

THE MAGAZINE FOR COMMUNICATORS & LEADERS | JULY 2019

TOASTMASTER®

Emotional Intelligence: The Other Kind of Smart

**Listen, learn and lead
with empathy.**



Where Leaders Are Made



Congratulations to all of you who have stepped up to leadership for the 2019–2020 program year! Many of us joined Toastmasters to find our voices but soon found leadership is one of the premier advantages of membership.

In 2011, we rebranded our organization with the tagline “Where Leaders Are Made.” Back then, I heard members say, “But we are a communication organization!” I agree that we are, but with over 100,000 members in leadership roles influencing our organization on an annual basis, I certainly believe that we “make” leaders. I am just one example. I have gained invaluable skills during my leadership journey and continue to improve my leadership abilities.

What do you want to achieve this year in your leadership role? How will you reach your personal goals and lead your club, area, division or district to achieve theirs?

On a recent visit to Indonesia, I reconnected with Past International Director Maimunah Natasha, DTM, with whom I served on the Board from 2003 to 2005. She inspired me then and she inspires me today. She gave a presentation in Jakarta titled “The Value of Life.” Her message was crystal clear: “The value of life is not about what you get but what you give.”

“Will you give more than you receive as a Toastmaster this year? ... You have the opportunity to positively impact our organization through your personal leadership.”

In her many leadership roles at the club, district and international levels, she has mentored countless members. When she served as District 51 Director, her district chartered 58 new clubs and was ranked No. 1 in the world. She set high expectations for herself and led by example. Today, she credits Toastmasters for her success in creating a company of 350 trainers leading workshops throughout the year. She is a role model for our core values and for servant leadership.

What will you achieve in your leadership journey this year? Will you give more than you receive as a Toastmaster this year? Every leader has responsibilities to fulfill; every member has a role to support them. You have the opportunity to positively impact our organization through your personal leadership. Most of all, you have the opportunity to demonstrate “how leaders are made.”

Lark Doley, DTM
International President

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Toastmasters International Mission:

We empower individuals to become more effective communicators and leaders.



WHERE LEADERS ARE MADE
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An open platform for your tips, tactics, comments and encouragement.

Inspired by the 5-Second Rule

I very much liked Dave Zielinski's article "Reframe Your Life in 5 Seconds" [March 2019], especially the reference to Mel Robbins' 5-second rule about taking action. While I do routinely follow many of the practices described in the article, the concept of counting 5-4-3-2-1 and then immediately taking action has tremendous power. It certainly worked in inspiring me to write this letter and I will follow the concept with my future decision-making. Thank you for the idea.

Steve Howard, DTM

Sydney, Australia
Stage Time! Toastmasters

Public Speaking and Yoga Insight

Christine Clapp's article, "Yoga and Public Speaking" [March 2019], was interesting and encouraging. I appreciate the connections she made between yoga and public speaking, especially the last highlighted topic of acceptance. Overall, I was grateful to read this practical application of how meditative practices can positively affect our speaking habits and daily lives.

Anna Scrimenti

Washington, D.C., U.S.
Wiley Tomastermasters Club

Public Relations Success

I enjoyed "In Public Relations, Persistence Pays" by Tess Iandiorio [April 2019]. In particular, the advice to vice presidents public relations (VPPR) about sticking with Toastmasters branding and making sure you aren't wasting time on things that don't get results; these could be game

"I no longer shy away from the microphone or speaking extemporaneously."

—SUZY AKU PUPLAMPU

changers for VPPRs who feel the need to take on too much and be too creative.

I had the opportunity to work directly with Michelle Hanchey last year as the president of my home club, Sugar Hill Toastmasters. Her PR tips and watching her on social media helped me craft a better PR program for our club. As a result, we went from 12 members to 20 and finished President's Distinguished for the first time in club history.

Not everyone has the luxury of working side by side with superstar PRMs like the five in this article, so thank you for sharing.

Stephen Box

Sugar Hill, Georgia
Sugar Hill Toastmasters

My Turn on My Stage

I read about electrical engineers Mey Ling and Kalyan Sen in Member Moment [January 2019] and I could not help but identify with their conclusion—"If you are not comfortable speaking in front of people, then get up and start speaking." I

did that by volunteering for Table Topics as a guest at my first meeting. I joined Toastmasters at the next meeting and built my confidence by taking on roles such as timer, grammarian, General Evaluator and, finally, Toastmaster before I delivered my first speech. It was necessary for me to build confidence before mounting the Toastmasters stage. I no longer shy away from the microphone or speaking extemporaneously. Rising up into leadership is easy for me now, as I swiftly avail myself for any leadership role requested of me. Now it's my turn to take charge of my stage.

Suzy Aku Pupilampu

Accra, Ghana
Joe Lartey Toastmasters Club

DO YOU HAVE SOMETHING TO SAY?

Write it in 200 words or fewer. 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 online editions.



IESL Toastmasters of Colombo, Sri Lanka, celebrate their 15th anniversary at the Institution of Engineers Sri Lanka with current and charter members.

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About Toastmasters International

Toastmasters International is a nonprofit educational organization teaching public speaking and leadership skills through a worldwide network of clubs. Membership exceeds 357,000 in more than 16,600 clubs in 143 countries.

Find out more at www.toastmasters.org.



Improve public speaking skills



Build leadership skills



Maximize your potential

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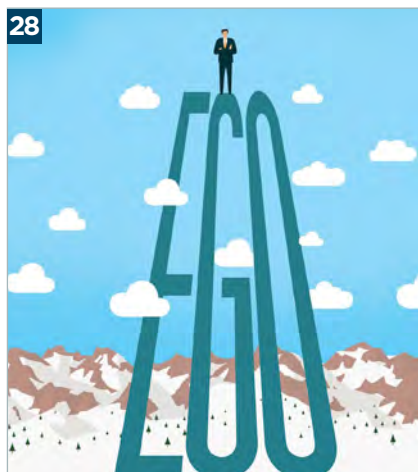
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FIND MORE ONLINE THIS MONTH: You are no longer required to log in to view the current issue, so sharing is easy!



Mastering Motivation

Discover how the Motivational Strategies path helps members improve relationships and practice active listening. This video shows how Toastmaster Adrian Jefferson Chofor leveraged the emotional intelligence project to better communicate with her co-workers.

The Power of a Pause



Listen to an audio recording by Toastmasters Toolbox author Bill Brown for tips on how to use a micro-pause to improve your speech.

WEB RESOURCE



Toastmasters Tips for Success

Access helpful articles and videos on a variety of topics, such as how to prepare for a job interview, using gestures in your speech and advice for creating a great video. Visit the link below and share your favorite resources with fellow members, colleagues and friends.

www.toastmasters.org/Tips



Hook Your Audience

Watch Toastmasters World Champions of Public Speaking for examples of how to capture listeners' attention with a strong opening.

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▶ MEMBER MOMENT



Burn Survivor Turns Tragedy Into Personal Mission

When she was 18 months old, Andrea Pitts reached for a ladle on the stovetop while her mother cooked. The pot tipped, and scalding hot water and beans spilled over her. She was rushed to the hospital. The accident caused severe burns on more than 30% of Pitts' body, and the recovery process shaped the rest of her life.

As Pitts went through multiple surgeries, weeks of treatment and hours of physical therapy, the medical bills increased, and her parents did not have adequate insurance coverage. The hospital threatened to terminate treatment, but thanks to the persistence of her parents and help from others, Pitts was able to continue her stay.

She recalls how hospital nurses told her family that, despite the heartbreaking situation, she remained a bubbly, happy child whose smile was contagious. In November 2014, inspired by her own recovery, she founded Scars Uncovered. The nonprofit equips burn survivors and their families with tools and resources to promote an atmosphere of hope, comfort, healing and support. Scars Uncovered works to ensure survivors know they are not alone and alleviate some of the financial stress many survivors, like Pitts, experience. Since 2016, the organization has assisted more than 850 patients.

In addition to heading Scars Uncovered, Pitts works as a senior recovery resolution analyst at Optum, a health services company, where she identifies errors in medical claim processing. She strives to help others through her work and her nonprofit, but she didn't start out feeling comfortable sharing her story. Thanks to her membership in the Optimizers Toastmasters club in Franklin, Tennessee, and lots of practice, Pitts now confidently speaks up at work and in front of her local community.

How have the skills you've developed in Toastmasters helped your professional career?

Toastmasters taught me keen leadership skills to not only motivate and influence my peers but enhance the quality of my life and the enjoyment of my work. Since joining Toastmasters, I have taken the lead on several employee engagement projects that have resulted in relationship building between multiple departments and opened the door for cross department education and job shadowing. I love the healthcare field, because I can impact the lives of others during what might be some of the most unpleasant moments in their lives.

What is your role with Scars Uncovered?

My charity works in conjunction with other community organizations. I work side-by-side with local leaders and volunteers,



Andrea Pitts

health advocates, survivors and service members to assist burn survivors. At first, I was not as comfortable being the face of my organization, but I realized I had to share my story of survival. Through training, mentorship and practice, I've been able to take a more prominent role as the leader during charitable and community events. I've stepped outside my comfort zone to do TV interviews, sharing my story and advocating for other burn survivors, and calling my community to action.

How do you assist burn survivors?

We partner with burn units to provide "Boxes of Love" care packages to patients and their families. These care kits include items ranging from light-blocking eye masks (which help patients sleep better in the hospital's high-light setting) to lip balm and notebooks. Each box costs approximately \$10 (USD) to make, but the impact is priceless. We try to meet survivors face-to-face to show our support. Currently, we provide care packages to Vanderbilt University Regional Burn Center in Nashville, Tennessee, and Shriners Hospital for Children in Cincinnati, Ohio.

We also assist in alleviating some of the financial stress that often accompanies a burn injury by assisting survivors with specialized burn garments. We also provide inspirational cards. One kind word can make a big difference in a person's life.

Laura Mishkind is editorial coordinator of the *Toastmaster magazine*.

KNOW A MEMBER WHO HAS AN INSPIRING STORY TO SHARE?

Nominate someone from your club to be featured in a Member Moment by sending ideas to submissions@toastmasters.org.

▶ MEET MY MENTOR



Burt Epstein: Mentor of 65 Years and Counting

For 65 years, Burt Epstein has dedicated his time and efforts to Toastmasters. In this photo, he sits in front of a few of more than 100 awards he earned over the years. The trophy Epstein cherishes the most was presented to him in 1971 upon winning his district Evaluation Contest. The competition began at the club level, progressed to area and then district, spanning all the Toastmasters clubs in Los Angeles, California.

While the trophies, certificates and recognition mean a lot to Epstein, many of his accomplishments come in the form of the success of his mentees. As a Toastmaster, he has mentored countless individuals, including Alexandra Smothers, a fellow member of his current club, Fox Talkz Toastmasters. Smothers says, “Burt has taught me to make excellence my standard. And like the great masters in any field, he taught me to dedicate myself consistently and persistently.”

Epstein has consistently dedicated himself to Toastmasters since 1954 and served as club president nine times. To his mentees, he stresses the importance of regular attendance and active participation in meetings. Epstein believes even after becoming



Burt Epstein

an excellent public speaker, a Toastmaster can always perfect his skills and knowledge.

Laura Mishkind is editorial coordinator for the *Toastmaster magazine*.

Want to nominate an exceptional mentor? Nominate your mentor by emailing your story and a photo (1MB or larger) to MentorMoment@toastmasters.org.

LOOKING FOR A MENTOR IN YOUR CLUB?

Ask your vice president education who is available to mentor you. To start a mentoring program in your club, order the Club Mentor Program Kit (Item 1163) at www.toastmasters.org/Shop.

▶ SPEAKING SKILLS

Tips for the Perfect Wedding Toast

Many guests step tentatively into their first club meeting with hopes of practicing a speech for a wedding or similar special occasion. During this time of year, happy couples in many parts of the world join with families and friends in a ceremony to begin their lives together. Where there’s a gathering, there’s a need to celebrate the occasion with a heartfelt toast.

Below is a list of proven tips for delivering a memorable toast with confidence and finesse.

- ▶ Identify yourself. Open with a brief explanation of your relationship to the couple before beginning the toast.
- ▶ Be prepared. The best toasts include an opening, a body and a conclusion.



- ▶ Stay on topic. Although you may be nervous, stay focused on the couple and their special day.
- ▶ Get personal. A toast should be original, heartfelt and customized for the occasion.
- ▶ Use humor but avoid telling potentially embarrassing stories and using offensive language.
- ▶ Be creative. Avoid clichés and consider using a relevant quote to illustrate your words.
- ▶ Be brief. A toast should last no longer than three minutes.
- ▶ Stand; lift your glass by the stem and say, “I’d like to propose a toast.” Pause to allow guests to shift their attention toward you and give them time to lift their glasses. When you start speaking, lower your glass to about waist height.
- ▶ Practice makes perfect. Rehearse your message in advance in front of a group of friends.

▶ **SNAPSHOT** 



Super Speakers Toastmasters club of Puchong, Selangor, Malaysia, held a meeting with a “bedtime stories” theme. Members wore sleepwear and shared their favorite bedtime stories and characters. In their speeches, members compared the differences between Asian and Western bedtime stories and the lessons they learned from them as children and adults.

▶ **NEWS FROM TI**

New Contest Structure at the Convention

The annual International Speech Contest at the Toastmasters International Convention will feature a new format this year. In previous years, the contest semifinals at the convention consisted of winners from districts around the world—in last year’s semifinals, 106 contestants competed in 10 separate contests. The 10 winners to emerge from those groups advanced to the final round—the World Championship of Public Speaking.

With the debut of region quarterfinals this year, the contest structure has changed. One International Speech Contest winner from each of Toastmasters International’s 14 regions will now advance to the semifinals at the convention. The contestants will be split into two semifinal groups, seven speakers in each. Then the three top speakers from each semifinal will compete in the World Championship of Public Speaking, six participants now vying for the title instead of 10.

Region quarterfinals were instituted because of the growing number of districts represented in the semifinals each year, which resulted in more time and resources being expended on the contests held during the convention at the expense of education sessions and other business.

“We are incredibly proud of our International Speech competition and pleased about this change in our International Speech Contest process,” says Lark Doley, Toastmasters’ 2018–2019 International President. “Streamlining the semifinals means we can enhance other offerings at the convention to help members improve their skills.”

At the district level, the International Speech Contests are video recorded. Once the district winners are determined, video of their speeches is viewed by region quarterfinal judges, who choose the top contestants for each of the 14 regions. These winners advance to the semifinals.

For more information visit www.toastmasters.org/speech-contest-rulebook-2018, and the region quarterfinals FAQs webpage at www.toastmasters.org/region-quarterfinals.

This year’s Toastmasters International Convention will be held August 21–24 at the Gaylord Rockies Resort & Convention Center in Denver, Colorado. To learn more, go to www.toastmasters.org/Convention.

Paul Sterman is senior editor for the *Toastmaster* magazine.

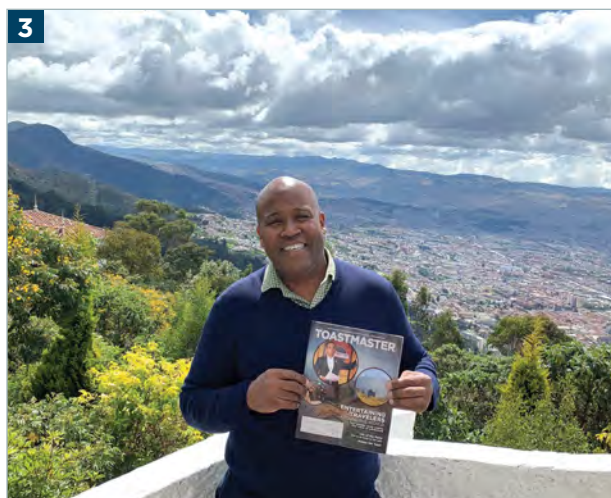


1 | VINAY DARUNAM of Englewood, Colorado, finds a thrill in watching the Aurora Borealis in the city of North Pole, Alaska.


2 | ANNETTE PALMER of Brunswick, Ohio, travels by camel through Petra, Jordan, nicknamed the Rose-Red City for the color of the rock from which many of the city's structures were carved.

3 | GEORGE LINCOLN WILKS JR. of Hyattsville, Maryland, looks over Bogotá, Colombia, the third-highest capital in the world at 8,612 feet (2,625 meters).

4 | VIKTORIJA GNATOKA, originally from Riga, Latvia, explores the hiking opportunities near her new home in Seattle, Washington.



 **View additional photos** in this month's *Traveling Toastmaster* photo gallery at www.toastmasters.org/Magazine.

 **PICTURE YOURSELF HERE!** Pose with the *Toastmaster* magazine during your travels and submit your photos for a chance to be featured in print or online. Send images 1MB or larger to photos@toastmasters.org. Bon voyage!

Fitting In As An Autistic Speaker

How my club became my university and happy place.

BY JOLENE STOCKMAN, DTM

In 1997, a group of strangers met at 7 a.m. one day in a McDonald's restaurant in New Plymouth, a city in New Zealand. There was an artist, a nurse, a bank manager, a police officer, a retiree and a girl with blue hair. We didn't know it yet, but we were the founding members of Ngāmotu Breakfast Toastmasters, a club that would remain active 20 years later and took me from school kid with selective mutism to Distinguished Toastmaster and TEDx speaker.

I was 17, and the blue hair came with an eyebrow piercing and a need to find my place in the world. Toastmasters was the perfect act of rebellion—all the adrenaline-pumping, death-defying thrills of facing your fears without the helmet, harness or cancer risk. The club kicked off as a Speechcraft course, eight weeks of scary-fun mini-meetings during which I took both speaking and leadership roles. By the end, we were bonded like disaster survivors: We had been through something together, and we were different people. But it didn't feel like the end, so we made it a beginning.

Club founder and visionary Leo Baxendale, DTM, was at the helm. The quintessential Toastmaster, Leo was cool, calm and meticulous. We could scarcely believe the tales of his own initial speaking fears. This taught me the power of a personal story: When you share your story, you blaze a trail for others to follow. Leo gave us the inspiration, insight and the tools to take ownership of the club. He led us, but he also stood back and let us take the lead.

For me, school had been tough. I loved the work; book learning came easy, but the social spiderwebs and sensory chaos got to me. An autism diagnosis many years later would explain all this



Jolene Stockman

and more. I left as soon as I could, and the blue-hair-public-speaking-life crisis soon followed. If I'd known I was *tangata whaitakiwātanga* (Maori for “an autistic person”), would I have joined Toastmasters? Probably not. Was joining the best decision I ever made? Definitely.

“We learn to live with a level of discomfort that makes growth possible, and that alone will change your life.”

Toastmasters was my university; I fit. I was surrounded by like-minded peers, acknowledged and challenged. I built my confidence, qualifications and connections. I built my life. Because here's the secret: No matter their ages, job titles or skill levels, the members of a Toastmasters club are all similar, in my experience: scared, vulnerable and determined to be better.

We all know how malleable a comfort zone can be. One minute you're scared to walk into a club meeting and eight weeks later, you're chairing a speech contest. The months fly by and you're completing manuals and mentoring. As we grow, we push out further, looking for the edges. We learn to live with a level of discomfort that makes growth possible, and that alone will change your life.

In 2018, I went public with my diagnosis in a TEDx Talk. Because of Toastmasters, I was comfortable with crafting, and preparing for, a presentation; I was used to the waves of nausea and pounding adrenaline. Most importantly, when my feet hit the big red TEDx dot, it was because of Toastmasters that I was able to do what's truly needed: let go of the prep and paranoia and be completely present.

I slept for five days after the talk. The combination of public speaking, vulnerability, sensory overload and fear was exhausting. But I was proud. People laughed at my jokes; and they cried. I still receive incredible messages from people who say they recognize themselves or a loved one up onstage with me. Now I have even more opportunities to speak, which will help me increase understanding and optimism about autism.

I am so grateful to Toastmasters for helping me find the courage to speak from the podium and from my heart. Everything I've learned has helped me become not someone else but more of who I really am. **T**

JOLENE STOCKMAN, DTM, is a writer, speaker and founding member of the Ngāmotu Breakfast Toastmasters club in New Plymouth, New Zealand. Read more about her at www.jolenestockman.com.

1 Million People Will Read This Article

Got your attention? That's what a good speech opening does.

BY LISA B. MARSHALL

Experienced Toastmasters know the importance of starting a speech by capturing the audience's attention—but effective speech introductions do much more than that. A speech introduction has five important functions: grabbing the audience's attention, stating the topic, explaining its relevance, establishing credibility and previewing the main ideas you'll be speaking about.

To win over an audience, first learn how to bait your hook and then lure them in!

Part 1: Grab the audience's attention with a narrative hook

When the first sentence rolls off your tongue, you want audience members to sit up in their chairs, lean forward and think to themselves, *Oh, this is going to be good!* That won't happen if you start with a predictable and dull opening sentence: *My name is Lisa Marshall and I am going to talk to you about ...*

Instead, you should immediately pique the audience's interest with a narrative hook. Choose from many methods: humor, a startling statistic, a prop, a quote, an anecdote, a short recording, a hypothetical example, an illustration, a question, a reference to recent news, a reference to the occasion or a callback to a preceding speech. When choosing your attention-getter, keep in mind that it also needs to correspond to your purpose, be relevant to the topic and be concise.

For example, a surprising statistic conveys a tone of importance that fits

a serious topic. Let's say you're giving a speech about concussions to a group of parents. *Did you know 40% of athletes with concussions return to play before they are well enough to do so, putting them at risk for additional injury?*

Part 2: State the topic

As soon as you have their attention, reveal the topic or purpose of your speech using direct, simple language. *Whether or not your child plays sports, concussions are the most common form of brain injury and we need to take them seriously.*

For many speakers, explicitly stating the topic feels like stating the obvious;

“Just because *you* think it's an important topic doesn't mean your listeners will make the connection to their needs.”

however, if you don't do it, you run the risk of being misunderstood. Remember, although you've been working on the speech for hours, days or even weeks, your listeners are hearing these words for the first time. Don't leave them guessing.

A strong, clear topic statement shows you have a plan and are prepared to talk.

Part 3: Explain relevance of topic

Once the audience is sure of the topic, don't assume they will understand why it's relevant to them. Just because *you* think

it's an important topic doesn't mean your listeners will make the connection to their needs. Always assume your audience will require a bit of convincing. In a short statement, explain why this particular audience should care about this particular topic. Give them at least one strong reason to pay attention and listen.

A concussion is complex and has few visible symptoms, which means school staff may not recognize when it happens. However, by educating ourselves on the signs and symptoms, we, as parents, have the ability to advocate for the health and safety of our children.

Part 4: Establish credibility

Now that you have explained why they should listen, you need to ensure your audience members know why they should trust and listen to *you*. If you were not formally introduced before the speech, this is the time to briefly share your experience and background. Even if you were introduced, it's still a good idea to remind the audience of your related expertise. Positive perceptions of competence build speaker credibility.

*For over five years, I've been working as a volunteer educator for **Concussion.org**, an organization dedicated to providing accurate, vetted, reliable information on concussion prevention, diagnosis, and treatment. We serve not only parents, like you, but also athletic programs and health-care professionals around the world.*

One important note: If you are speaking to a hostile audience or you are presenting difficult news, don't focus on



competence; instead, it is much more important to establish goodwill, another aspect of credibility. You'll need to show you care and have only the best of intentions for the audience.

Part 5: Preview the main ideas

The final piece of your introduction should preview or foreshadow the main points. The preview is usually a single sentence (but it can be a few sentences in longer speeches) that tells the audience what's to come. Your goal is to verbally provide the structure using connector words, like "first," "next" and "finally" so that your listener knows how to categorize the

information being delivered to them. Keep in mind that verbal presentations don't have visual cues of structure like section headers in a written document; therefore, it's important to provide a verbal preview to help your listeners create a mental map of the organizational structure.

Continuing with our example: *First, I'd like to share with you the key indicators of a concussion, next the risks of concussion—especially for kids—and finally, I'll tell you when it's time to see a doctor.*

Put It All Together

Overall, an introduction should be about 10%-15% of the total speech length. So,

for a five-minute speech the goal is 30-45 seconds, or for a 15-minute speech, 60-90 seconds. Your goal is to include all of the parts, in order, as concisely as possible. By delivering an effective five-part introduction, you will convince your audience you have something worthwhile to say and they should continue to listen. **T**

Lisa B. Marshall is a communications expert who delivers consulting and workshops. The author of *Smart Talk and Ace Your Interview* is host of the *Public Speaker and Smart Talk* podcasts. Learn more by visiting www.lisabmarshall.com.

5 PARTS OF A STRONG SPEECH INTRODUCTION

These examples show five parts of a speech introduction that will draw listeners in. Read each example separately and then read the resulting introduction. You'll get a sense of how a compelling opening should flow.

Grab attention: *Did you know 40% of athletes with concussions return to play before they should, putting them at risk for additional injury?*

This attention-getter uses a rhetorical question and a surprising statistic.

State topic: *Whether or not your child plays sports, you should know that concussions are the most common form of brain injury and we need to take them seriously.*

This is the primary message, using inclusive "we" language.

Explain relevance: *A concussion is complex and has few visible symptoms, which means school staff may not recognize when it happens. However, by educating ourselves on the signs and symptoms, we, as parents, have the ability to advocate for the health and safety of our children.*

This describes the potential harm to children and the responsibility of everyone in the audience to prevent that harm.

Establish credibility: *For over five years, I've been working as a volunteer educator for Concussion.org, an organization dedicated to providing accurate, vetted, reliable information on concussion prevention, diagnosis and treatment. We serve not only parents, like you, but also athletic programs and healthcare professionals around the world.*

The length of service at a well-known organization demonstrates speaker competence.

Preview main ideas: *First, I'll share with you the key indicators of concussion, next the risks of concussion—especially for kids—and finally, I'll tell you when it's time to see a doctor.*

This preview outlines three main points in the speech body, using signposts ("First ... next...") to indicate the structure.

Congratulations, Incoming Club Officers!

Exciting opportunities await—as do challenges. Teamwork, training and resources will help.

BY MAUREEN ZAPPALA, DTM

Are you a new club officer? Congratulations! You're in good company. With more than 16,600 clubs worldwide and eight officer positions for each club, you have nearly 133,000 fellow leaders.

But if you are a bit intimidated by your role, relax. Not only are you not alone, help is available, including insights and advice from former club officers. This is a rich opportunity to grow as a leader and a rewarding way to improve members' Toastmasters experience. Enjoy the 2019–2020 term—and take advantage of training sessions, collaborating with fellow officers, and achieving club and individual goals.

Roles and Responsibilities

The eight club officer positions are president, vice president education (VPE), vice president marketing (VPM), vice president public relations (VPPR), sergeant at arms, treasurer, secretary and immediate past club president. The responsibilities for each role are specific, though they may overlap or require cooperation between two or more officers.

With the introduction of the Pathways learning experience, some of the officer roles have expanded. For example, the club president, VPE and secretary all have access to Base Camp, the online learning management system for Pathways.

Here's a brief description of officer roles.

The **President** is responsible for overall operation of the club. He or she presides at club and officer meetings, monitors the

Distinguished Club Program progress and works closely with the area director to coordinate goals. The president can also access Base Camp to complete manager tasks.

The president is a visionary and cheerleader. Meena Shanmugavel, a member of IEEE Live Wires club in Piscataway, New Jersey, says, "I have served as sergeant at arms and VPE, but I like the president's role the best. I enjoyed motivating members and officers and bringing change to the club." Michael Dodge, of Ukiah Toastmasters in Ukiah, California, adds, "I like being president. It's the most fun I've had at Toastmasters."

"A diligent VPM follows up quickly with guests and responds to all prospective members in a timely manner."

The **Vice President Education (VPE)** helps members progress in their educational journey by scheduling meeting roles, facilitating new member orientation, assigning mentors and handling the primary responsibilities of Base Camp manager. The VPE is often regarded as the most challenging club role, but many members consider it their favorite. Muhammad Zain Ul Abidin, a member of WrocLove Speakers in Wroclaw, Poland, notes, "VPE was my favorite role, hands down. I love when I see the progress in



members and know I had a hand in it." Abdul Gafoor, DTM, of Cosmos Toastmasters in Al-Khobar, Saudi Arabia, says "As VPE, I was the mentor for the whole membership of my club. Helping to mold new members has been especially enriching."

The **Vice President Membership (VPM)** focuses on building club membership by answering guests' questions and planning outreach events to attract visitors. A diligent VPM follows up quickly with guests and responds to all prospective members in a timely manner. Lindsay Milner, of the Bullring Speakers Club, Birmingham, United Kingdom, finds the role highly fulfilling. "It gives me such a buzz when I realize that I've encouraged someone to join our club. And it's so easy to talk to people about how great our club is."

The **Vice President Public Relations (VPPR)** manages the club's image and promotes the club through internal and external communications. They do this by generating press releases, publicity campaigns, website content and a social media presence. Social media outlets are helpful in this regard, so explore and use them liberally. Networking sites such as **Meetup.com** help to spread the word about your club meetings. Fliers and postcards are fine too.

Sagar Ahire, of India V Speakers, Bangalore, India, is a believer in PR power: "I got to push the envelope with themed meetings and regular postings on



Facebook, resulting in several new guests to the club. But most importantly, I learned that the best PR is a quality meeting.”

The **Secretary** manages records, including membership attendance, supply orders, officer lists, past club records and meeting minutes. With the introduction of Pathways, the secretary now also facilitates member progress in Base Camp. This provides valuable backup to the president and VPE.

The **Treasurer** manages the club’s finances 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. A treasurer who has an accounting background could be well suited for this role.

The **Sergeant at Arms (SAA)** addresses club logistics and meeting set-up/cleanup. This person sets up timing lights, the club banner, direction signs, evaluation forms and sometimes the flag of the nation where the meeting is being held. If you’ve ever arrived at a meeting and found it completely ready to go, thank the SAA!

As a member of the As We Speak and Sharp Toastmasters clubs in Southern California, U.S., Sheryl Roush, DTM, loved this job. “This was my first Toastmasters officer role and I firmly believe every member ought to do it at least once. You learn about the proper set-up of a meeting room. As the first Toastmaster that guests and members see, you learn hosting skills. As a professional speaker/trainer, I use SAA skills every time I speak.”


The **Immediate Past President** is appointed by the current president to chair the nominating committee, two weeks before officer elections, and provides advice and counsel requested by the club president.

No matter your officer role, these tips can help make this term successful:

- ▶ **Attend Toastmasters club officer training.** Districts train club officers twice during the program year. Most seasoned officers agree it’s essential to your success.
- ▶ **Do some self-training.** Review the digital Club Officer Kit at www.toastmasters.org. Explore the Club

Central section on the Toastmasters website. Connect with other officers via social media outlets or by visiting other clubs.

- ▶ **Ask former officers for help** so you can make a smooth transition.
- ▶ **Don’t fear making a mistake**, since most mistakes can be corrected. Take your role seriously enough to commit to it, but lightly enough to allow yourself some slack if you make a mistake.
- ▶ **Attend club executive committee meetings.** The officer team decides on meeting frequency. It’s important for new officers to meet at the beginning of the term to discuss budget issues and complete or update the Club Success Plan. Enlist an assistant to help you. Not only will you have a backup, you’ll train a successor in the process.
- ▶ **Plan the year.** Schedule dates and deadlines for open houses, dues payments, committee meetings, officer elections—even holidays and any meeting space closures you may need to work around. A schedule makes it much easier for people to commit to speech-making dates and to plan for your Distinguished Club Program education goals.

Toastmasters club officers also have a valuable growth opportunity to enhance skills outside the Toastmasters world. As Vitaliy Fursov, DTM, with Guelph Public Speakers in Ontario, Canada, notes, “All the skills you learn are transferable to business and life. You train yourself for big roles. Club president is like a CEO. VPPR is like a corporate marketing director. VPE is like a chief operating officer.” So join with nearly 133,000 fellow club officers and embrace the chance to help clubs and members grow. 

Maureen Zappala, DTM, a former NASA propulsion engineer, is 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. Learn more at www.maureen.com.

CONVENIENT ONLINE RESOURCES

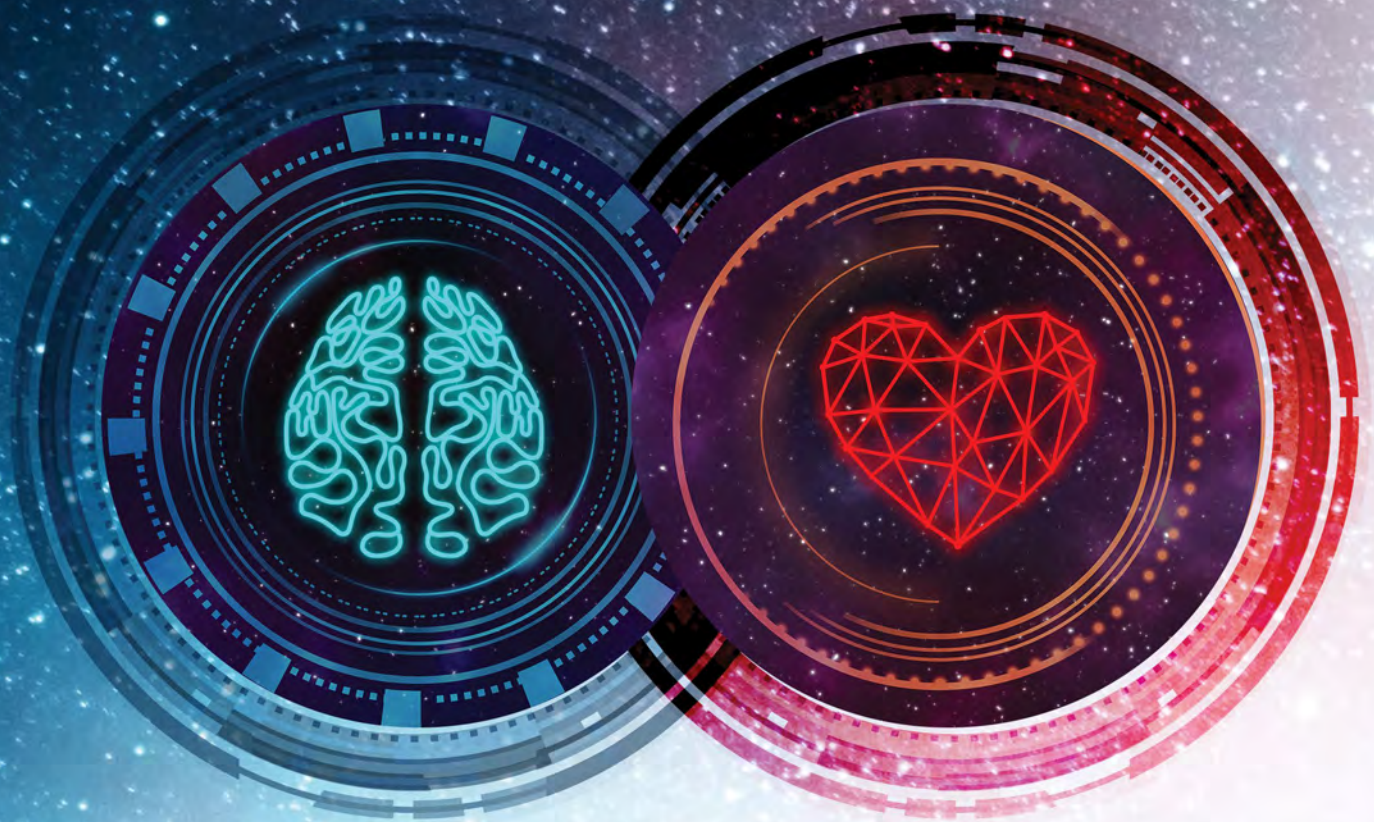
This year club officers were emailed a link to the Club Officer Kit and other online leadership tools. Additional kits can be downloaded at no charge from the Officer Club Tools section at www.toastmasters.org. This material is no longer sold in the online store.

Club Central

Materials are available in English, as well as Arabic, German, French, Portuguese, Spanish, and Traditional and Simplified Chinese. Watch tutorials on each club officer role (compatible with PC and Mac desktops). There are even tutorials on using the Club Central site. Find the latest marketing materials, club management tips, member recruitment ideas, brand graphics, and an eligibility assistant tool to access records and confirm eligibility for speech contests or proxy voting.

For Additional Assistance

Contact the Club and Member Support team at Toastmasters World Headquarters by emailing clubofficers@toastmasters.org or calling +1 720-439-5050, extension 402.



EMOTIONAL INTELLIGENCE:

The Other Kind Of Smart

Unlike IQ, which is set, emotional intelligence can be learned and enhanced.

BY HARVEY DEUTSCHENDORF

According to the World Economic Forum's Future of Jobs Report, emotional intelligence (EI) will be among the Top 10 most desirable job skills in 2020. Why are companies placing such a premium on this talent, compared to IQ or even technical skills?

One of the most common definitions of EI is "the ability to recognize, differentiate and manage our emotions and the emotions of others in our environment."

For much of the 20th century, we assumed that the person who was the smartest, or had the highest IQ, would be the most likely to succeed. That's

“When dealing with people, let us remember
we are not dealing with creatures of logic.
We are dealing with creatures of emotion.”

—DALE CARNEGIE, *How to Win Friends and Influence People*

what everyone thought when I went to school. However, after attending our high school reunions, many of us realized this wasn't always the case.

Of course, having a high IQ—receiving a high score on an intelligence test—is still a good thing. But social scientists now confirm that strong social skills are a key element to success and that humans are born with the potential for EI. This inborn capacity may be damaged or highly developed, depending on a person's life circumstances and experiences. However, the wonderful thing about EI is that with work and awareness, we can rebuild or enhance emotional intelligence regardless of our backgrounds.

In 1990, two American professors, Peter Salovey and John Mayer, coined the term “emotional intelligence” to identify a type of self-awareness they believed had greater influence on human behavior and life outcomes than pure brain power.

In 1995, science journalist Daniel Goleman expanded on the concept in his seminal work, *Emotional Intelligence: Why It Can Matter More than IQ*. The book was a fixture on bestseller lists for nearly two years and was translated into 40 languages. Among other insights, Goleman notes three levels of EI: (1) recognizing the emotions of others; (2) *feeling* what others feel; and (3) understanding others' motivations and emotions so well that a respectful, trusting connection develops.

This book launched my life mission to nurture my own emotional intelligence and help others develop theirs. My “aha” moment came when I read a short passage from Goleman's book that says, in essence, “your intelligence can come to naught when emotions hold sway.” At that moment I knew I'd discovered something profound and powerful that would forever change my life. I read everything I could about EI and strayed far from my comfort zone in my ways of thinking and interacting with people. I constantly grew and changed. Eventually I wrote a book called *The Other Kind of Smart: Simple Ways to Boost Your Emotional Intelligence for Greater Personal Effectiveness and Success*. It has been translated into Vietnamese, Arabic and Chinese.

A few years ago, I attended the Toastmasters World Championship of Public Speaking with a friend. She told me that in order to get her vote, the speaker would have to make her cry. The winning speaker did just that. We agreed that the finalists delivered excellent speeches. They were compelling and well crafted, with all the right pauses, voice variance, body language and emphasis in the right areas. Only the winner, we decided, was able to make the kind of “emotional connection” to move the judges to choose her.

A speaker doesn't have to generate only pathos to connect emotionally with the audience; a humorous presentation that sparks laughter also resonates powerfully with listeners.

When people listen to the words we speak, they react to and are influenced by the emotions the message evokes. Emotions

THE PATHWAYS CONNECTION

Toastmasters International recognizes the relevance of EI; Pathways includes a project dedicated solely to this subject. “Understanding Emotional Intelligence,” a project in Level 3 of the Motivational Strategies path, focuses on self-awareness and social skills. One participant called the assignment of keeping a two-week journal of her emotions an “eye-opener.” She learned to recognize her emotionally-driven decisions and could clearly see how those actions affected others.

According to the Pathways EI content: Individuals with a high EI level are “quicker to recover from unhappy experiences and redirect emotions in a positive way. High emotional intelligence can also result in improved impulse control, abstract reasoning, long-term planning, and working memory.”

Read more about Motivational Strategies on page 20 of this issue.

PRACTICES OF THE EMOTIONALLY INTELLIGENT

Individuals with high EI levels make a conscious decision to focus on the positive, although they don't block out or ignore bad news. Instead of blaming or complaining, they look to see what they can do to change a situation and release what they cannot. They take to heart this advice from the Dalai Lama: "Choose to be optimistic; it feels better."

- ▶ Stress doesn't sideline those with high EI. They manage their emotions and those of the team with effective coping techniques and healthy support systems. That's one reason companies place such a high value on employees with these skills.
- ▶ The steady behavior of high EI workers impresses and earns the respect of colleagues, who are likely to emulate "keeping their cool" when things don't go according to plan.
- ▶ People armed with strong EI let go of the past, learn from mistakes and move on. Failure is seen as a temporary setback, a lesson for future use. They forgive, but don't forget the lessons.
- ▶ Constant learning, growth and a zest for new ideas are the hallmarks of the emotionally intelligent. They operate from self-respect, not ego, and are open to feedback and suggestions for improvement.
- ▶ Those with high EI skills aren't afraid of boundaries. They politely and firmly express their boundaries to others.
- ▶ The EI-savvy can simply get along with others and cooperate in productive teams. They have the people skills to develop relationships with a diverse group of people—a valuable asset in an increasingly global workplace.

are the building blocks that EI leaders and teams use to create rapport, common goals and connections that can last well beyond the initial contact. In fact, Harvard recently released results from a 75-year study, looking for the single most important and reliable predictor of happiness. The answer? Our connections with others—one of the foundational principles of both EI and Toastmasters. A great deal of research has linked



EI with workplace success, leading many companies to seek this talent over more tangible skills.

Begin with Empathy

Empathy is the essence of emotional intelligence and is the biggest single leadership skill needed in today's world, according to studies by Development Dimensions International. EI is also marked by listening skills, respectful behavior, grace under pressure, solid judgment and an open mind to feedback.

"The EI-savvy can simply get along with others and work in productive teams."

Whether in our workplace, in organizations or in personal relationships, when we feel we are understood, valued and appreciated, we want to contribute and stay in that environment. That feeling keeps us motivated to work toward something beyond our own immediate individual needs. It increases engagement among team members and provides a sense of belonging.

Members of winning sports teams happily congratulate their teammates when one of them scores a goal or achieves a milestone. They also are quick to express concern when a teammate is injured, in trouble or performing poorly. This level of concern



“Empathy is one of the most important, if not the most important, attributes for effective leadership.”

allows team members to take risks and push their limits, knowing that if they fail, their fellow members will still be supportive.

The Art of Listening

“I like to listen. I have learned a great deal from listening carefully. Most people never listen,” wrote Ernest Hemingway. To connect with people effectively requires strong listening skills. Everyone has a desire to be heard. Good leaders recognize this need and ensure that people feel heard and appreciated.

Here are five ways to boost listening skills.

Be Fully Present. Put down the phone and don't try to formulate a response while someone else is talking. If another matter requires your attention, let others know when you'll be able to give your them your full attention. Good listeners see every conversation as a lesson. They become astute listeners because they don't want to miss out.

Put Yourself in Their Shoes. Great listeners get out of themselves and try to imagine why another person may be

thinking or why they're feeling a certain way. As the late leadership expert Stephen Covey said, “Seek first to understand, then to be understood.”

Let the Speaker Know You Understood. Pick up key points. I have attention deficit disorder so listening can be a challenge. I always catch a few major points that I can play back to the listener to demonstrate I was paying attention. If I didn't understand something, I will ask. The important thing is that the speaker knows I made an honest effort to pay attention.

“Everyone has a desire to be heard. Good leaders recognize this...and ensure people feel heard and appreciated.”

Practice Active Listening. Imagine you are going to be tested on how well you heard another speaker. You can practice this with friends and family. Have one person speak and you remain completely focused on what is being said. You will notice it is much easier to focus on the speaker when you aren't thinking of how to respond.

Curate Curiosity. Curious people see all conversations as learning opportunities. Every person they meet has something to teach. We should all try to adopt this approach. When we are curious about what people are saying, we tend to listen more closely.

People look to leaders to determine what is valued and important to the organization. If they sense their leaders are concerned about all aspects of people's lives, they will want to reciprocate and go above and beyond what is expected of them.

A high IQ is a wonderful thing, but emotional intelligence is also highly valuable in life. It enables us to understand ourselves, to connect with others, and to excel as a communicator and leader. **T**

HOW'S YOUR EI?

Check your own social smarts in an informal quiz at www.theotherkindofsmart.com.

Harvey Deutschendorf, *who wrote The Other Kind of Smart, is an EI expert, speaker, contributor to Fast Company magazine and a columnist for HR Professionals magazine. Learn more at www.theotherkindofsmart.com.*



The Path to Motivational Strategies

Learn more about yourself and how to listen, lead, leverage your skills and show empathy.

BY SHAELYN BERG

Bringing a group together might seem easy. But motivating individuals to work cohesively to achieve a goal requires a special set of skills. The art of motivation is just that: a masterful blend of communication expertise, motivational techniques and leadership abilities. If you want to become a more adept motivator, consider the Motivational Strategies path.

Like the other paths in the Pathways learning experience, Motivational Strategies challenges you to grow by moving through five levels of increasingly complex projects. Some are required, some are electives. You build a solid foundation of speechwriting and evaluation best practices at Level 1, then begin completing more motivation-focused projects at Level 2.

Participants do more than read about motivational techniques; they apply them as part of their assignments. By gaining firsthand experience along the way, members strengthen their communication and leadership skills in this area by the time they complete the fifth and final level of the path.

Adrian Jefferson Chofor, a member of the Oakland Uptown Toastmasters in Oakland, California, has completed Motivational Strategies. She says its lessons are particularly applicable to her many roles: She is a marketing operations consultant for the Kaiser Permanente health care network and a personal-transformation specialist empowering women. Plus, she was a 2018–2019 Toastmasters area director.

The projects in this path are highly relevant in today's world, notes Jefferson Chofor. "We have to motivate people all the time. We have to negotiate, influence or persuade people to get the things we want or to help people understand our way of thinking," she says.

Learning About You

Before you can motivate, you need to discover how you communicate with others. That's where Level 2 comes in. You spend time learning about you.

Like Jefferson Chofor, you may be surprised at what you learn in "Understanding Your Communication Style." This project is all about identifying your styles of communication and how to leverage and improve them.

"I thought I was more collaborative," says Jefferson Chofor. "But apparently I'm a take-charge kind of person."

Are you supportive or direct? Maybe you're more initiating, or even analytical. The project includes a questionnaire to help pinpoint your strengths, as well as the styles you're less keen on. More than that, you'll determine how to improve your relationships by mastering and adapting your styles to a specific person, group or situation.

The "Active Listening" project also helps participants learn more about themselves. That's because listening is more than just processing someone else's words—it's understanding and repeating what you hear. The assignment requires

members to serve as Topicsmaster at a meeting and make meaningful comments about each impromptu speech. Before that, they learn that active listening involves focusing on body language, verbal cues and nonverbal cues. And that listening, really listening, helps build more meaningful relationships.

More About Human Nature

Level 3 features another deep dive into how people operate. For the project "Understanding Emotional Intelligence," participants spend two weeks keeping a journal about their emotions and the effect they have on themselves and others. Participants learn how to assess their emotions honestly, monitor them and express them appropriately (for example, when responding to people in difficult situations). They also practice techniques to improve empathy.

Jefferson Chofor says emotional intelligence is one of the most valuable skills she developed on the path. The benefits of the journaling component, which strengthens self-awareness, are ongoing for her and the clients she coaches.

"My job as a coach is to help women accept their true selves and step forward confidently in revealing their true personality," she says.

What does emotional intelligence have to do with motivation? A lot. By being more self-aware and able to self-regulate your emotional responses to other



FAST FACTS ON THIS PATH

- ▶ More than 11,000 active Toastmasters in 124 countries have enrolled in the Motivational Strategies path.
- ▶ Top languages in order spoken by enrollees: English, Simplified Chinese, Spanish, French, Arabic, Japanese, German, Traditional Chinese and Portuguese.
- ▶ The top 10 countries represented by members working in the path: the U.S., Canada, India, Australia, China, Malaysia, Great Britain, New Zealand, Japan and Singapore.
- ▶ According to a Toastmasters survey, more than 90% of path participants valued “Understanding Emotional Intelligence,” a Level 3 elective project.

people, you become equipped to make stronger connections. Strong connection is vital to motivation.

So is having an optimistic attitude about life and an awareness of intrinsic versus external motivation, which is detailed in the project. The topic resonated with Michael Cannon, who is close to completing the path. A member of the HCA Artful Articulators, a corporate club in Nashville, Tennessee, Cannon says he learned a great deal about motivation serving in the military. He originally assumed that those in military service were motivated mainly by goals imposed by their leaders.

“I thought I was more collaborative. But apparently I’m a take-charge kind of person.”

—ADRIAN JEFFERSON CHOFOR

“After a few years in, I realized the truth was actually the inverse of this assumption. The most effective military leaders are those who push individuals to motivate themselves,” says Cannon, a Toastmaster for nine years. “I have seen that idea play out in the business world as well. I am not strong at building relationships and

learning what would best motivate my peers. I chose this path in order to learn something completely new and develop a skill I do not have.”

(To learn more about emotional intelligence, read an article about the subject on page 16 of this issue.)

Motivating Through Leadership

In Motivational Strategies, members apply their skills to real-world events. In the Level 4 project “Motivate Others,” they build and lead a team to complete a project that benefits their club. The assignment teaches the different aspects of motivational techniques. For example, when you lead a team, it is important to first acquaint yourself with each team member to form connections and determine what each person needs to feel motivated.

While Jefferson Chofor completed the path last year, she says she continues to use the motivation skills she learned. She is currently helping to charter a new corporate club. “I may not be the leader of this new club, but I can offer guidance and influence and coaching.”

The “Motivate Others” project includes an evaluation questionnaire that can be sent to team members to determine your successes as a leader and where you have room to grow. Accepting constructive


feedback is important to build positive relationships and improve interpersonal communication.

Level 5 is about demonstrating the expertise you develop along the path. That’s why in the “Team Building” project, you are tasked with building a team, planning and organizing a team-building event and then hosting the activity. The competencies in this project are a culmination of everything you learn in previous levels: building an open and supportive environment, communicating effectively, adapting to your team and knowing which motivational techniques will produce a stronger group. You give two speeches to your club: one before the event and another after.

Cannon, the member from Tennessee, says forming a team and collaborating on producing an event was a real stretch, which made the team-building project the most beneficial one in the path to him. “Building relationships is a large area of personal weakness, so the project has pushed me to be uncomfortable and take responsibility for a team-building and relational growth,” he says.

As she prepared for her term as club president to end and her role as a district officer to begin, Jefferson Chofor organized team-building events as well as leadership and communication seminars to ensure the future success of her club.

“I wanted to motivate people to step up into leadership roles and understand the skills they receive in Toastmasters are transferrable to their jobs or even their personal lives.”

For more information about the Motivational Strategies path, go to www.toastmasters.org/Pathways. The website also provides an overview of the Pathways program, with history, videos and answers to frequently asked questions. 

Shaelyn Berg worked for the Pathways development team and is now a content producer at Kaplan Professional, an educational-services company.

Prescription for Pro

Well-planned club sessions enrich the learning experience.

BY JENNIFER L. BLANCK, DTM

The core of every member's Toastmasters experience is the club meeting. We all share the common thread of Table Topics, prepared speeches and evaluations, yet clubs structure their meetings in different ways. Consider these tips from veteran club leaders, who are experts at holding well-run and productive meetings. They know how to maximize members' time, help them reach their goals and maintain a vital meeting culture.

Manage Time Well

"My mantra has always been to get the basics right," says Marc Lottig, DTM, co-founder of City Limits Toastmasters in London, England. However, a typical challenge facing clubs is time management, he adds.

1 Allocate Enough Time. Too often members create meeting agendas with unrealistic time slots, forgetting about introductions and transitions. As an example, says Lottig, members may allocate nine minutes for three evaluations and believe that's enough, since evaluations typically last two to three minutes; however, it's important to factor in the 30-second grace period allowed for each evaluation if the evaluator exceeds the three-minute limit. Time is also needed to introduce each evaluator and allow for the member walking to the front of the room and back. That results in at least four minutes per evaluation and maybe more.

The same holds true for prepared speeches and Table Topics. Without accounting for the actual time needed for each session, meetings will run overtime or be rushed.

At London's City Limits, agendas are set with those allocations in mind. As a result, meetings finish on time or even early. "The psychological effect is that all attendees believe it is a well-managed meeting," says Lottig, "which adds to the subjective sense of joint accomplishment. It makes everyone feel that their time is valued."



Productive Meetings

Word of the Day

Efficient (adjective)

ef-fi-cient / \ i-'fi-shant



“A club does not become the best in its district by accident.”

—ANDRÉ LINS DE ALBUQUERQUE, DTM

2 Have a Five-Minute Plan. “Always start on time, even if hardly anyone is there,” says Agnes Boskovitz, DTM, from the University Toastmasters club in Canberra, Australia, and the online advanced club Firebirds Collective Toastmasters.

Boskovitz asks the main role players to arrive early and lines up substitutes for anyone on the agenda who hasn’t arrived five minutes before the meeting starts. If a speaker fails to appear, she has a list of educational and fun activities ready to fill the time, such as impromptu debates and dramatic readings.

3 Be Strategic with Announcements. Some clubs start meetings with announcements, which can bog things down and steal time from the education section. To counter this, the University Toastmasters moved announcements to the middle of its one-hour meeting. Now members pay more attention during announcements and the meeting keeps moving. Some clubs save announcements for the end of the meeting to ensure the education portion receives the most attention and the business portion is focused.



Maximize Member Speaking Opportunities

At each meeting, try to provide a speaking opportunity for every member in attendance. You will challenge members, keep their momentum going and help them develop their skills and confidence.

1 Assign Table Topics. Many clubs ask for volunteers to answer Table Topics. Too often, only confident or risk-taking members will try. Instead, follow Toastmasters’ guidelines and assign topics by reading the question first, so everyone starts to think of an answer, and then calling on a member to present.

Ideally, only members who don’t have a speaking role on the agenda will be called. Boskovitz recommends Table Topicsmasters write down the names of members in attendance who don’t have a role to ensure each is given a topic.

She also advises not to offer topics to guests until all members have spoken. “Whilst it might seem hospitable and encouraging to offer guests an opportunity,” says Boskovitz, “our first priority is to our members, whom we would be sad to lose and who have, in fact, paid real money for the Toastmasters experience.”

2 Work with Members Individually. To ensure members are moving forward in their educational journey, track their participation to include speeches and meeting roles. By doing so, the vice president education (VPE) can monitor member engagement and approach individuals who haven’t signed up for a role in a while or continue to fill the same role, time and time again.

Consider creating a shared online document that everyone can view and update. This helps maintain accurate tracking without overburdening the VPE. It can also serve as motivation. “This will excite members about their achievement and inspire others to do the same,” says Dr. Yvonne Leong, DTM, 2018–2019 program quality director for District 102 in Malaysia. “It can also be kept as a record for future references.”

Tracking can also help you get new members on the schedule quickly. Don’t assume new members will volunteer to sign up for a meeting role.

If you’re seeking input from members about the club or any of its activities, it also helps to request feedback in one-on-one

KEEPING TIME

Starting and ending club meetings on time shows respect for all attendees. It’s a way of acknowledging that their time is valuable. This principle is a key part of program planning and meeting organization, which is regarded as one of Toastmasters’ six “moments of truth”: crucial opportunities for clubs to make a positive impression on members and guests.

Part of Toastmasters’ Successful Club Series, the *Moments of Truth* manual offers strategies for success in these six areas. It’s a tool to help clubs establish standards for excellence. Carefully planned and organized club meetings help provide a quality experience for everyone present.

Learn more in *Moments of Truth*. This and accompanying resources can be downloaded at www.toastmasters.org/Moments-of-Truth.

Another valuable tool is *Master Your Meetings*, a handbook that covers topics such as officer duties, Table Topics preparation and lectern etiquette. It can be downloaded at www.toastmasters.org/Master-Your-Meetings.

sessions. What people are willing to say in front of a group and in a one-on-one chat could be very different.

3 Provide More Opportunities. If your club membership is so large that attendance far outweighs the opportunities for consistent participation, consider holding more meetings. You want to avoid members becoming frustrated with the lack of opportunities. Some clubs schedule meetings twice a week at different times of the day to provide options. Holding “speak-a-thons” can also help clubs with more speakers than meeting slots.

“One of the best ways to learn about best practices in club meetings is to visit other clubs.”

Members can also present at other clubs, which can test speakers with a new audience and help a club that might need more roles filled. If your club grows too big, it may be time to split into two.

Mentors Matter

“The real leader is the one who forms other leaders,” says André Lins de Albuquerque, DTM, member of Rio Toastmasters in Rio de Janeiro, Brazil, and 2018–2019 club growth director for District 111. A mentoring program, or other systems of formalized support, can be a great asset for clubs.

1 Provide Support to Members. Mentoring programs help new members understand and work within the Toastmasters program. Mentors can also explain meeting-role requirements, which can involve more duties than expected and are crucial to a positive learning experience. Mentors can also help experienced



members who wish to try something new, such as participating in a speech contest for the first time or running for a district-level office.

Participants in new clubs can benefit too. Even if everyone is new, a “buddy system” can provide a structure for motivating and supporting each other and holding each other accountable for their goals.

2 Offer Buddies to Guests. Members aren’t the only ones who can benefit from experienced guides in Toastmasters. Guests can too. “Greeting visitors can be sloppy at some clubs,” says Judith Taylor, DTM, of UWP Toastmasters in Johannesburg, South Africa. It’s important to have a system to shepherd guests through the meeting. Buddies can be there for guests from the initial welcome through the meeting itself to the follow-up. If you designate someone for each visitor, there’s a better chance the guest will join the club as a result of feeling a connection.

Reach Outside the Club

You’re not limited to resources within your own club. With more than 16,600 clubs in 143 countries, there are other Toastmasters available to help.

1 Visit Other Clubs. One of the best ways to learn about best practices in club meetings is to visit other clubs. While the Toastmasters program is the same worldwide, it’s instructive to see the way other clubs organize the experience. Plus, every club’s culture is different. Seeing how others approach a meeting can confirm what is working well for your own club and provide ideas for improvements.

“Visiting other clubs also increases your observation and listening skills,” says Taylor. “Plus, it extends your Toastmasters network.”

2 Invite Others In. Another way to expose the club to other practices is to invite experienced members from other clubs to speak or serve in meeting roles, particularly General Evaluator. “General Evaluators are not used as much as they could be,” says Taylor. Gaining an outside perspective about the meeting can shed light on issues the club is not considering.

Another option is to invite an experienced Toastmaster to attend and provide feedback to the president or executive committee separately. If you don’t know any experienced members from other clubs, contact your area director or other district-level officers for help.

“A club does not become the best in its district by accident,” says Lins de Albuquerque. Try these tips for productive meetings to ensure your club is doing all that it can to help members strengthen skills, achieve goals and advance on their Toastmasters path. **T**

Jennifer L. Blanck, DTM, is a member of AAMC Toastmasters in Washington, D.C., and a regular contributor to the *Toastmaster* magazine.

Member Achievements

Toastmasters put skill sets to work.

Jenna Hoff

Edmonton, Alberta, Canada



Finding My Voice

When I joined Toastmasters several years ago, I expected to find my voice and develop confident and persuasive speaking skills. And I did! What I didn't foresee was how these skills and the love of public speaking would help in an uncertain future full of struggle.

In the years following my first meeting, I got married, maintained a career and adopted a 10-year-old daughter and then a 20-year-old son. On top of that, I struggled with a host of health issues. Among those are mobility difficulties—I currently use a wheelchair and walker, and am fighting to re-learn to walk—and a condition that makes the physical aspects of speaking increasingly painful and difficult.

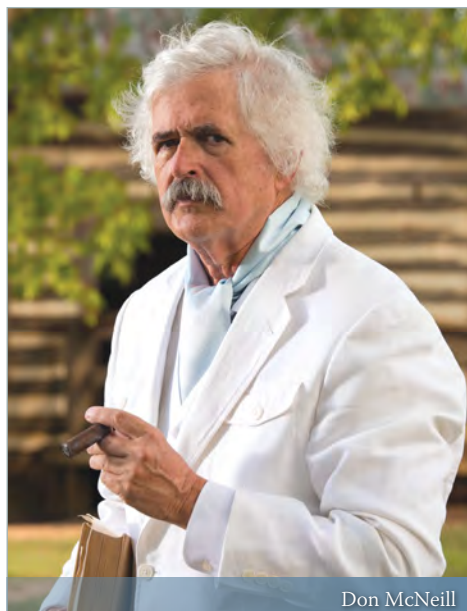
About three years ago, my local rehabilitation hospital issued me an AAC (augmentative and alternative communication) device. It's a computerized voice machine, similar to the one used by the late Stephen Hawking, with one difference being that I use my hands to type what I want to say into the machine. A mechanical voice speaks out what I've typed.

I still retain some speaking abilities, but I mostly use this machine or a simple writing board to communicate when in public, visiting with friends and in a way that may surprise some: public speaking. I love sharing what I've learned through my hardships, such as how to continue to choose to live with joy, peace and wonder, even when facing difficult circumstances.

My time in Toastmasters instilled in me a love of connecting with an audience and sharing heartfelt stories. This didn't change when the way I communicate changed. Instead, it encouraged me to give presentations using my voice machine. And, because of what I learned, I have the confidence to go in front of an audience—wheelchair, voice machine and all—smile brightly and speak up!



Jenna Hoff



Don McNeill

Don McNeill, DTM

Raleigh Talkmasters club • Raleigh, North Carolina, U.S.



How I Became Mark Twain

Toastmasters helped me realize my dream of becoming a professional Mark Twain storyteller. I had no retirement plans in 2012 after leaving my 39-year job as a crew chief for American Airlines. Looking for something to do, I decided to attend a Raleigh Talkmasters meeting. Unexpectedly, I quickly made friends and looked forward to the meetings.

After finishing last in the club humorous speech contest, I decided to try again and won the District 37 Humorous Speech Contest in 2014. The following year, I came in second and co-founded Bedford Toastmasters in Raleigh, North Carolina, with Don Steichen, DTM.

Inspired by my contest experience, I began presenting the speeches of Mark Twain to a wide range of audiences: first to my Toastmasters clubs and expanding to civic groups and regional libraries, and now, special Mark Twain events. It was a life-long ambition since I am a native Missourian (like Twain) and studied English with an area of concentrated study on Mark Twain at the University of Missouri-St. Louis.

To achieve the distinctive Twain look, I bought a white linen suit. I grew my grey hair to the proper length. For the first time in my life, I grew a mustache! My wife

even comes to all my events and dresses as Olivia Twain. I am now a professional Mark Twain impersonator. My second career started because of Toastmasters. My Toastmasters family made my dream of performing as Mark Twain come true.

Mahmood Thompson



Capitol City Legacy Builders Toastmasters • Atlanta, Georgia, U.S.

Bravery Discovered

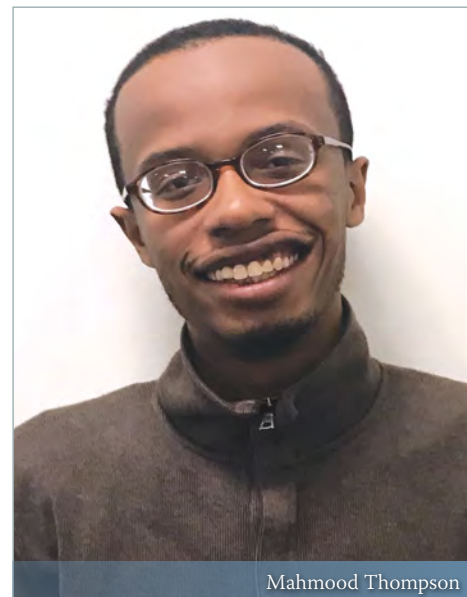
Contributed by Pauline Mansfield of the Capitol City Legacy Builders club

Mahmood Thompson came to our club meetings to accompany his mother, who considered joining our club. He never spoke or interacted with our members and sometimes seemed preoccupied or distracted. Then Mahmood started to come without his mother, still very quiet but seemingly interested in our club dynamics.

Much to our surprise, Mahmood eventually joined our club, at first just observing and leaving quickly after each meeting. Then bravely, he stepped forward to give his first speech. We discovered from his Ice Breaker that he has Asperger syndrome, a form of autism characterized by difficulties with social interaction, repetitive speech and awkward mannerisms. People with this syndrome often find interacting with others overwhelming, as evidenced in his next couple of speeches. Sometimes Mahmood stood frozen in his thoughts before he could continue with his speeches. But, admirably, he continued to volunteer to give speeches, each time gathering more confidence. Not only did Mahmood raise our awareness about this rare condition, he increased our understanding, patience and tremendous admiration for someone who pushed through his difficulties like no one we had ever seen in our Toastmasters club history.

Amazingly, Mahmood has soared in his participation and interaction with others in our club. He regularly volunteers for roles and recently brought the house down when he delivered a humorous speech. He continues to grow in leaps and bounds, and Capitol City Legacy Builders continues to embrace every challenging moment he encounters on his incredible journey.

We applaud you, Mahmood Thompson, for your bravery and determination to move beyond your fears and challenges.



Mahmood Thompson



Kristine Sultmanis

Kristine Sultmanis



Readers & Debaters club • Victoria, British Columbia, Canada

Rising HR Professional Shines

I joined Toastmasters in January 2018 to overcome my fear of public speaking. Within a few weeks I was vice president membership and competing in my first International Speech Contest. By the fall of 2018, I was a member of three clubs: Quorum, Thunderbird, and Readers & Debaters. I developed my leadership skills, refined my public speaking skills and learned to be persuasive and less serious.

This year I put my skills to use and spoke at the Vancouver Human Resources Conference. My speech, titled “A Little Can Go A Long Way,” focused on three important things to consider when developing and executing your action plan to improve yourself or your organization: develop and maintain a positive mindset, take one step at a time and be consistent.

As a Human Resources Professional, I work for the Canadian Forces Morale and Welfare Services. I help educate managers, influence change within my organization and gain trust. My work has resulted in being a Chartered Professionals in Human Resources British Columbia & Yukon Rising Star Award 2019 finalist, which recognizes HR professionals in the beginning of their careers, who are “lighting the HR community on fire.”

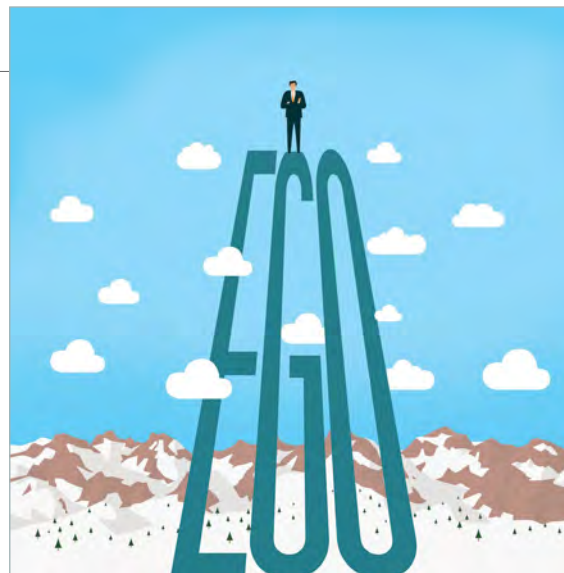
Toastmasters helped make my dreams a reality. Prepared speeches and the International Speech Contests helped me develop the skills to successfully deliver speeches under pressure. I gained confidence in myself and my abilities as a leader, a communicator and an educator. I look forward to a lifetime of development and am excited to see what the future holds. 🇩🇪

Do you have a Toastmasters success story you'd like to share about yourself or another member? Write it in fewer than 300 words and send with a high-resolution photo to submissions@toastmasters.org.

Hubris: Leadership's Fatal Flaw?

Ego-driven leaders may land the top job but fail to deliver effective results.

BY JANE SEAGO



The business world is known for generating its own distinctive jargon: “drill down,” “boil the ocean,” “leverage.” However, a term you don’t often see on the lingo list is “hubris.” In classic Greek literature, hubris signified excessive pride, a disastrous personal flaw that blinded human judgment and almost always led to a leader’s tragic end. The adage “Pride goes before a fall” warns of the wages of arrogance.

Today, many business experts see overblown leadership egos as one reason companies fail or stagnate. Authors Bill Treasurer and Captain John Havlik cite hubris as the lethal executive flaw in their book *The Leadership Killer: Reclaiming Humility in the Age of Arrogance*.

In some ways, a leader’s exaggerated sense of pride and over-confidence is not surprising. Their “specialness” is reinforced daily in many ways: a large office, special privileges, employee deference. Such individuals may come to perceive themselves as a breed apart, deserving of special treatment—a reward for the responsibilities they carry, the pressure they face to produce results and the leadership skills they are expected to model.

Ultimately, leaders who succumb to hubris forget or misdirect the most basic aim of leadership—improving the lives of those being led. When that happens, they lose the loyalty and support of the very people who make them leaders: their followers.

Workplace hubris takes a variety of forms, many of which align with one of three categories:

1 Complacency. Self-satisfied leaders believe they are doing the job the best it

can be done, so why change? They avoid risk because it may result in failure, which could topple them from their pedestal. They fail to realize that great opportunities are often clothed in risk.

2 Transference. Leaders can become enamored with authority and expect complete and instant compliance with their commands. They take credit for department successes but transfer the blame for failures. They don’t accept that employees’ failures are also their own.

3 Isolation. Because hubristic leaders are convinced of their omniscience, they see no reason to talk to and learn from their employees, who can offer useful perspectives. Edgar and Peter Shein, authors of *Humble Leadership: The Power of Relationships, Openness, and Trust*, describe this tendency as follows: “Leaders trust only (themselves) instead of recognizing that, in a complex world, they must also trust many others to provide help so that decisions can be made collaboratively, not unilaterally.”

These bad habits contradict desirable traits identified by the global human-capital assessment firm, Myers-Briggs Company. In a recent report, “People First for Organizational Fitness,” Myers-Briggs notes that true leaders possess three types of awareness—(1) of themselves (2) of others and (3) of the broader environment—each of which enables them to lead more effectively. The report also notes that narcissistic individuals often succeed in gaining leadership roles but fail in performing the associated duties.

The antidote to hubris is humility: the ability to respect and acknowledge employees’ contributions, rein in ego, and understand the need to listen—even when the message is unwelcome. It is a “soft skill” that may not always receive enough attention in formal and informal education paths, despite its importance. Strong leaders adopt these humble behaviors:

- ▶ **Consider context.** Success is seldom achieved alone. Humble leaders surround themselves with skilled people, then they delegate appropriately. They are not threatened by their employees’ expertise. Context also requires maintaining a keen eye on the environment, looking for ways to improve.
- ▶ **Invite feedback.** Humble leaders request—and heed—constructive feedback about their performance. They know they are not the only source of what is “right.” These leaders are comfortable in a setting in which it’s permissible to debate with a superior about ideas and plans.
- ▶ **Own it.** Good leaders recognize and own their shortcomings and mistakes, large and small, and acknowledge them with sincerity and humility.

Replacing hubristic leaders with humble ones is not a superficial, short-term fix; it is a recipe for a self-perpetuating talent pool. **T**

JANE SEAGO is a business/technical writer with more than 30 years of leadership experience in professional associations serving international and domestic members.



Silence Is Golden

A well-placed pause adds variety, drama and clarity to your speech.

BY BILL BROWN, DTM

Vocal variety is an essential element of an effective speech. I enjoy using all the various dimensions of vocal expression, including volume, pitch and emotion. My favorite technique, however, does not involve using the voice at all. It is the pause.

I was recently coaching a contestant in the International Speech Contest. As I watched the video of his speech in the area contest, I observed that his content and vocal expressiveness were good. What he lacked, however, was effective pausing. When he corrected this, his division-level performance was much more powerful.

These tips can help you take advantage of the power of the pause. I am a big proponent of sensing the cadence of your speeches and staying consistent with it. Songs have a certain rhythm and limericks have a particular cadence as well. If you deviate from it, the listener knows something is off. Our speeches, too, have a certain natural flow. But an unvarying cadence can sometimes make all our words blend together. At times it is good to disrupt the lulled attention of our listeners, and pauses do that.

That, however, is not the only way to use this technique in a speech. For example, it is effective to pause *before* the punchline of a joke—it creates anticipation and curiosity. Likewise, a pause *after* the joke gives the listener a chance to enjoy the joke and, hopefully, laugh loud and long.

You can also employ a pause to give audience members a chance to think about something you just said. If you

made what you hope is a profound statement, give them an opportunity to think, *Wow, that's a good point.*

Sometimes you might ask a question. “Would you like to have deeper, more meaningful communication?” Give them a chance to answer. If the responses are a collective “yes” or “no,” your pause would be short. If your question requires a longer answer, you should wait a bit longer before you continue.

“Using a micro-pause interrupts the daydreaming of audience members and brings them back to active listening.”

In addition, you can use a pause to transition to a new topic. Your audience members, as they listen to you, are evaluating your words in the framework of your existing context. A pause tips the audience off to a possible change in the context of your presentation.

Let us now return to the participant in the International Speech Contest. The tip I gave him that increased his effectiveness was to use what I call a micro-pause. This is not the hold-it-as-long-as-you-can pause we are typically taught. The micro-pause is no longer than one second, frequently shorter.

What does this technique accomplish? First off, it calls attention to your key point. When we fall into a predictable

verbal pattern, listeners can become numb to our words. Using a micro-pause interrupts their daydreaming and brings them back to active listening. Place the pause right before the key word.

A second benefit is that the micro-pause puts a subtle emphasis on the word or phrase that follows it. When our words blend together, they all seem alike and, thus, of equal importance. But when we make a point, we want our audience to get it. The micro-pause sets our key phrase apart.

The micro-pause also enables another technique: subtly changing the tone of a key word or phrase. If, in the middle of our normal delivery, we suddenly changed the pace, volume or emotional tone, it may seem out of place. With a micro-pause, we make this shift without it sounding forced. In fact, it can be quite effective. Keep in mind that this is not a major shift—it is minor, but noticeable enough that the phrase has additional impact. If we say the important word a little slower, with a little more urgency, it carries much more weight. (I have included examples in the audio recording attached to the digital version of this article, at www.toastmasters.org/Magazine.)

As you prepare your next speech, experiment with the pause, especially the micro-pause, and see what a difference it makes in your speaking. **T**

Bill Brown, DTM, is a speech delivery coach from Las Vegas and a member of Pro Toastmasters and Ahead of the Curve Toastmasters. Learn more at www.billbrownspeechcoach.com.

The Elevator Speech

Can I have 30 seconds of your time? No? Well, then I'll just take them.

BY JOHN CADLEY

Embarrassing to admit, but the first time I heard the term “elevator speech” I thought you had to be in a real elevator and give a real speech. All sorts of questions ran through my mind. Who would want to give a speech in an elevator? The only type of person I could think of was one with whom I would never want to be in an elevator, or any other enclosed space, for that matter. (*Hey there! My name is Ray Whitherspoon and I sell burial plots for house pets!*)

Furthermore, who would want to *listen* to a speech in an elevator? Most people who get *into* an elevator just want to get *out* of the elevator. The rest are 5-year-olds who like pushing the buttons. The only people who talk in an elevator are the ones who are terrified of being *in* an elevator, like the person who sits next to you on an airplane and blabbers incessantly from Seattle to Boston. You listen politely because you know that the poor soul’s logorrhea is a defense mechanism against a near-paralyzing fear of flying that would otherwise have him or her screaming *WE’RE ALL GOING TO DIE!* And then there is the most obvious question: What if there’s no elevator? Would there be some kind of taking-the-stairs-speech alternative?

Of course, I soon learned that “elevator speech” is meant figuratively since it requires neither an elevator nor, considering its recommended maximum length of 30 seconds, a speech. Speeches take at least a few minutes, often longer. Or they take a few minutes that just *seem* longer.



The term came about as a way to describe a form of self-promotion by which you are able to say who you are, what you do and why your listener should care, all in the time it takes for a short elevator ride—i.e., the aforesaid 30 seconds. (Question: Is “short elevator ride” redundant? Even a ride to the 86th-floor viewing platform of the Empire State Building takes a mere 60 seconds. The only “long elevator ride” I can imagine is when you’re stuck in one, and then it can be very long indeed.)

“Most people just want to get out of an elevator.”

Hence, you can make an “elevator speech” in a parking lot, a restaurant, a golf club pro shop, or even in a hotel lobby where your prospect is simply waiting for an elevator. Most important people are impatient, and they keep pushing the button for at least 30 seconds to make sure the elevator knows who’s waiting for it. This is your shot. Fire away.

There are, of course, rules for a good elevator speech, as many expert Toastmasters already know:

- ▶ Don’t speak in a monotone or you may be mistaken for the pre-recorded voice that announces what floor you’re on (if you happen to actually be in an elevator).
- ▶ Don’t frown. Self-promotion is not helped by a face that says you don’t really believe it yourself.

- ▶ Don’t speak too fast. Just give a leisurely review of all your most important qualifications in 30 seconds. If you have more than one, that might be a challenge.
- ▶ Don’t ramble. Well, that’s easy. Nobody can ramble in 30 seconds, not even my brother-in-law when he talks about his collection of beer mugs.
- ▶ Address your prospect’s pain points. Not knowing the person, you might first have to ask, “Where does it hurt?”
- ▶ Most importantly, identify your Unique Selling Proposition. (Hello, my name is Fred and I manufacture the only machine in the world that can shred your most incriminating documents and make them look like party favors.) Something like that.

You may resent having to cram the self you’ve worked so hard to cultivate into 30 seconds, but that’s the world we live in, folks. Earlier societies had 24 hours in a day. We have *only* 24 hours in a day. How do we ever manage?

I’m glad I don’t have to give an elevator speech. I wouldn’t know what to say—and I couldn’t say it if I did. I’m not good at self-promotion. I introduce myself by saying, “Hello, I’m John Cadley and I’m sorry.”

No, elevator speeches aren’t for me. If I need something from someone, I use the old-fashioned method of asking. I beg. ■

John Cadley is a former advertising copywriter. He is now a freelance writer and musician living in Fayetteville, New York. Learn more at www.cadleys.com.

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CLIENT SPOTLIGHT - BO BENNETT, DTM



You might know Bo as the creator of FreeToastHost, the host of the Toastmasters Podcast, or the Founder of eBookIt.com. Or perhaps you never heard of the guy. Either way, you will enjoy his latest book, *Some Really Personal, Yet Entertaining Stories From My Life That You Will Enjoy and May Even Find Inspiring*.

What is a "normal childhood?" Does it include almost being murdered by your sister with an ax? Speeding around town in the back of a station wagon because your mom is chasing an "alien spaceship"? Being busted by the police for intent to light a pond on fire? Tackling your mom to the ground and wrestling a knife out of her hand because she was trying to kill your dad? While my stories may be unique, readers will be able to relate to the broader themes that are part of a normal childhood such as sibling rivalry, eccentric parents, doing stupid things, and frequently preventing one's parents from literally murdering each other.

Although some of the subject matter is not something one would generally laugh at, you have my permission to laugh. Social rules don't apply here; my rules do. It works for me, and who knows, after reading the stories from my past, you might be inspired to see your own screwed up past in a more humorous light.

Some Really Personal, Yet Entertaining Stories From My Life That You Will Enjoy and May Even Find Inspiring by Bo Bennett is available in ebook, paperback, and audio, at 

We are happy to speak with you about your publishing needs.
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