir, benefitted from her expertise.

Now retired from the rink, Kitariev turns to a different kind of coaching—helping others uncover their potential—through her firm called Make the Impossible Possible. Believing that success depends on personal transformation, she began studying sports psychology, yoga, meditation and tai chi, and earned a master’s degree in spiritual psychology. A member of Irvine Lunchtime Toastmasters in Irvine, California, she recently published a book, *Choreography of Awakening*.

Why did you join Toastmasters?

I attended an event led by motivational speaker Tony Robbins, and a part of me wanted to do the same thing he does. I read about how he sought out, and created, speaking opportunities to become an effective speaker. It was then that I had the idea of joining Toastmasters. I was still teaching figure skating and didn’t think to let it go, but I attended a Toastmasters meeting and never looked back.

How do you motivate someone?

In sports psychology there are two types of motivation: intrinsic (from within) and extrinsic (drawn from external sources). Some scholars say there is no such thing as intrinsic motivation. If that’s

the case, it’s unfortunate, because most extrinsically motivated people burn out and no longer know what they want.

Therefore, I don’t try to motivate anyone. My goal is to inspire people. I want to connect people to their passion.

I use two tools to inspire people. First, I inspire myself so I can inspire others in a way that will create a real shift in them. Second, I tell heartfelt stories that touch people emotionally to create a long-lasting impact.



Faye Kitariev

What advice do you have for reducing stress before a performance?

The easiest way to control stress is to create a pre-event ritual and focus on relaxation techniques, then practice the ritual! No matter how many times my [figure skating] students have competed in their lifetime, they practiced these rituals as much as or more than they practiced their performances.

To achieve long-term success and enjoyment in presenting, the goal is not to minimize stress but learn to see it as something exciting and positive. The problem starts when we think of pre-competition moments as *stress*. It is *excitement*.

Learn more about Kitariev at ChoreographyOfAwakening.com.

In Brief

PLANNING A SPEECH CONTEST?

Make your event a success! Download the most up-to-date speech contest materials and ensure that contestants are eligible to compete by checking the 2014 *Speech Contest Rulebook*. Get materials for free from the Toastmasters Online Store at toastmasters.org/DigitalSpeechContests.

SHOW OFF YOUR CLUB VIDEO

Share your club’s story and enthusiasm for the brand and your club could win branded

materials (e.g., lectern, banner) valuing up to \$100. For contest details, and to see the latest winning club video, please visit toastmasters.org/BrandPortal and select “Brand Contests.” The contest ends **December 31, 2015**. To see a playlist of winning videos, go to <http://ow.ly/zZjdx>.

WANT TO BECOME AN ACCREDITED SPEAKER?

It’s time to start the application process. To be considered, apply between **January 1**

and February 1, 2015. To learn more about the program, or to download the application or rules, please visit toastmasters.org/AccreditedSpeakerProgram.

FUTURE CONVENTION

Every August, members around the globe convene to celebrate the year’s successes with like-minded friends. Learn about the 2015 International Convention, to be held in Las Vegas, Nevada, at toastmasters.org/FutureConventions.

SNAPSHOT



In June, members of the Fukuoka Toastmasters club in Fukuoka, Japan, celebrated the club's 60th anniversary of its first meeting in May 1954. Toastmasters around Japan attended a banquet in Fukuoka to celebrate the club's long history. A highlight of the event was a hula dance, performed by the female members of the club.

FACTS WORTH KNOWING

Toastmasters International Achieves Record Growth

The results are in. Toastmasters is helping more people than ever become more confident speakers and leaders.

Membership now exceeds 313,000, spread among more than 14,650 clubs in 126 countries. This marks a 7.3 percent increase in membership and a 17.2 percent increase in clubs from the 2012–13 program year to 2013–14.

Other highlights of Toastmasters' annual growth include:

- Five countries formed Toastmasters clubs for the first time: Guinea, Iraq, Liberia, Uganda and Uruguay
- An increase in education awards in all categories
- Growth both in North America (4.5 percent) and internationally (15.6 percent)

Membership now exceeds
313,000
in **126** countries

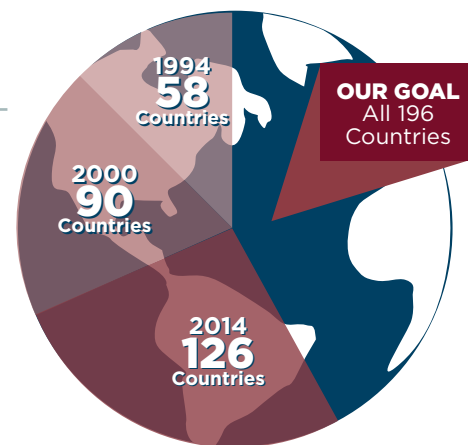


spread among more than
14,650 clubs



7.3% increase
in membership

Total countries with Toastmasters membership



17.2% increase in clubs

AROUND THE GLOBE

WHAT'S THE BUZZ?

How do you plan to celebrate Toastmasters' 90th anniversary?

"We organized a division-wide celebration to go along with our division conference this month. The format will follow the structure of a club meeting, but we've added dinner and networking opportunities and invited our region advisor to give the keynote. Our area governors will take on bilingual speaking roles, in English and German, to make the event inclusive. Since none of the speakers are eligible as contest speakers, there is no conflict with the division speech competition the following day.

"The theme is "Thank You, Toastmasters!" Participants will get a chance to personally thank both the organization and the individuals who helped them. We will also honor our club founders and give a special award to those who have used Toastmasters in a way that shows remarkable improvement in speaking or leadership."

Khushi Pasquale, ACB, ALB

Mercury Toastmasters
Berlin, Germany

"We are putting together a marketing and a public relations campaign for the entire year. Leading our division's celebrations is Monica White, ACS, ALB, using the Toastmasters *High Performance Leadership* manual as her guide. Monica's experience as regional director of marketing at the *Ventura County Star* newspaper will be invaluable!

"We want to have a 'thank you' event and an award celebration. We will kick-start the celebration this month at our October (fall) speech contest. Club founders will be recognized, and we'll honor the oldest club, the longest active member and the most supportive sponsor. We'll celebrate the main event at our spring contest in 2015 and involve the media."

Martha Navarrete, ACG, ALB

Ventura Sunrise club
Ventura, California

Members contributed to the discussion on the LinkedIn Official Toastmasters International Members Group.

INTERNATIONAL INTERPRETATIONS

Say "Cheese!"

... or as they say in Sweden: "Säg omelett!"

The smile is the universal expression of happiness or amusement. Although this merry facial expression has the same meaning across cultures, the times when grinning is appropriate vary internationally. In Thailand and the United States, it's normal to smile in many different situations. In fact, Thailand is often dubbed "The Land of Smiles." However, in many Asian countries, too much smiling or smiling without a reason may be seen as insincere. In Germany, smiles are saved for moments of true happiness.

Are some countries "happier" than others? *Jetpac City Guides*, a fun app that analyzes Instagram uploads to create visual city guides, examined 150 million photos to determine smile scores around the planet. After the app counted, and measured the sizes and shapes of, smiles from users in 124 countries, it ranked each one. Results were posted online this year. Brazil appears to be the happiest country with a smile score of 60.5, followed by Nicaragua (59.4) and Honduras (53.9). Countries with the lowest smile scores include Kuwait (9.7), South Korea (9.2) and Japan (4.1).

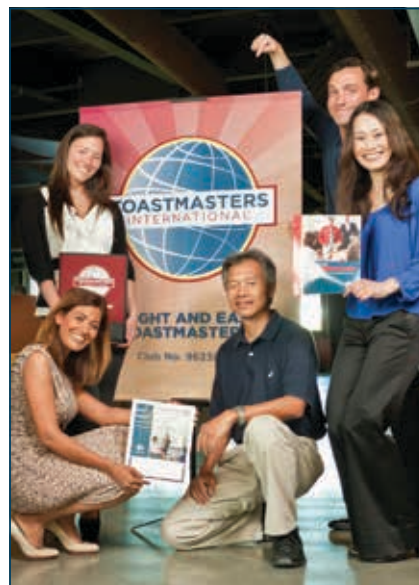
Although some people smile more than others, many smile on command. And different cultures use food-related words to coax people into smiling. Many English-speaking people know to smile when they hear "Say cheese!", while Russians might grin when they hear "Skazhi izyum!" ("Say raisins!"). Some photographers in Bulgaria use "Ze!" ("Cabbage!") to elicit smiles, while "Qiézi!" ("Eggplant!") is used in China and "Buncis!" ("Green beans!") is heard in Indonesia.

A side note: Smiling could even have health benefits, such as elevating one's mood or providing stress relief. So, as they say in Spanish, "¡Diga patata!" ("Say potato!")

Sources: *Bright Now!*, "What Smiles from Different Cultures Tell You"; *Jetpac City Guides*, "The International Day of Happiness"; *Omniglot*, "Say cheese!"; and *Livestrong*, "Health Benefits from Smiling"



Although the smile has the same meaning globally, the things that make us smile can vary culturally.



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MEET MY MENTOR



Terra Sun, ACG, ALB

No one has the potential to influence a member's experience like a mentor. Jacky Wu, CC, a soft-skills trainer at an American consulting firm, and a member of the Global Communicators club in Beijing, China, shares how his mentor, Terra Sun, ACG, ALB, has helped him.

How did you find out about Toastmasters?

I was introduced by a friend. I visited a club in 2010, and joined to improve my English skills. I studied Chinese in college. I had wanted to learn English since I was a child, but there were very few good English teachers in most areas of China at the time.

Please tell us about Terra.

Terra is a project secretary at Black & Veatch Corporation. The club assigned her to be my mentor as soon as I joined. Her enthusiasm, personality and sense of responsibility make her a good role model.



FROM LEFT: Jacky Wu and Terra Sun

What was your first impression of her?

I noticed her natural sophistication when she spoke on stage. Her voice, eye contact, gestures and movements were perfect.

What else makes her a good role model?

It is how well she handles the multiple roles in her life. She has a 6-year-old son. When serving last year as area governor, she spent time focusing on club development. It is not easy being a mother and a professional, but she schedules her time wisely and pursues her dreams. One evening she spent over 40 minutes on the phone mentoring me before cooking dinner for her child.

What goals have you accomplished because of her?

So far, I've delivered 17 prepared speeches, and 10 times I went home with a Best Speaker ribbon. Now I serve as the club vice president membership. I also have two mentees, and I try to provide them with the same kind of support that Terra gave me.

What feedback has Terra given you that helped you most?

Terra gave me lots of practical suggestions, but it was her encouraging words that helped me most. She said my English vocabulary was large enough to express my thoughts, and my articulation was accurate enough so that others can understand me. The only thing I lacked, she said, was practice.

What is your favorite thing about Terra?

It is how she can take a common topic and turn it into a charming speech.

NOMINATE YOUR MARVELOUS MENTOR!

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

LOOKING AT LANGUAGE

Fun with Puns

If you deliver a humorous speech, you want it to be funny. So try being pun-ny. When used judiciously, puns can punch up your language, and flavor your speeches with witty wordplay.

A pun is a play on words that have two or more meanings, or are similar-sounding but have different meanings.

Examples:

- **The horse is a stable animal.** ("Stable" is a word that refers to the quality of being reliable and also a place where horses are housed.)
- **He savored his self-pitying complaints like a fine whine.** (A play on "whine" and "wine.")

Richard Lederer has a passion for puns. The author of many books on language—and a frequent contributor to the *Toastmaster* magazine—Lederer was once challenged to come up with a play on *three* words. As described in his book *Adventures of a Verbivore*, he penned a gem: "Have you heard about the successful perfume manufacturer? His business made a lot of sense (and scents, and cents)."

Puns have been slung since ancient times, stretching back to Aristotle and Cicero. William Shakespeare was a noted practitioner. When the character Mercutio in *Romeo and Juliet* is lethally stabbed, he quips, "Ask for me tomorrow, and you shall find me a grave man." (The word "grave" refers to being in very serious medical condition and also to a burial place.)

The next time you give a humorous speech, display your brain power with a well-placed pun or two. As Lederer writes, "The pun is mightier than the sword."

QUOTE OF THE MONTH

"The best way to conquer **stage fright** is to **KNOW** what you're talking about."

— MICHAEL H. MESCON

TRAVELING TOASTMASTER



1 | LUIS DORBECKER FROM SALTILLO, COAHUILA, MEXICO, visits the Expiatory Sanctuary at León, Guanajuato, Mexico.


2 | MICHAL PETRUSKA FROM ŠTRBA, SLOVAKIA, admires the view from Preikestolen ("Preacher's Pulpit") in Forsand, Ryfylke, Norway.

3 | NANCY ANN NORTON FROM PARIS, FRANCE, overlooks the Banaue Rice Terraces of Ifugao, Philippines.

4 | KRISTI JOHNSON FROM FOLSOM, CALIFORNIA, stands before the Al Khazneh (a temple carved in rock) in Petra, Jordan.



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Speaking Success is a Means—Not an End

Improving our skills leads to other gains in life.

BY DR. RALPH C. SMEDLEY

Originally published in the February 1955 Toastmaster magazine (pages 21, 26)

The statement of the subject is rather dogmatic. It may open the way to argument. We could spend some time on definitions or on a philosophical discussion of purposes and of volition in general. But we shall get further if we confine ourselves to discussions of the plain and practical issue involved, which may be bluntly stated: Why did you join a Toastmasters club?

If it were possible to take a poll of our members, it is safe to assume that four out of five of them would say that they came into Toastmasters for speech improvement. Is there anything wrong in that?

Training in speech is the obvious purpose, the motivation of our clubs. It is something tangible, like

All civilization, all progress, depends on communication of ideas.

the foothill you must climb before you start to ascend the high mountain. Certainly it is a means; in some cases, short-sighted people mistake the means for the end.

Just what do we mean by “means”?

It is the method or procedure by which we work toward some purpose. It is part of the foundation on which our enterprise is built.

Consider the child learning the alphabet, or the multiplication table. It is a real achievement when the youngster becomes able to recite the A-B-C’s from A to Z, but if he stopped there, his accomplishment would be meaningless. He learns the alphabet in order that he may learn to read and write. If he stops short of that goal, he does not get far.

If we were to continue our polling of this audience, we would find that while all, or most of us, joined up for training in speech, most of us have gained far more than just the ability to make speeches. We have found speech training to be a means, or an instrumentality, by which we have made great gains—unforeseen gains—in our capacity to live and serve. Some of these unexpected



Ralph Smedley believed that speaking success furthers “our capacity to live and serve.”

gains have proved to be more valuable than the speech ability which was the primary incentive. Each step we have taken has brought us in sight of other steps which would not have been in our reach without the preliminary work, the means by which we have climbed.

In the Toastmasters club, as in all other worthy enterprises, we find that progress leads to further progress. Understanding leads to the revealing of new ideas to be understood and used.

Men join our clubs for a variety of purposes, all of which are related to public speaking. One man joins to prepare himself to become president of his lodge or his service club. Another wants to be a better salesman. Another is fitting himself for promotion in

his business. Another comes in to find how to overcome his self-consciousness and his inability to deal with other people.

Perhaps we shall not be taking in too much territory if we say that the speech training, the training which is available in the Toastmasters club, has values both psychological and pathological in addition to the obvious advantages which come with improvement in communication. Some of these values are coming to be recognized. Others are yet in the stages of discovery and exploration.

In the final analysis, although many do not realize it, the end of our training is better communication. In the process of learning to communicate better, we get the other benefits, which come as extra dividends. As we gain speech facility, we gain in our thinking and in our listening powers. We extend our horizons and enlarge our interests. We become better neighbors. We help in the cause of human progress.

All civilization, all progress, depends on communication of ideas. As we learn to share our thoughts with others, and compare our own thinking with theirs, we make possible that cooperative action without which there can be no progress. We promote better understanding, on which human relations are based.

Thus we see that while most of us may have entered Toastmasters to learn to make speeches, that benefit is but the beginning of the good which may come to us, and the good which we may do for mankind. ■

Oral History Reveals a Storied Past

Past international presidents share memories for posterity.

BY TIM KECK, DTM, PIP

Oral history has been defined as “a field of study and a method of gathering, preserving and interpreting the voices and memories of people, communities and participants in past events.” Oral history both pre-dates the written word (think of Homeric Greece) yet is also thoroughly modern, incorporating 21st-century technology.

Over the past four years, Toastmasters International has undertaken its own oral history project. As an initial effort, we are interviewing each living past international president (PIP). Our PIPs have a unique perspective on the evolution of Toastmasters and the important historical events in the organization’s history.

Nine past presidents, so far, have participated in approximately two-hour video interviews, which are now part of the Toastmasters archives. Many more will follow. The following are brief glimpses, extracted from the interviews, into the lives of these dedicated leaders.



George C. Scott, DTM
(1975–76 International President).

Scott, the most senior of the PIPs interviewed and a former partner in an international accounting firm, shares the same name as the late Academy Award-winning actor. As international president, Scott recalls, he would call for a reservation at a hotel, airline, restaurant or wherever, and when asked for his name,

he’d declare, “I’m George C. Scott.” “I’d get a pause at the other end,” he says, “and then I’d hear, ‘The George C. Scott?’ My reply was, ‘Well, certainly.’”



Bob Blakeley, DTM
(1976–77 International President).

As a young man, Blakeley served in the United States Marine Corps. He fought in both World War II (at Iwo Jima) and the Korean War. Later he enjoyed a successful career with the United States Army Corps of Engineers.

Both Scott and Blakeley, as members of the Toastmasters Board of Directors and Executive Committee, participated in—and were eyewitnesses

to—such historically significant events as the 1973 decision to open membership to women. Of this decision, Blakeley says, “When you’re managing an organization, or leading it, you need to lead it from the people’s point of view, not in terms of what you want to do from on top. We made that change, and now we’re in great shape, because roughly 50 percent of our membership (and our leadership) are women.”



Eddie Dunn, DTM
(1983–84 International President).

In his interview, Dunn discusses his distinguished career in higher education, which culminated in his service as chancellor of the North Dakota University System. As did other past presidents, he reflected on the importance of family and mentors in his education and development.

Dunn also talked about the dramatic impact Toastmasters has on people. “I think what we find is that the organization has the power to change people’s lives,” he says, “and our members realize they don’t have to just react to things that are happening to them. They can actually take control, they can influence, and they get to the point of learning one of the greatest things about humans—that it’s more satisfying to give than it is to receive.”



Ed Bick, DTM
(1990–91 International President).

Bick joined Toastmasters as a young U.S. Air Force officer. Like so many of our members, he was terrified to give presentations, yet he realized how important effective communication is to personal and professional success. It was an investment, the value of which he realized again and again in a long and successful business career.

Bick commented on the remarkable growth of Toastmasters: “We are a worldwide organization. The world community is our community, not only as Toastmasters but as individuals and citizens. I think the expansion of Toastmasters in some small way will help with relationships between countries.”

ALL-YEAR CELEBRATION

Articles relating to Toastmasters' history will be published each month during the 90th anniversary year, through September 2015.

Do you have a remarkable story to share about an influential Toastmaster in your club or district? Please send it to history@toastmasters.org.



Bennie Bough, DTM
(1992–93 International President).

Bough joined Toastmasters while serving as a naval officer in San Diego, California. An assignment in the early 1950s took him to Taipei, Taiwan, where he sponsored the first Toastmasters club in that nation. In his interview, he expressed pride in the great success of Toastmasters in Taiwan.

Bough also shared what for him is the essence of Toastmasters: "We work together to bring out the best in each other, and then we apply these skills [when working with] others. Boiled down to two words—communication and leadership—that is what we learn, and then we go out and we serve."



Pauline Shirley, DTM
(1994–95 International President).

For her part, Shirley emphasized her commitment to serve others in a leadership role. One of five women who has served as International President, Shirley praised the pioneering example set by Helen Blanchard, DTM, the first female international president (1985–86). She also noted her close friendship with fellow club

member and Past International President Jo Anna McWilliams, DTM (2000–01).

"A key element in our success," she says, "was an approach to leadership that Jo Anna and I shared—our belief that people deserve to be appreciated. They deserve to be motivated. They deserve to be served."



Robert Barnhill, DTM, AS (1996–97 president) and **Jana Barnhill, DTM, AS** (2008–09 president).

The couple is unique (to this point) as the only husband and wife

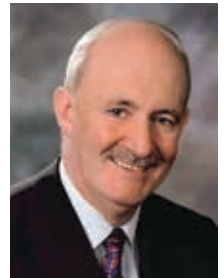
who have both served as international president. In a joint interview, they reflected on their lives in Toastmasters as partners and leaders.

Jana summarized their experience: "I think we both just consider ourselves blessed to have been a part of this organization, and to have experienced it at the level we have. ... It has made us individually better, and collectively it has made us better

together. And hopefully what we have learned here has helped us make the world a better place."

Ted Corcoran, DTM
(2003–04 International President).

Corcoran, of Dublin, Ireland, is a historian by avocation, and he shared his extensive knowledge of the history of Toastmasters in the United Kingdom. He summed up his view of the Toastmasters spirit this way: "Everyone helps everybody else. Some days it's your turn to help somebody; one day it's someone else's turn to help you. We have a saying in Ireland, 'What goes around comes around,' which means if you give it away, it comes back to you. And that's what I find happens [in Toastmasters] all the time."



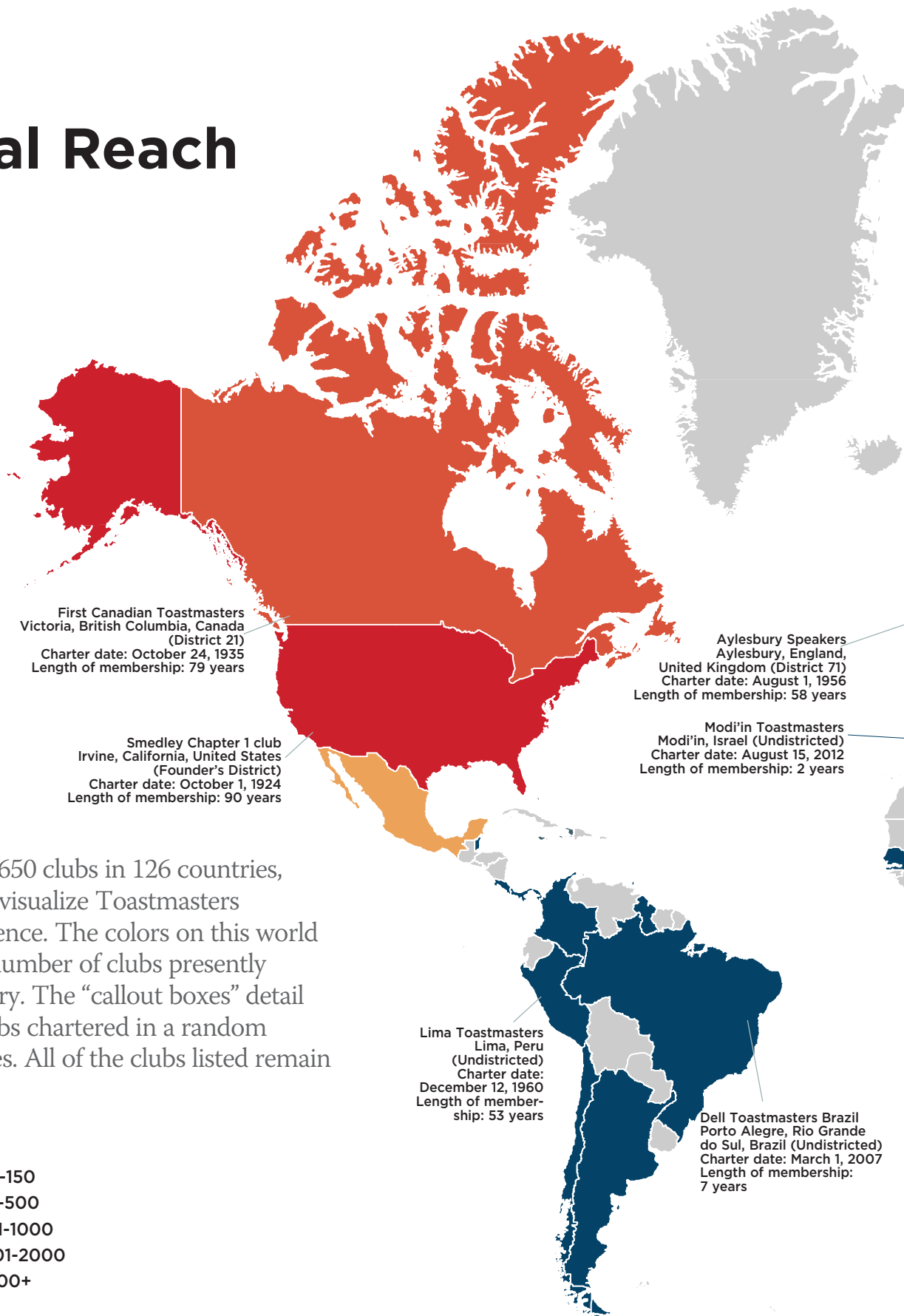
Common themes arose during the lengthy interviews with our PIPS. All expressed gratitude for their Toastmasters experience and the mentors who helped them along the way. All acknowledged the tremendous debt we owe to Dr. Ralph C. Smedley. All affirmed the power of Toastmasters to do real and permanent good in our communities. All celebrated the growth of our organization around the world. And, while looking back, all looked toward a robust future for Toastmasters International. 📺

TIM KECK served as *Toastmasters International President* in 1999–2000.

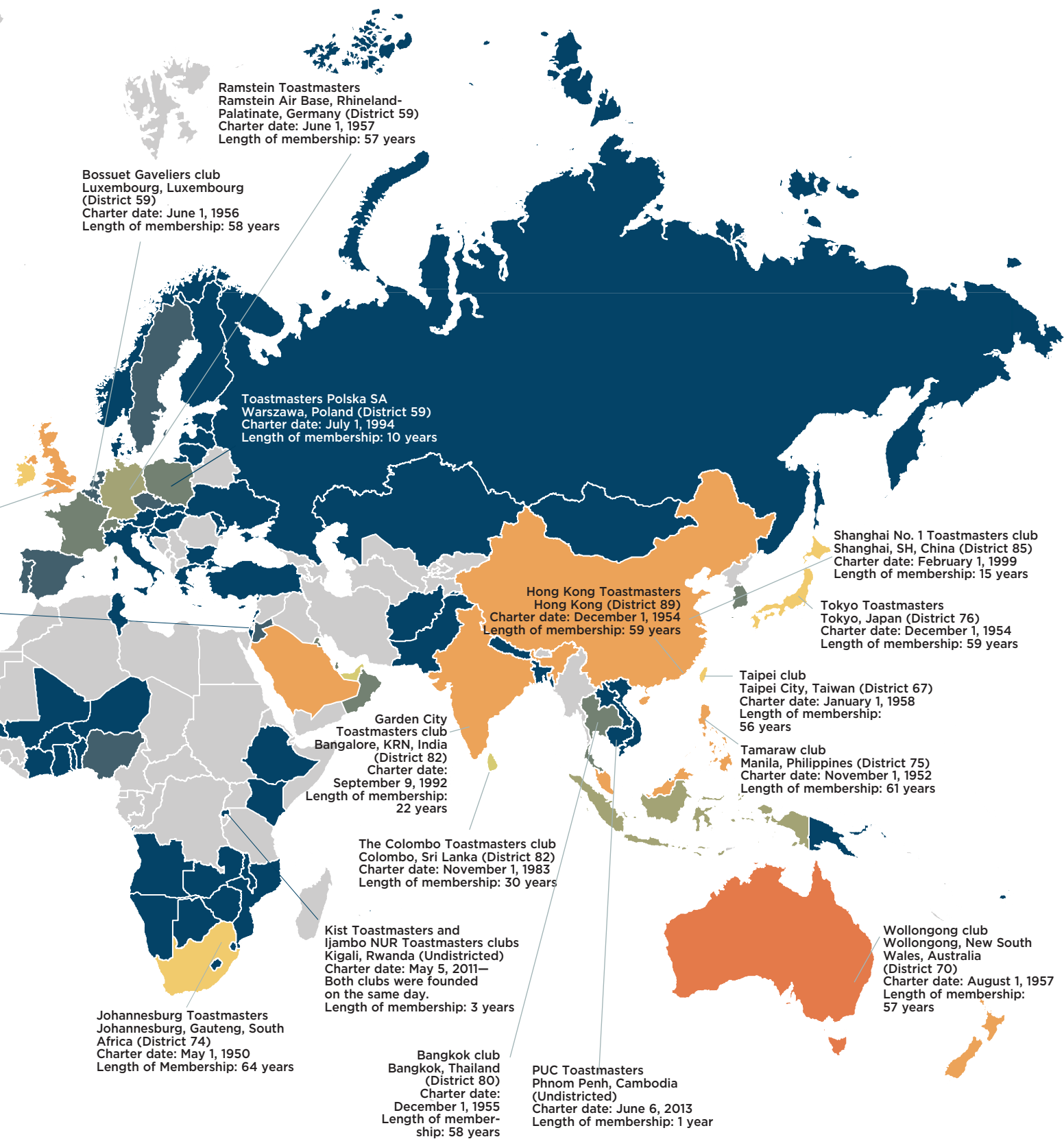


Download the **Toastmaster** magazine app for your tablet to hear more from these past international presidents, and watch the video clips provided.

A Global Reach



With more than 14,650 clubs in 126 countries, it can be difficult to visualize Toastmasters International's influence. The colors on this world map represent the number of clubs presently active in each country. The "callout boxes" detail some of the first clubs chartered in a random selection of countries. All of the clubs listed remain active today.





A Toast to Toastmasters!

On the organization's 90th anniversary, the future looks brighter than ever.

BY PAUL STERMAN

Shortly before his death in 1965, Dr. Ralph C. Smedley, founder of Toastmasters, wrote these words: "As I look back over a half century of connection with the Toastmasters movement, I am impressed by the fact that a simple idea, put to work in so simple a manner, has grown into such an instrument of service for so many people. It must have met a real need."

Indeed, it did, and that need continues to grow, especially in a global marketplace where communication and leadership are more vital than ever. Imagine what Smedley would say today if he knew that Toastmasters membership has now surpassed the 300,000 mark. He would surely be happy knowing the organization he started 90 years ago, then nurtured, inspired and guided with his vision, is helping so many people to better themselves. Toastmasters, through its learn-by-doing approach, has enabled literally millions of men and women to gain confidence and build communication and leadership skills.

From San Francisco to Sydney, from Montreal to Mumbai, meetings are now held in more than 14,650 clubs in 126 countries. Toastmasters has never been bigger. But no matter how much it grows, the aim remains the same, says Toastmasters Chief Executive Officer Daniel Rex: "A rich member experience delivered through a quality club meeting—that is our primary objective."

It's a mission that mirrors Smedley's original vision. Which brings us back to the beginning.

A Memorable Year

In 1924, the Russian revolutionary Vladimir Lenin died, the Winter Olympics debuted in France, and Calvin Coolidge became the first United States president to deliver a radio broadcast from the White House. Against this global backdrop, Ralph Smedley started a Toastmasters club in the basement of a YMCA (Young Men's Christian Association), in Santa Ana, California. The initial meeting of about 20 men, on October 22 of that year, marked the birth of the organization we know today.

It was not the first time Smedley had introduced such a club. At other YMCAs in the U.S. where he previously worked, he started the same type of group, aimed at helping young men learn the art of public speaking. The meetings had a social-club format, resembling banquets with toasts and after-dinner speakers. Thus, "The Toastmasters Club" was chosen as the name. As beneficial as they were, however, none of the clubs survived after Smedley moved on to his next YMCA job.



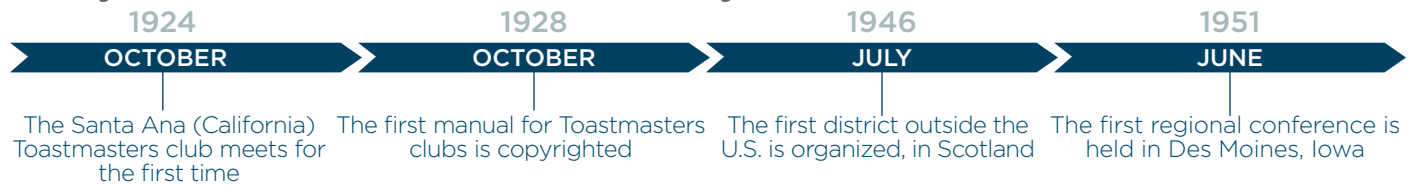


Above, members and guests dine at the 1951 International Convention in Philadelphia, Pennsylvania. At right, members gather at the 2014 International Convention in Kuala Lumpur, Malaysia, the first International Convention held outside North America.



TI HISTORY

8 Key Dates in Toastmasters History



That all changed when he went to work at the Santa Ana YMCA. When he launched the Santa Ana Toastmasters club, it stuck (and still thrives in the form of the Smedley Chapter 1 club). In the next few years, other clubs sprung up in the surrounding Southern California area. More milestones ensued: In 1933, the *Toastmaster* magazine debuted; in 1935, a club launched in British Columbia, Canada, the first one to form outside the U.S.; and three years later, the first Toastmasters speech contest was held (the winner: Henry Wiens of Reedley, California).

“A rich member experience delivered through a quality club meeting—that is our primary objective.”

— Toastmasters International CEO Daniel Rex

The early clubs pioneered the same hallmarks we recognize in club meetings today: practicing speeches, running meetings efficiently, honing listening skills, evaluating speakers to provide feedback on vocal delivery and speech construction—all in a positive, supportive environment. Such improvement in communication and leadership spurs personal and professional growth, and as Smedley noted, helps build “a better society made up of individuals who must act in groups.”

“The program can change people in the most positive and powerful ways,” says Mohammed Murad, Toastmasters’ 2014–2015 International President. “It enriches people’s lives.”

Forging Ahead

In 1941 Smedley resigned from his job as general secretary of the Santa Ana YMCA to devote himself full-time to Toastmasters.



Ralph Smedley leads a club meeting in 1925.

His legacy includes many vital writings, including the early, touchstone manuals he produced for Toastmasters, such as *Basic Training* and *Beyond Basic Training*.

Toastmasters continued to grow throughout the decades, and in 1973 the organization made a pivotal decision: It opened membership to women. Previously, women had attended meetings as guests of friends or spouses but could not officially participate as members. The inclusion of women prompted a new spurt of Toastmasters growth. In 1982, membership reached the 100,000 plateau.

As Toastmasters expanded around the world, World Headquarters moved in 1990 from Santa Ana to a bigger facility in Rancho Santa Margarita, California. More than 140 employees work there today.

Leadership, Training and Technology

Recent years have brought a renewed emphasis on the development of leadership skills. In 2011, Toastmasters refreshed its brand and unveiled a new tagline: “Where Leaders are Made.” It signals how public speaking and leadership go hand in hand, particularly in today’s workplace, where dynamic leadership is more valuable than ever.

As Toastmasters has moved forward, its focus has been on helping members get the most out of their experience, including improving their opportunities through technology. A few examples:

- Materials for District Leader Training and Club Officer Training have been updated to provide a more consistent and practical experience for all attendees. In-person and online training opportunities are blended throughout the year.
- Social media has emerged as a powerful tool. On sites such as Facebook, LinkedIn and Twitter, members connect, communicate, provide feedback and weigh in on a wide range of Toastmasters-related topics.
- In 2011, the online version of the *Toastmaster* magazine became available on the Toastmasters website. And last year the digital



The organization was first based in the YMCA building in Santa Ana, California, from 1924 until 1940.



edition of the magazine debuted. Available on tablets via a mobile app, the digital magazine gives members around the world instant access to the print magazine, enhanced with interactive elements such as video, web links and photo slideshows.

Global Growth

The organization is thriving—both domestically and internationally. In the 2013–2014 program year, nearly 1,500 new clubs chartered, and membership increased more than 7 percent. Two of Toastmasters’ fastest-growing areas are China and India, and this year, for the first time ever, Toastmasters held its annual International Convention outside North America—in Kuala Lumpur, Malaysia.

“Countless people have seen how Toastmasters training benefits them in their personal lives and careers,” says International President Murad. “The expansion of Toastmasters reflects the continued desire of people around the globe to improve themselves.”

An Exciting Path Ahead

Toastmasters is in the midst of the largest project it has ever undertaken: revitalizing the education program. Based on extensive research and member surveys, the program will provide members with the best opportunities yet to learn and grow. The project stems from the Board of Directors’ 2010 Strategic Plan, which called for a renewed focus on leadership and communication.

Scheduled to launch in the second half of 2015, the enhanced program will offer learning that is tailored to members’ personal and professional goals, helping them achieve success outside of Toastmasters in many ways. New technological resources will help members improve their speeches and support club-meeting roles, and members will have greater access to educational materials—access when and how they want it.

Toastmasters is forging a future path to meet the evolving needs of its members.



With Ralph Smedley as the guest of honor, Downtown Toastmasters Club 141 celebrates its 500th consecutive meeting in Los Angeles, California.

READ MORE

Want to know more about Toastmasters history? Two books offer detailed accounts of the organization’s evolution: *The Story of Toastmasters*, Volumes I and II. Volume I, written by Ralph Smedley, chronicles the founding and formative years of Toastmasters. Volume II recounts the history of the organization from 1960 to 1998, and includes photographs as well as information about Toastmasters leaders, the organization’s growth and the progress of its educational system. To order your copies, visit the online store at toastmasters.org.

Rex, the Toastmasters CEO, says, “We have a number of initiatives underway, including modernizing our education program and expanding our presence in corporations, that will continue to make us relevant to a new generation of professionals. These initiatives are supported by the efforts of Toastmasters leaders all over the world who volunteer their time and expertise.”

The transformation of Toastmasters, from that initial group that met in a YMCA basement to the global organization it is today, reflects a remarkable arc. And the coming years look brighter than ever. In 2024, when Toastmasters turns 100, there will no doubt be many new reasons to celebrate—none more important than the continued delivery of a high-value membership experience. **T**

PAUL STERMAN is senior editor of the *Toastmaster magazine*.



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Two members use this three-sided display—a pre-PowerPoint visual aid—to educate a visitor.

A MEDLEY OF TOASTMASTERS MOMENTS



◀ **1925:** *The Santa Ana Toastmasters club gathers at the YMCA building in Santa Ana, California. Toastmasters founder Dr. Ralph Smedley is shown seated at the far right. The club still exists today and is known as the Smedley Chapter 1 club.*

▶ **April 1961:** *Community and Toastmasters dignitaries watch Smedley and International President George Mucey break ground at what was then the new World Headquarters location in Santa Ana, California.*



▲ **1960:** *Smedley (center) meets with U.S. Vice President Richard Nixon (left) and California State Representative James Utt in Washington, D.C.*



▲ **California Governor Ronald Reagan signs a Toastmasters Week proclamation, as International President Earl Potter (1968–69) and District 39 Governor James Hansen look on.**



▲ In 1960, Convention highlights were available on vinyl record.



▲ 1963: Smedley was the fifth recipient of Toastmasters' prestigious Golden Gavel award, presented annually to an outstanding communicator and leader.

▲ 2009: U.S. first lady Michelle Obama wrote a letter in 2009 to the Founder's District's public relations officer: "Thank you for all that you do in your community, for daring to innovate, for dreaming big, and for finding ways to create a better tomorrow."



▲ LEFT: The first issue of the Toastmaster magazine was released in April 1933. The very small pamphlet was published quarterly and featured brief news from most of the clubs that existed at the time. As the years passed, more pages were added and the dimensions increased to their current size.

CENTER: The December 1979 magazine is an example of how the Toastmaster's look evolved.

RIGHT: The September 1983 magazine.



▲ A 1955 Convention advertisement.

What If They Had Been Toastmasters?

Moses, Dickens and Michelangelo—the need was there before 1924.

BY JANET WHITCOMB, CTM

This is an updated and expanded version of an article that appeared in the October 1994 issue of the Toastmaster magazine.

We all know people who could benefit from membership in a Toastmasters club. Fortunately, we also know people who have become Toastmasters and received those benefits. In fact, since the first club was called to order on October 22, 1924, in the basement of a YMCA building in Santa Ana, California, the Toastmasters organization has helped millions of people enhance their speaking and leadership skills.

But what if Toastmasters International had existed 100 years ago—or even further back in time—and many historical figures had been given the opportunity to develop or improve their communication skills? Would important events have unfolded differently?

One need only study history to realize that the world has been shaped—for better and for worse—by individuals acting according to their own personalities and abilities. With that in mind, it seems entirely possible that certain individuals might have benefitted from Toastmasters membership in ways that would have smoothed their destinies, perhaps made a difference in the outcome of their individual fates, the fates of those around them—and, in a few cases—the outcome of world events.

Far-fetched? Perhaps. But consider some of the qualities—leadership, confidence, skill development, poise, organization and focus—that can be enhanced by membership in a

Toastmasters club. Now get ready to stretch your imagination ... but not as far as you might think!

Reluctant to Lead

Slow of tongue and disinclined to accept responsibility from God—no wonder Moses lost his temper and threw down the tablets in disgust! Doing so cost him a pleasant retirement in the Promised Land. But if Moses had worked on his impromptu speaking abilities and management skills, his might have been an easier path.

Of course, as we know, the generally superb leadership that Moses provided during those 40 years of desert habitation worked out rather well. But leading the Children of Israel out of slavery was not a calling that Moses gladly accepted.

Despite the fact that God recognized the potential of this son of slaves, Moses was overwhelmed at the prospect of leading an exodus and questioned God's choice. That's why leadership

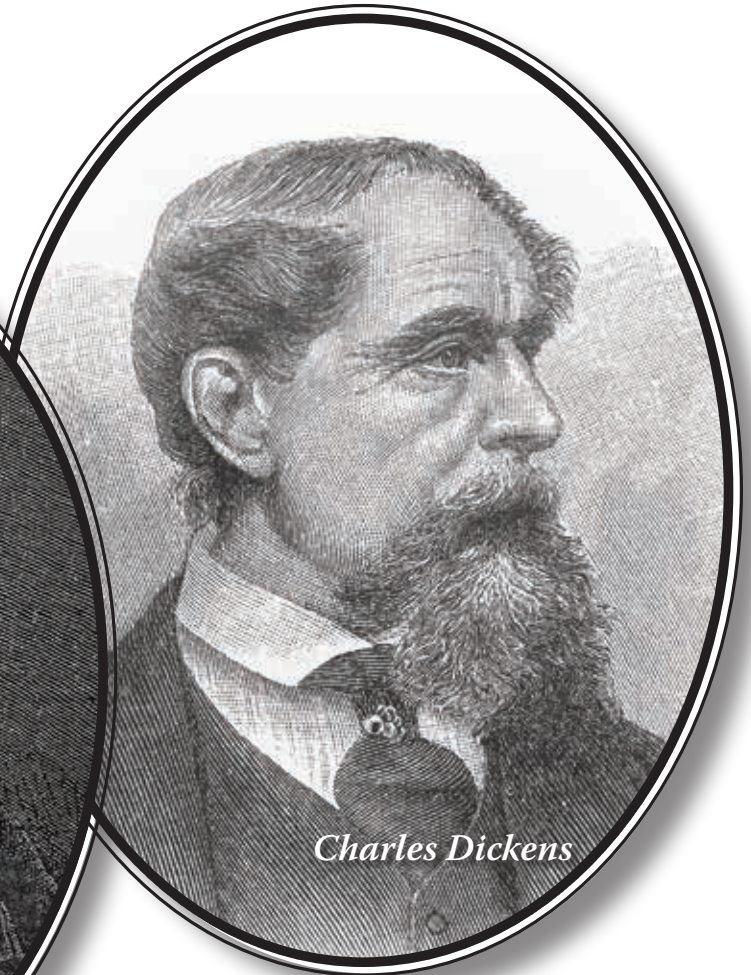




Moses



Michelangelo



Charles Dickens

training could have raised Moses' self-confidence. By starting out as a club officer, then becoming an area governor and perhaps a district governor, Moses eventually would have been far better prepared to lead the multitudes out of Egypt. But, alas, there was no Toastmasters club in ancient times to boost the skills and esteem of those upon whom leadership was bestowed. Poor Moses ... talk about on-the-job training!

Dealing with Shyness

At the beginning of the 20th century lived a very unhappy woman whom many considered a threat to the future of Imperial Russia. This woman's name was Alexandra, and her husband was Tsar Nicholas II.

Much of Tsarina Alexandra's bad reputation stemmed from her own lack of self-confidence. Although she was comfortable relating to people on a one-on-one basis, the Tsarina became exceedingly nervous and agitated during obligatory

court occasions. Many important and influential persons from government and society would report in their diaries and memoirs that the Tsar's consort flushed unbecomingly when forced to speak, frequently becoming so tongue-tied she could only respond with an unsmiling stare.

To put it mildly, this was unfortunate. After a while, courtiers and dignitaries mistook the Tsarina's silences for arrogance. Eventually, due to her inability to cope with crowds, Alexandra became a recluse with only a limited number of contacts beyond her immediate family and friends.

Meeting on a regular basis with an encouraging group of Toastmasters would have given the Tsarina an opportunity to face her fears in a nonthreatening and supportive atmosphere. Through Toastmasters networking, she could have widened her circle of associates and perhaps developed a more accurate concept of what Russian citizens required of their Tsar. This would have been especially helpful, since many historians blame Alexandra's



Emily Dickinson



Marie Antoinette

isolation—and the way she encouraged her husband to isolate from others—as a reason for the fall of the Russian monarchy.

Expressing Ideas to a Larger Audience

Mention the name of Emily Dickinson and the image of a reserved woman in white, surreptitiously peering out of an upstairs window, is likely to come to mind. This American poet was so reclusive, in fact, that the majority of her exquisite poems

One need only study history to realize that the world has been shaped—for better and for worse—by individuals acting according to their own personalities and abilities.

remained unknown to the public until after her death. Yet Emily did enjoy the recognition she received from those few literary agents who managed to pay her a visit.

A Toastmasters club would have challenged the introverted Miss Dickinson and provided a forum for her talents. Then, if she

wished, she could have advanced to larger circles of attention by visiting other clubs and participating in area and division speech contests. Such self-paced participation would have encouraged this shrinking violet to blossom.

How many of us have something to share with others, but are uncertain or uncomfortable about doing so? Like Emily, we “hide our light under a bushel.” But how much better to develop our talents now, rather than leave to chance whether our hidden abilities will ever be appreciated. The saddest phrase in any language is “if only.” Membership in a Toastmasters club gives us the opportunity to articulate our ideas and dreams before it is too late.

Improved Speaking Skills

Few English-language authors have had the skill and artistry with words exemplified by 19th century novelist and essayist Charles Dickens. So celebrated was he in his native England and abroad that his stories, often published in serialized form, were awaited at the shipping docks by eager readers, hoping that the latest installment had arrived. Grateful publishers paid Dickens by the word, and readers of the time—undistracted by computer games or cable television—eagerly perused his colorful Victorian prose.

Eventually Dickens began to schedule tours. Rather than lecture, he typically read from his own works. But although Dickens attracted full houses wherever he traveled, at least one audience member came away disgruntled. For despite Dickens' penchant for melodramatic plotting and a personal fondness for the theater, popular young humorist Samuel Clemens found the British author's narrative style distinctly non-emotive. During a New York City visit, Clemens—who was winning considerable fame under the pen name of Mark Twain—was invited to attend a Dickens reading. Later he noted that the venerable author's recitation of a passage from *David Copperfield* was delivered with “no heart, no feeling”—leaving Twain “greatly disappointed.”

Dickens' literary reputation assured his financial success as a public orator. But he could have been a more engaging speaker if he had worked on his vocal variety and pacing. A Toastmasters club would have provided the ideal forum; after practicing his dramatic readings and recitations, the constructive feedback provided by fellow members would have been invaluable.

If Michelangelo had been able to access a Toastmasters club membership, he would have learned time management and realistic goal setting.

Goal Setting and Time Management

Michelangelo Buonaroti was an artist and not a speaker. His most lasting communications were achieved with chisel and brush rather than with words.

Still, Michelangelo needed to communicate with his patrons, the powerful Medici family, and most importantly with his eventual employer, the formidable Pope Julius II. Unfortunately, the painter and the pope had an antagonistic business relationship, due in part to Michelangelo's reluctance to hold a reasonable schedule while painting the ceiling of the Sistine Chapel. Despite his genius, around this time Michelangelo also began to lapse into habits some might identify of a procrastinating nature. Indeed, during the last 14 years of his life, Michelangelo did not finish a single painting; in his final 22 years, the man who had given life to “La Pieta” was either incapable or unwilling to complete a single sculpture.

But if Michelangelo had been able to access a Toastmasters club membership, he would have learned time management and realistic goal setting. The temperamental artist might also have acquired some diplomacy in his dealings with Pope Julius, tactfully explaining he could not always hold to a strict schedule, since, after all, he was dependent upon inspiration from a Higher Power!

Building Your Strengths

Two hundred-plus years after her death, France's legendary Queen Marie Antoinette continues to personify frivolity and irresponsibility.

To be sure, the former Austrian archduchess could be vapid, self-centered and extravagant. But when it became obvious her family was in danger, Marie surprised members of the court—and very possibly herself—with her ingenuity and courage. Following house arrest and a failed escape, Marie intelligently negotiated for a constitutional monarchy. Nothing, however, could assuage the bloodthirsty French revolutionaries. Having been granted less than one day to prepare for her trial, Marie went before the Revolutionary Tribunal and impressed everyone with her dignified and articulate defense. Only upon being accused of sexually abusing her son was she momentarily struck speechless. Then, regaining her composure, she stated in a strong and unshakable voice, “If I have not replied, it is because Nature itself refuses to respond to such a charge laid against a mother.”

Those present, many of whom had called for her death, now wept in her support.

The outcome, however, had been preordained, and two days later on October 16, 1793, Prisoner No. 280 was declared guilty of treason. Briefly returned to her cell, Marie composed a letter affirming her faith, clear conscience and love for her children before being taken away to Madame Guillotine.

But what if, long before the storming of the Bastille, the Queen had taken the time to develop her talent for extemporaneous speech? Participation in a not-just-for-aristocracy Toastmasters club would have brought out Marie's already innate abilities as well as exposed her to “liberté, égalité, fraternité.” And instead of the mythic “Let them eat cake,” “Let us debate” might well have become the motto of the woman behind France's new constitutional monarchy.

Modern-day critics have pointed to the escalating social ills that have marked the last 90 years. However, millions of people during this same period have also benefitted from a worldwide organization dedicated to the advancement of communication and self-improvement. As we celebrate the 90th anniversary of Toastmasters, we can count ourselves fortunate that we have had the opportunity to practice our eloquence, interaction and leadership within the friendly environment of a Toastmasters club! 📖

JANET WHITCOMB, CTM, is a writer and former member of Rancho Speech Masters club in Rancho Santa Margarita, Calif.



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privately with the individual afterward, and say, “I notice this has been happening from time to time; is there anything I can do to help you be on time in the future?”

Cinnie Noble, founder of CINERGY Coaching, a conflict management-coaching company in Toronto, Ontario, says conflict often emerges on teams because people have differing views of their work roles and responsibilities, and that’s usually because those factors haven’t been clarified by a team leader or they’ve been misinterpreted by team members.

Noble also believes conflict management isn’t a skill that’s emphasized or developed in most companies. “Companies talk instead about having good communication skills,” Noble says, “but they don’t specify what effective conflict management looks like in practice, and often don’t offer specific training in how to manage conflict well.”

TIPS FOR TEAM LEADERS

One of the best things about Toastmasters is that you not only learn how to give speeches, but also how to improve your interpersonal communication. That includes dealing effectively with conflict, one of the most valuable—and difficult—skills to master.

It’s inevitable that interpersonal conflicts will arise when Toastmasters work together on teams—planning various events, for example—or interact in club meetings. When problems emerge, we often avoid dealing with them head-on, because it can be uncomfortable. But it’s crucial to speak up in such situations, says Region 3 Advisor Linda Williams, DTM.

“Conflict is either going to be buried or you’re going to find a way to make it productive and use it positively,” she says.

Williams, a member of three clubs in Texas, helped facilitate a session about conflict resolution that was presented by World Headquarters’ Education and Training department. It was part of District Leader Training this past August in Kuala Lumpur, Malaysia. Although the session was for district leaders, its principles are applicable to all Toastmasters leaders.

To establish healthy conflict, said session presenters, create ground rules for dealing with difficult situations. Explore with your team the parameters for acceptable and unacceptable behavior—for example, consider what type of language should be used.

It’s important that everyone in the group feel they can express their opinions without fear of being criticized or insulted. What helps, says Williams, is to limit discussions to the issues themselves, rather than talking about the personalities involved, which heightens the potential for hurt feelings. It’s also important that leaders remain open to everyone’s input, she adds.

If, in the midst of a candid group discussion, someone feels uncomfortable or overwhelmed, they can ask the team to stop and come back to the problem later, Williams says. “People need to feel there’s a safety valve. If somebody feels pressured, they can say, ‘Hey, this is getting too intense, I need a break here.’”

—Paul Sterman

Leadership expert Kouzes says leaders must create a team culture where there is reciprocal behavior: “Sometimes I give and you take, and other times you give and I take.”

Martinelli says leaders, whether in Toastmasters clubs or companies, can’t lose sight of the fact that they’re constantly under a spotlight, and that trust is a fragile concept. “You have to create a culture where feedback is encouraged, and follow up on your commitments, because your team is always watching,” he says. “You also have to be concerned about the well-being of your team as human beings, because people will sense that. I’ve seen over and over again where a team leader will break the trust bonds within a team, which starts it down a dysfunctional path.”

Whether it’s your Toastmasters club or a work team, the research-backed principles of creating a compelling purpose, sharing leadership and embracing individual differences goes a long way toward creating the kind of exceptional team all members are proud to call their own. **T**

DAVE ZIELINSKI is the editor of *Presentation Xpert* newsletter (presentationxpert.com), which shares tips on designing and delivering high-impact presentations. He also is editor of the book *Master Presenter: Lessons from the World’s Top Experts on Becoming a More Influential Speaker*.

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Club-level adoption of the brand is necessary to present a consistent, unified look and increases global awareness of Toastmasters International.

With E.J.'s encouragement, Sarris served as District 47 governor, a position Hugh had previously held in the same district. "E.J. talked to me about the qualities of leaders: how to effectively build a team of area governors, and how to set expectations that leaders serving under you could buy into," she says.

"She spent several nights with me working on my campaign materials and speech. She taught me the art of working a room as a candidate, talking to as many people as I could. If not for E.J., I would never have run, let alone serve as a district leader."

Carolyn Buttolph, ATM, ALB, first met the Burgays at the G.U.T.S. club in Virginia in the early '80s: "I've been told that Hugh and E.J. started G.U.T.S. on a dare," she says. "The Burgays had been told it would be impossible to start a club that met every Saturday morning at 8 a.m." At the outset, Hugh and E.J. did all the mentoring, "and the club has been in existence ever since," she says.

Susan Ellsworth, DTM, met E.J. through Doris Anne Martin when Martin was the District 36 governor. Ellsworth was area governor when she met E.J., who at the time was the equivalent of today's lieutenant governor marketing. They both attended district executive committee meetings.

Ellsworth recalls her later experience with E.J., then the equivalent of today's lieutenant governor education and training. "At one officer training event, I discovered that I had forgotten to bring a small but essential piece of data, without which I would not be able to record new members' attendance. When I reported my problem to her, she asked me what options I had available.

"Not having thought of that, I said I had none. She quietly took me aside and gave me a lesson I never forgot: 'When you are the technician on the job and you have a technical issue that you know your leader has no knowledge of how to solve, present your leader with two or three options and the organizational consequence of each option.'

"Today, I am grateful to her because that lesson stayed with me as I grew in my professional life."

Nina Insinna, CTM, recalls the first time E.J., Hugh and Dutchess (E.J.'s guide dog) visited the Sarasota Evening club. They had relocated to Florida, and were looking for a club to call home. "I could sense there was something special about them."

The Burgays joined the club and E.J. mentored Insinna, who later wrote the article "It's a Wonderful Life" about her. It appeared in the January 2006 issue of the *Toastmaster* magazine. "She provided insight," Insinna wrote, "and as a true mentor, left me to figure it out."

Insinna often retells the story of the feedback, and the feeling of validation, she got from E.J. when preparing for one particular

speech. "She stopped me at one point and said, 'Take that out, you don't need it.' I continued, and she stopped me again with the same instruction, and then again, a third time. I replied, 'But it's good!' to which she replied, 'Yes it is, but save it for another speech, you don't need it for this one.'"

Insinna also remembers E.J. missing club meetings while battling cancer in the late '90s. "Hugh would attend meetings periodically and update us on her condition," she says, "always saying she was in good spirits and good humor."

Thomas Avrutis, ATM, also met E.J. and Hugh at the Sarasota Evening club. A friend of Insinna, Avrutis also remembers E.J.'s sense of humor. "One day," he says, "I came to help E.J. at night and rang the doorbell at her home. She called for me to come in, which I did, but the house was totally dark. I couldn't see anything. Uncomfortable, I asked her where the light switch was, and she said, 'Oh you light-disabled people, can't you do anything without light?'"

Then there is the voice heard in 1977 by Toastmasters around the world. It's that of E.J. herself, delivering her World Championship-winning speech, "A Tool for Survival." In it, she explained how laughter is an important tool for survival in a world that takes itself too seriously.

"Not long ago," she said, "a man came into our office to discuss some tax matters. His only previous contact with me had been over the telephone. And so all he knew about me was that I was a woman and a tax law specialist with the Internal Revenue Service. When we were introduced, he was shocked to discover that I was blind and had a seeing-eye dog at my side. Sensing his discomfort I quickly said, 'I guess you'd only suspected that the government was going to the dogs.' And we laughed. And that laughter overcame both my blindness and his embarrassment. We were freed from an uncomfortable situation."

When we remember E.J., it is with joy in her legacy. That's the way it is with great mentors and friends.

Says **Annelie Weber, DTM, PID**: "As the saying goes, 'Some people come into our lives and quickly go. Some stay for a while and leave footprints on our hearts, and we are never, ever the same.' That describes the impact E.J. had on me."

She is not alone. **T**

CAREN NEILE, PH.D., ATMS, CL, is an affiliate professor at Florida Atlantic University and a frequent contributor to the *Toastmaster*. She has presented on storytelling at two *Toastmasters International* conventions



Download the *Toastmaster* magazine app for your tablet to hear E.J. Burgay's 1977 World Championship-winning speech "A Tool for Survival."

An Educational Evolution

How our program has transformed over 90 years.

BY PAUL STERMAN

“Education is our business. It has been so from the beginning.”
— Toastmasters founder Ralph C. Smedley

Ralph Smedley established Toastmasters for the learning experience it would provide to members. However, a formal education program was not part of his plan. Experiential learning was. As a result, no manuals or evaluation guides or other written materials existed in the first few years after the 1924 founding, when a cluster of clubs emerged in Southern California.

Smedley provided all information verbally. His instruction about public speaking was spread among members by word of mouth.

“We must adapt to a changing world—and the revitalized education program is the best way to meet members’ needs in today’s global marketplace.”

— Past International President Pat Johnson

What a far cry from today. In 2014, members around the world have access to a variety of educational resources: manuals, projects, video, online content and other learning tools. The bounty will only get bigger with the debut of the revitalized education program, scheduled to launch in the second half of 2015. The program will be available to members in print and online; video and digital content will be expanded; and members will have mobile access to educational materials. (More on the revitalized program later in this article.)

Despite the growth of the Toastmasters education program and its resources, experiential learning remains at the heart of the Toastmasters experience, just as Smedley emphasized from the start. The club is a laboratory, he stressed, and we learn by doing. We improve our confidence and skills by practicing speaking and leading, and by helping each other through feedback and suggestions.

The Creation of Content

As the Toastmasters movement expanded, Smedley realized it was no longer practical to provide only verbal instruction. Basic guidelines about public speaking needed to exist in print so that all clubs could access the information and have a consistent



framework to follow. In 1928, he wrote the organization’s first manual, the *Manual of Instructions* for clubs, including a pamphlet titled “Ten Lessons in Public Speaking.”

Additional educational material was featured in “The Gavel,” a two-page newsletter that started in 1930 and morphed into the *Toastmaster* magazine three years later.

The first in-depth instruction about speaking came in 1942, when Smedley introduced a 12-project manual called *Basic Training for Toastmasters*, the predecessor to what is today the *Competent Communication* manual. *Basic Training* was revised and updated over the years. Members who completed *Basic Training* hungered for more advanced speaking skills; consequently, the organization’s first advanced manual, *Beyond Basic Training*, featuring 16 projects, came out in 1950.

Over the next two decades, the education program remained essentially unchanged. But beginning in 1969, new developments emerged. Among the highlights:

- The *Communication and Leadership Program* manual—an updated and expanded version of *Basic Training*—arrives in 1969.
- In 1978 the multi-manual *Advanced Communication and Leadership Program* is introduced.
- The next year, Toastmasters rolls out the 11-project *Success/Leadership Series*—a seminar-style set of programs that provides instruction in areas such as listening, evaluation and leadership.
- The *Accredited Speaker Program* begins in 1980.
- In 1984, the *Communication and Leadership Program* manual is revised.
- In 2006, the *Competent Leadership* manual is introduced and Toastmasters leadership training is strengthened.

A Master Plan Emerges

Looking back, it’s clear the education program was developed in a fragmented fashion: New materials were created in response to member needs at the time, rather than as a result of instructional design. And there was no master plan for the program.

But that changed with the Board of Directors’ 2010 Strategic Plan. The Board called on the organization to modernize the communication program and strengthen the focus on leadership learning. To accomplish those goals, Toastmasters is completely

revitalizing the education program. It is the most ambitious project the organization has ever undertaken.

The revitalized program will offer more real-world relevance, with members developing communication and leadership skills to help them succeed outside of Toastmasters. Learning will be tailored to their personal and professional goals, says Toastmasters Chief Executive Officer Daniel Rex.

“The overarching goal of Toastmasters will continue to be instilling confidence through communication and leadership development,” says Rex, “but beyond that, members can pinpoint the different competencies and skills they want to learn in the program.”

Two groups of member volunteers, the Learning Masters and Ambassadors, are working closely with the Education Team during the revitalization process—the former providing vital feedback on program content, the latter working to update members on the progress of the project.

“The revitalized education program is vital to our future,” says Past International President Pat Johnson (2010-2011), who is leading the Learning Masters group. “We must adapt to a changing world—and this is the best way to meet members’ needs in today’s global marketplace.”

Preserving the Culture

The education program is being revitalized, but it will preserve the Toastmasters culture and what works in the club environment. The four guiding principles of the program remain the ones that have marked the Toastmasters experience from the beginning:

- Experiential learning
- Self-paced program
- Peer feedback
- Mentoring

Developers of the revitalized program—which will run parallel to the current education program for at least two

years—are using best practices in instructional design. Based on extensive research and member surveys, the program will provide members with customized learning rather than a “one-size-fits-all” program, and members will build measurable skills in a clear, educationally sound and logical fashion. Toward that end, the enhanced program will feature tailored learning paths that contain a mix of required and elective projects, and in each learning path, members will progress through five levels of achievement that build in complexity.

All educational materials will eventually be translated into the eight languages in

which Toastmasters materials are currently translated: Arabic, French, German, Japanese, Portuguese, Simplified Chinese, Spanish and Traditional Chinese. In addition, evaluation and mentoring will play a more prominent role in the revitalized program. Online resources will boost the learning experience, and members will have greater access to educational materials.

“This is a very exciting opportunity to take our education program to the next level,” says Rex. ■

PAUL STERMAN is senior editor of the *Toastmaster magazine*.

AWARDS THROUGH THE YEARS

As the Toastmasters education program evolved through the years, so too did the awards that members earned for their accomplishments. Recognition is a key part of the education program, and achieving awards reflects the growth and hard work of members.

The recognition system began in 1946, when the first Certificate of Merit was awarded. The certificate was given to members who completed the 12 projects in the *Basic Training* manual, the organization’s first in-depth instruction about public speaking.

In 1950, the first Certificate of Achievement was issued. This award was established for members who completed the new advanced manual, *Beyond Basic Training*.

Other highlights through the years:

- The first Able Toastmaster (ATM) award is issued in 1964.
- The first Distinguished Toastmaster (DTM) award is issued in 1970.
- With the revision of the *Communication and Leadership Program* manual in 1984, two new education awards are introduced: the Able Toastmaster Bronze and Able Toastmaster Silver.
- In 1997, an improved recognition system begins for the communication and leadership tracks.
- In 2006, the *Competent Leadership* manual and the new Competent Leader (CL) award are introduced. In addition, the *Communication and Leadership Program* manual is retitled the *Competent Communication* manual, and the Competent Toastmaster award is renamed the Competent Communicator (CC) award.
- In the 2013–2014 Toastmasters program year, the number of education awards earned by members increased in all categories. More than 27,000 members earned their CC, about 5,500 earned their CL, and nearly 1,500 earned their DTM.



My Historical Perspective

Those who ignore history are condemned to eat meatball and onion pizza.

BY JOHN CADLEY

I was a poor history student. I would memorize the names and dates but they would rattle around in my head like rocks in a can and get all mixed up. This would result in my writing answers like, “*President Abraham Lincoln was assassinated in 1066 at the Battle of Ford’s Theatre. Upon his death Duke William II took over, which completed the Norman conquest of England, Alabama and the other Southern states.*”

I felt bad. History is important. When I read that quote about how those who ignore history are condemned to repeat it, I knew it was true. Every time I ate a meatball and onion pizza with hot peppers and anchovies I remembered why I should never eat a meatball and onion pizza with hot peppers and anchovies.

When somebody asks, “How do you know that really happened?” I say, “How do you know it didn’t?”

That’s why I kept reading history into adulthood. Once I was freed from the pressures of the classroom, things actually began to stick. I could tell you when World War I was fought, I knew what the Magna Carta was, and I could declare with absolute authority that the Battle of Waterloo was fought at Waterloo.

This made me an insufferable know-it-all at parties, which I enjoyed immensely. I was amazed at how saying something as simple as “This buffet is so Louis XIV” could freeze a man in his tracks.

I heard about a famous essay entitled “The End of History?” by Francis Fukuyama and I read it. It was published in a scholarly journal called *The National Interest*, which I strategically placed on my coffee table on top of *People* magazine and *Sports Illustrated* so guests would think I was an intellectual. Then I saw that Fukuyama’s essay was published in 1989 and I really *did* feel like an intellectual, because I could challenge him. I know for a fact that history didn’t end until 2005—with the invention of YouTube. Only then, when everything ever said or done by every single person on the face of the earth started being recorded for all time, did it become pointless to write things down for future generations.

I invited Mr. Fukuyama to rebut my argument. I am still awaiting his reply.

This led me to the startling realization that historians can get it wrong. Ben Franklin didn’t discover electricity, Napoleon wasn’t short, Nero didn’t fiddle while Rome burned, and George Washington didn’t have false wooden teeth. I found this out the hard way at a social gathering that, unbeknownst to me, included a real history professor. When the host ran out of scallops wrapped in bacon, I remarked with my usual *savoir faire*, “In the words of Marie Antoinette, ‘Let them eat cake.’ Ha, ha.”

Unfortunately, it was my luck to be standing next to the aforementioned history professor at the time. “Actually,” he said, “Marie Antoinette never said that. The quote comes from Jean-Jacques Rousseau’s *Confessions*, which was written in 1765—when Marie Antoinette was 10 years old.” At that point it didn’t matter that they ran out of scallops wrapped in bacon. I was too busy eating my words.

Thankfully, they have ways of verifying historical facts so this doesn’t happen too often. One of them is Bayes’ Theorem, which uses mathematical formulas to determine the probability that an event actually occurred. Ironically, the method is even useful in the case of Bayes’ Theorem itself. While most people attribute it to Thomas Bayes (1701–1761), there are a significant number who claim it was discovered independently of Bayes—and some time before him—by a Nicholas Saunderson. This gives researchers the unique opportunity to use Bayes’ Theorem to determine who came up with Bayes’ Theorem. I love science.

Of course, in the end, history is all probability. As a friend of mine used to say, “If you weren’t there, don’t believe it.” He has a point, but I refuse to believe history can’t be trusted. After all, with human beings running all over this planet for at least 200,000 years, *something* happened. So I have my own scientific method of historical verification. When somebody asks, “How do you know that really happened?” I say, “How do you know it didn’t?” ■

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

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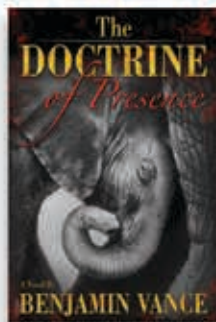
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