

# A Toastmaster's Contention: From Strategies to Impact

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## Abstract

Society reflects the organizations that it has. Hence for a community to improve, one must examine the organizations, people, and activities that envelop it. To compile diverse strategies showcased in a Toastmasters Club's speeches during face-to-face and online platforms meetings and to share the learning therein with the community, the paper documents speech themes during the organization's meetings. These themes such as the quest for structure, dealing with one's stage fright, a positivist technique, the sandwich approach, and taking charge as a Table Topics master permeated the delivered speeches. Some of the strategies utilized during face-to-face or via online delivery by speakers were powerful story-telling, thinking beyond self to fight off stage fright, taking note that assessment speeches are still performances, keeping the respect for the craft of public speaking, and the knowledge that the element of surprise or twist seldom fails one as a speaker. They were discussed, interpreted, and analyzed in the qualitative paper through an immersive and critical thematic inquiry that utilized primary data strategies while seeking communication insights from purposively chosen informants. The presented thematic impressions, nuances, and observations may impact on and contribute to societal improvement thus this wholistic documentation, compilation-writing process forwarding the whole set of strategies for public learning. Deeper research on calibrating persuasion in public speaking and on the implicatures of surfaced strategies to social relationships may be further ventured out based on the insights and learning. Further studies on repositioning pedagogy on communication may also be explored using the pointers presented.

*Keywords:* Humanities and Social Science, toastmasters, strategies, speeches, qualitative, Philippines

## Introduction

Communication in all its spheres is essential; Article 14, Sections 6-9 of the Philippine Constitution, the supreme law of the Philippines clearly affirms that. The society is reflective of the organizations that it has hence for the society to evolve, one must look at the clubs, people, clashes, and activities that surround it. On that account this research paper entitled *A Toastmasters Contention: From Strategies to Impact* makes an immersive, qualitative, and critical thematic follow-up inquiry to the research entitled *An Exploratory Review of What Works in Sorsogon City Communications Governance* that was written and presented in 2016. The research seals its specific path as it zeroes in on an organization to check how the communication strategies utilized there may be leveraged by varying sectors towards achieving impactful community ripple effects.

The Kasanggayahan Toastmasters Club, chartered on June 30, 2022 is the pioneering Toastmasters club in the province of Sorsogon. Regulated by Toastmasters International it provides a mutually supportive and positive learning environment in which every individual member has the opportunity to develop oral communication and leadership skills, which in turn foster self-confidence and personal growth. The organization is the context of this paper. As written in its website, Toastmasters International is a nonprofit educational organization that builds confidence and teaches public speaking skills through a worldwide network of clubs that meet online and in person. In a supportive community or corporate environment, members prepare and deliver speeches, respond to impromptu questions, and give and receive constructive feedback. It is through this regular practice that members are empowered to meet personal and professional communication goals. Founded in 1924, the organization is headquartered in Englewood, Colorado with approximately 270,000 members in more than 14,000 clubs in 150 countries.

This research delves into the communications themes and categories inside the Kasanggayahan Toastmasters Club in its initial steps, as it secures its Charter towards its bimonthly meetings, functions, and operations. The narratives on the members' lived public speaking experiences in different genres are shared in this paper to provide the context, first-hand account, and benchmark for communication tasks, roles, and strategies in any organization. This is significant specifically for social, corporate, and professional settings and for various workplaces when members will polish up their communication skills.

The inquiry utilizes primary data from the club's regular meetings, speakathon or a series of speeches, its inaugural, community workshops, and events inclusive of engagements sourced from purposively chosen informants in and outside the Club itself. Semi-structured interviews using an interview guide, intensive notes, and discussions during club's face-to-face and virtual meetings were conducted. The paper with its compact insights is being envisioned by the organization itself to be a reference in its club operations and performance execution. This was set collegially so that the members' stories would not be forgotten and would be utilized more in other communication discourse for good.

**Leadership, Organizing, and Action** by Marshall Ganz, Senior Lecturer at the Harvard Kennedy School of Government frames this paper. **Leadership** is how we identify, recruit, and develop leaders. **Organizing** is where we build a community around that leadership and **Action** is when we enable that community to lead change as it translates its resources into the needed power for achieving goals (Ganz, 2022). The frame's specific practices of leadership-building, convergence, motivational story-telling, strategizing, establishing structures, and taking action to support the work are to be observed during and after the speakers' performances with their calibrated speech strategies. Based on the frame, the researcher theorizes that public narratives here on communication endeavors will benefit our society. Everyone in our society needs to hone proficiency in leadership, organizing, and action.

The researcher came across these studies which bear relevance to the present paper.

The paper entitled *Effect of Toastmasters Club on Teachers' English Communication Skills* by Rekha looks at the efficacy of a club on communication skills; this paper explores varied facets of experience by members inside a club.

The article *The Toastmasters Approach: An Innovative Way to Teach Public Speaking to EFL Learners in Taiwan* by Yu-Chih explains the integration of the Toastmasters approach to an EFL oral-communication class in Taiwan. Both researches are within the ambit of Toastmasters.

Lazo's *Cited Today, Gone Tomorrow: The Problem of Disappearing Internet Sources in Supreme Court Decisions* (Lazo, 2018) urges this researcher to document and reflect on the speech outputs in club events; the implications of not documenting vital details in an organization's journey may have deleterious effects on the society later on.

In *Measuring Receptiveness to Opposing Views*, Minson et al. (2018) measured if someone is receptive and checked its meaning. They investigated the role of receptiveness for conflict, decision making and collaboration. In this paper, we look at the performances' nitty-gritty to see the performers' reactions and reflections for future performances and for those who deal with public speaking issues.

While Hernandez' paper (2018) is an in-depth look at the legal implications and long-term consequences of analyzing a legal status quo this paper makes a focused inquiry on the impact of empowered Toastmasters both in their varied workstations and in the society that they are in.

Latosa (2020) gave graphic depictions of oppression in its narratives. It is the goal of this paper to be authentic and compelling as well in delineating the journey of public speakers when they hone the craft. His courage as a writer inspires and it is hoped that this simple contribution would also shed light on the seemingly esoteric world of public speaking.

Parmanand's work (2021) although gender-based is an in-depth and far-reaching issue. Her excellent writing on the efficacy of microcredit in addressing women poverty bear relevance to the researcher's deconstruction of the inner workings of the Toastmasters' performances during meetings and events whether it be face-to-face or online platforms. When one analyzes the deeper experiences of people, we discover data that were previously unseen.

The mentioned studies ostensibly boil down to specificity or to an investigative look into a specialized field; the researcher wanted this paper to bridge the gap by extending discourse on other implicatures.

## **Objectives of the Study**

This paper would like to:

### ***General Objective:***

Document the communications strategies in a Toastmasters Club.

### **Specific Objectives:**

- a. Identify their communications themes in their events;
- b. Analyze extracted communications ideas, skills, and engagements;
- c. Compile data for communication discourse.

## Methodology

### Research Design

The paper is an immersive, qualitative, and critical inquiry that utilizes primary data to seek communications insights from purposively chosen key informants from varying fields and gathered themes and delivery strategies from their ideas, skills, and engagements in a local Toastmasters Club which served as the study's context. For logistical and safety reasons, semi-structured interviews through virtual and face-to-face were done using the researcher's interview guide and note-taking.

The paper went through critical thematic inquiry. Alexander Johnson said that Critical Inquiry is the process of gathering and evaluating information, ideas, and assumptions from multiple perspectives to produce well-reasoned analysis and understanding, and leading to new ideas, applications and questions (Johnson, 2022).

Viewing-listening, conversations, and participant-observation were some of the tools in data gathering. They generated raw notes and impressions which inspired fresh takes on the speech craft when the researcher analysed the organization's strategies. Specifically as regards the nature of participants, the critical informants of the study are the 24 members club members, 18 years old above who represent the different spectrum of society such as legal, medicine, academe, business, entrepreneurship, nutrition and dietetics, arts, gender and development, corporate, private and public et al. and views of club operations together with the subsequently documented oral performances on December 10, 2022 which had 30 participants of diverse backgrounds in a Master Table Topics and British Parliamentary Debate Training.

### *Data Collection and Data Analysis Procedures*

Utilizing discourse analysis, the researcher took note of varied communications strategies exhibited during club meetings of the 24 members and organized them into speech categories. They were interpreted, annotated, and analysed under clustered categories with thematic descriptions. As regards research ethics, the informants' identity was treated with respect, discretion, and confidentiality with their secured informed participation hence pronouns instead of real names were used. All of the 24 members including officers who took turns in performing speeches assisted in the conduct of research.

Regarding reliability, a follow-up training with further discussions with 30 informants in December 2022 was conducted to confirm or disconfirm the earlier findings. Additional intimate interviews were conducted with informants having anonymity for facilitating their sharing of insights in order to enrich the qualitative results of this paper. To corroborate the data read, to validate findings, and to avoid confirmation bias and self-serving interpretation, triangulation was used in the validation process in assessing the veracity of social science research results (Mertens & Hesse-Biber, 2012).

The methods employed practically yielded parallel results during the validation phase thus the data gathered were accurate and reliable.

## Results and Discussion

For almost seven months from June 30 to December 2022 unbeknownst to many, the newly chartered organization went through a rigorous and tough journey absorbing and soaking in all the rules in Toastmasters International on organizing club meetings, unlearning old habits, joining contests, conducting workshops, holding community outreach, and dealing with other concerns relative to club operations. The trainings both executed internally and externally were successive and it was actually a whirlwind of nonstop preparations, trial performances, self-loathing, corrections, leaning, fun, and refinements.

Provided herein are the immersive narratives capped by their themes and descriptions above them which are but reflections of all the strategies exhibited and wisdom gained during those months, drawing on the surfaced and inner ideas, skills, and engagements during communicative tasks, process, and workshops. These shared learning may serve as a guiding post on how to go about communication and social relations skills development in the society. The paper has implications for trainings in public relations, corporate communication, and even crisis communication. All these nuanced performances and narratives may have profound impact to the publics in their social communication and therefore may be utilized and shared with others for a more reflective discourse: These narratives are further explored through key themes that illustrate the distinct strategies and insights that emerged during the process.

### ***The Quest for Structure: Impromptu Speaking in Table Topics***

According to Toastmasters International, Table Topics is a long-standing Toastmasters tradition intended to help members develop their ability to organize their thoughts quickly and respond to an impromptu question or topic. Table topics refers to Impromptu Speaking for two minutes and 30 seconds.

At first, there were nerves, jitters. You don't really know what topic you're going to get. Eventually though one develops familiarity with the set-up. Even if it gets familiar later on, you will still structure the delivery hence the anxiety plus speaking before seasoned Toastmasters is such a pressure. Depth and extent of knowledge matters during Table Topics. How we take the topic/s though makes a difference in terms of setting the core of the topic and dividing it into sets for initial framing, further detailed analysis, and explanation. Content is king with organization and delivery ensuring the punch for a successful finish. Each topic provokes one to think quickly.

We become a learner repeatedly – with every topic given to us, we process the framing, we set-up the explanation and unfold the narrative and discussion in a professional manner. It is a tug-of-war between nuancing and simplifying. If you nuance your point, you tend to prolong the speech; when you simplify, you tend to shorten it. The synthesis of discussion at the end encapsulates the whole two-minute and thirty second speech.

Maturity though can be a distinct advantage. Together with knowledge, wisdom comes in thus further refining our thoughts for the better unfolding of ideas. The speaker usually starts off the Impromptu Speech with a startling statement then proceeds to framing the whole speech towards a direction – a specific direction so as to avoid meandering in the body. Then when it gets framed well, the speaker proceeds to a heart-felt narrative based on what the person actually went through. Then when audience is already riveted, the speaker encapsulates it with a striking closure. If one started with a bang, speaker also ends it with a bang. We never slacken nor let the energy go down.

For Table Topics, there are three basic things to watch out for: Content 55%, Delivery 30%, Language 15%.

The sample Table Topics dealt with by speakers were:

1. That we prefer good-looking to intelligent people as companions and colleagues.
2. This House promotes ghosting friends if it is justified.
3. This House affirms the use of medically unlicensed online friends to combat loneliness in the world.
4. This House opts for a society where relationships are pursued without long-term commitment like marriage.
5. What are the pros and cons of binge watching? Talk about them with grounded examples.

6. Social media ruins family relationships and friendships.
7. This House believes that local government units in the Philippines should finance community housing projects instead of large bridges, buildings, et al.

Thought-provoking may aptly describe the topics above. One key advice in the delivery is that greetings must be done away with. Pause, start, go direct to-the-point, and hit it directly with concepts or stories. The speaker sometimes grapples with the urge to tell a story as it is deemed that the execution calls for analysis of the topic. This must be decided on-the-spot and whether or not speaker goes into the narrative mode, s/he will have to face up to the repercussions.

Telling a story is something that all speakers must work on. It calls for clear details, an arresting plot, and an impactful delivery. Generally, though it's best to just push with whatever one has come up with and just develop the message being delivered up to its fruition.

Stories have been used to hand down learning and knowledge for thousands of years. A good story engages our curiosity, emotions and imagination (The Health Foundation, 2016).

This inclusion of effective storytelling appears to have worked as the speaker won third place in the Division Beginner's Cup for Table Topics via online on October 22. The experience is the realization that coaching, mentoring, and being conscientious are a must for all speakers. The common frameworks or strategies to follow when one delivers an impromptu speech are presented here (Aristedes, 2011).

1. Story, Message, Gain/Call to action
2. Present, Past, Future
3. Position, Reason, Example, Position
4. Answer, Reason, Example, Message
5. Attention, Interest, Desire, Action
6. Story, Message, Benefit
7. No specific format but with Opening, Body, Conclusion

### ***Reckoning One's Stage Fright: My Icebreaker's Speech***

An Icebreaker Speech is delivered between four to six minutes on any topic that introduces the speaker to the club members figuratively breaking the ice between them. It also refers to the first speech being delivered when Toastmasters start their online education called Pathway.

Challenging was the word to describe the process of preparing for an Icebreaker's Speech which is to be delivered in four to six minutes. We deal with time, we become conscious of grammar and diction, and we consider the audience. After many sessions, one gets to relax a bit as the speaker becomes familiar with club members. There are two ways to deal with it; the first is by tackling speeches that are related to one's personal life and second by thinking beyond oneself – when one thinks of the welfare of your audience then one gives his/her best. A bigger cause or rationale conquers one's stage fright.

The informant found writing arduous and iterative. The first draft was more on leadership - how leadership has been redefined and recontextualized in recent years. That it is not bound by tradition anymore is providential – yes on the surface it is, but in essence its definition by today's standards has been radically altered. Initially the speech draft done was on "Real leaders are rankless" which was its tentative title. Realizing how generic it may sound to the audience there was a sudden shift to "Coach's Hindsight" as it would show more authenticity in the execution.





The speaker has always maintained that speeches should always be pushed by a gripping and heart-felt story so there's the speaker delivering it with panache but later on missing the opportunity to cap it with a spectacular closure. S/he could not exhibit more flair in gestures and articulation. Being overly conscious of the time s/he ended the delivery abruptly. It is one tough lesson learned by the speaker, definitely.

The speaker struggled with body movements and gestures. S/he thought there should be more physicality with the performance, goad the audience to some action, and convince them to be more participative. That way, one can move the audience into action.

The lesson is, it is best to observe as much as possible other speakers – to study their strength, nuances, and weaknesses. The requisites remain though: speechcraft, reactions of the audience, physicality of delivery, and stage performance. That you can transport your audience into another place through the power of your delivery even without embellishments -- without props which is what is actually mesmerizing. There is always something more to share when you tap into the hearts of your audience.

Some lessons are learned the tough way. It is vital to speak within the allotted time and to be truly present in the end. It was only two out of the four speakers that delivered who qualified to compete since they did not exceed the allotted time for them. Despite that setback, one must let go of what has occurred and must move on to the next tasks.

### ***Positivist Evaluation of a Prepared Speech: Postscript to “Facebook is a force for good.”***

Doing an oral evaluation of a delivered prepared speech entitled Facebook is a force for good, for the first time has its distinct advantages. You are starting from a unique perspective. You listen to the speech, you take note of its salient points, and you assess it. Everyone in the club gets evaluated regardless of stature and perceived competence. Practice makes perfect only if there is excellent evaluation.

The evaluator's experience in debates haunts him until now – he quickly looks at the beginning and substance in the content. While style and manner by which a speech is delivered say a lot about its impact, he was looking for a seamless fusion of both with substance being given more importance. At this point he never wanted to listen to fluffy speeches anymore. Substance is what he craved for. He wanted to be captured by the universal truth put forth by a prepared speech.

So, there he was opening with a striking statement that literally sets where the speech would go. Then he gave the highlights of the speech he had listened to, pointed out its positive points, acknowledged and appreciated it then dealt directly with what needs to be improved on. He primarily mentioned the need for facts, for matter or content as his pointers. He then adduced that Facebook being an immensely rich and powerful enterprise, does not deserve to be treated with soft gloves like the manner it was analyzed and treated in the delivered speech.

As it was startling in the way it was begun, the speaker also tried to jolt the audience in the way he ended his delivery by making sure that he beats the two to three minutes with thirty seconds allotted to him as an evaluator. He dealt with the praiseworthy things, about the positives – the potential of the speaker – to being a possible powerful speaker in the future with a closure on that note. He felt that he had said the right things in the evaluation. Unfortunately, the things to improve on was glossed over a bit which were vital for one to improve one's performance.



It just needed to be said though that the evaluation is a speech performance itself thus it also goes through checking and evaluation. All these need to be conducted in a very encouraging atmosphere -- the ones who just spoke must be encouraged to look forward to speaking again and this happens if the evaluation is done in a balanced manner.

Ralph Smedley, founder of Toastmasters International says: Ours is the only organization I know that is dedicated to the individual. We work together to bring out the best in each of us and then we apply our skills to help others.

### ***Sandwich Approach in Table Topics Speeches: Revisit the Imperatives***

This kind of evaluation is also done orally and is about knowing the imperatives to assess a performance. It commences with citing the highlights of the speech – the general description of what stood out in the speeches. Then the next is what specifically was done well in each delivered speech - in other words what worked. Then a discussion of what is/are the thing/s one can do better next time. What did not work? Then the final part is the affirmation of displayed competencies with some reminders on the need to start and end with a bang. This is called the Sandwich Approach in evaluation which has been proven to be constructive in approach.

The materials in speech development must be close to one's heart. There's a need to be conversational, there's a need to be stage-ready, and there's a need for a powerful closure. The material must have an international flavor with the appropriate clothes worn by the speaker to add to the vibe and to one's projection. In short, the speaker must be a full-packaged performer.

The observations are that the speakers would wrestle with speech structure, with development of ideas while sustaining the flow of ideas, with keeping one's composure, with working up and engaging the crowd, with owning the stage as one speaks, and with meeting the time requirement. All these can be secured by discipline, rapt attention, and evaluated practice. Great respect for the craft of public speaking needs to be nurtured.

Less control of how the speech would flow is observed; speakers tend to meander, closures can be vague, abrupt endings may just happen. There seems to be a conscious effort to observe all rules in the Toastmasters meeting by participants. In due course one feels as if there is a need to let go of one's self-consciousness and just relish the public speaking process – to engage the crowd, to connect, to drop the technicalities, and to reach into the heart of the listeners.

Everything is a huge learning experience for everyone in the venue. How to substantiate, present evidence and proofs in the two-minute and 30 second allotment is a real challenge. Concluding in evaluation speeches is also crucial. The evaluation is a speech itself – a stage performance too. For now, the ones being evaluated are not allowed to justify their actions. The evaluator reckons that the evaluation process can further evolve into something like there can be a portion where the ones evaluated and the evaluator can have a healthy exchange or ping-pong of the intricacies of speech. By doing so the speakers' voice is heard and their thoughts why they performed that way will be clarified.

### ***Taking Charge as a Table Topics Master: A Portrait***

In a nutshell, the Table Topic Master is a Toastmaster who prepares, researches, facilitates, and hosts the Table Topics segment for the members and even guests of the club's meeting to deliver impromptu speeches for two minutes and 30 seconds.



A twist in approach was introduced in being the Table Topics Master and that was to let the participants choose a stand before giving them the motion or topic. After the speaker has chosen a stand, the motion or topic is flashed before him/her. What happened was a jolting experience in terms of preparation. Some speakers personally contradicted the picked or chosen topic but took it upon themselves to be disciplined and to be focused on taking on their initially presented stance with fully developed justification in their speeches. The exercise was thrilling as it puts to test not just the ability to speak but also the ability to take a stand on an issue and defend it effectively.

“Don’t confuse being stimulating with being blunt,” says Barbara Walters. Speakers on Table Topics demonstrated diffidence, daring behavior, and acceptable performances. Direct content messaging with flamboyant, dramatic and theatrical plays seemed to be the norm of the delivered speeches. The more challenging part here is the mental preparation and thinking on the spot. The Table Topics Master must really do the homework, massive prior readings yes, but during delivery one must just let go and just be in it.

There is one remarkable quality that a Table Topics Master should possess though and that is being relaxed – having equanimity. The Table Topics Master facilitates the Impromptu flow and it is best if one projects serenity and wisdom because that somehow influences the entire process – the speakers, the execution, and the audience. To remain focused and composed amidst the frenzy can be daunting – the Table Topics Master is the host, he/she must keep everything cool so everyone would calm down and do their best. The topics given to speakers can be at times jolting so it is best to calm down while analyzing them. As a Table Topics Master, not being called on to speak may be considered a relief thus a welcome change in the process.

## **Actions Taken to Lead Communication Discourse**

The paper was able to document the communications strategies in a Toastmasters Club where communications categories with thematic descriptions were identified from their speech events; where the extracted communication’s ideas, skills, and engagements were analyzed; and the data were compiled for improving our discourse.

Leadership, Organizing, and Action by Marshall Ganz framed the entire research process. To recap, Leadership is how we identify, recruit, and develop leaders. Organizing is where we build a community around that leadership and Action is when we enable that community to lead change as it translates its resources into the needed power for achieving goals. The frame’s specific practices of leadership-building inside the club, convergence, motivational narrative-sharing, strategizing, establishing structures to support their performances, and taking action were all manifested during speakers’ performances together with their well-calibrated speech strategies. The public performances presented by speakers benefited communication enthusiasts and audiences from the community who participated in the events.

Everyone in our society needs to hone proficiency in leadership, organizing, and most importantly in speech performances and action. Some key lessons were exploratorily presented to, discussed with, and demonstrated by the researcher’s Purposive Communication and The Contemporary World classes for grounded discourse and impact. In addition, a workshop conducted with the community on December 10, 2022 both confirmed and underscored the earlier narrated annotations, hence the compiled inputs for communication discourse were accomplished. The compiled data serves as a ready reference in the succeeding communication trainings, high-impact public speaking seminar-workshops, and area contests by Toastmasters.

## Conclusions and Recommendations

Based on the results, these conclusions were drawn. Although the conclusions here are but a portion of the entire set of findings that any researcher may get from club and community informants at any given time, the documented thematic impressions, extracts, and nuances can already impact and contribute to societal improvement. What emerged from the presentation, interpretations, and analysis are the following conclusions.

Collective effort was resorted to in one's initial steps in the club. During the documentation process, the researcher tried to listen as much as he could, extracted, and fused the skills and strategies that he knew into how performances would usually go. He would constantly ask himself: Would the mentee listen? Would people learn from this? Do the imperatives of excellent performances – audience impact, sharp concepts, compelling stories, riveting and sincere delivery remain unshakeable on whatever platforms and media?

Strategic themes spanning the quest for structure, dealing with one's stage fright, a positivist technique, the sandwich approach, and taking charge as a Table Topics master permeated the written and delivered speeches. Some of the communication strategies utilized during face-to-face and via online delivery by speakers were powerful story-telling, thinking beyond self to fight off stage fright, taking note that assessment speeches are still performances, keeping the respect for the craft of public speaking, and the knowledge that the element of surprise or twist seldom fails one as a speaker. The real challenge was how to go beyond documenting the whole thing – and diversifying the platforms to share the key lessons from the Toastmasters experience. Thus, this whole documentation, analysis, and compilation-writing process to forward this whole set of strategies for public learning. Compiled lessons from ideas, skills, and engagements were exploratorily discussed with the researcher's classes in order to ground the documented discourse in the field. The workshop organized and held with the community in December 2022 confirmed and underscored the shared key annotations. The data served as a tool in the succeeding communication events by Toastmasters in the Bicol Area.

Deeper research on calibrating persuasion in public speaking and on the implicatures of surfaced strategies to social relationships may be further ventured out based on the insights and learnings presented here. Further studies on repositioning pedagogy on communication may also be explored using the pointers presented. Spurring discourse on communication's implicatures on leadership may be considered hence raising the bar for future directions. For skills to fly, there must never be any attempt to undermine oneself as a speaker. Hushed voices may be goaded to be louder not only for communication's sake but also for the imperatives of sharing leadership skills with the community.



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