

The
TOASTMASTER

APRIL, 1956



EDITORIALLY SPEAKING

"What's the weather like out there?"

Every long distance telephone call has this sentence included somewhere or other in the message. The weather is one of our principal topics, even though, as Mark Twain is said to have remarked, "no one does anything about it."

Toastmasters are interested in weather—in the creation and maintenance of that special climate where ideas germinate and abilities grow and flourish.

Science is making a serious study to determine whether or not man can control such forces as rain, snow and sleet. Clouds are seeded with rain-inducing substances to persuade them to give up their moisture.

Toastmasters know that they can control and regulate their own

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Toastmasters climate. It is not a hot-house atmosphere which they desire. They do not wish to simulate tropic conditions which promote lush and quickly ripening vegetation. Their aim is a surer growth. Roots must strike deeply into the soil. A skunk cabbage can grow, ripen and decay within a ten day period. A tree takes somewhat longer.

It takes all kinds of weather to make up a temperate climate. One needs a little cold, for stimulation, sunshine and rain for growth, warm days for maturation and ripening.

To quote from George Borrow's old gypsy: "There's day and night, brother, both pleasant things; there's a wind on the heath."

How's the weather where you are?

The TOASTMASTER

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Address all Communications

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Significant facts about **LEADERSHIP**

By **J. O. Grantham**

SUPERIOR leadership is needed today as never before. This is apparent throughout society—in business, government and religion. An already complex world is becoming more and more technologically involved. To solve the increasing problems associated with this trend requires a higher degree of leadership from more people than ever before. Such vital needs cannot be left to chance. Education for leadership is the only answer.

Industrial psychologists have been concerned for a long time about leadership. Dr. Alex Bavelas, Social-Psychologist, Industrial Relations Section of Massachusetts Institute of Technology, reports that a recent study revealed seven basic essentials of industrial leadership, as determined from a review of numerous individual studies conducted over many years. These are:

1. *High Intelligence.* A certain level of intelligence, considerably above average, is required for all men who would be executives and managers in industry. Beyond this main level, however, the importance of additional intelligence di-

minishes. In fact, extremely high intelligence (bordering on genius) is often a handicap for effective leadership in industry.

2. *High Energy.* This characteristic is especially important in leadership. High energy does not necessarily mean that a person must have perfect health or an outstanding physique. It does mean that the person has a large capacity for work.

3. *Skill in Communication.* Effective leaders must have an ability to verbalize their ideas and to communicate both horizontally and vertically, but do not necessarily have to be outstanding public speakers.

4. *Upward Drive.* No one ever became a company president without having a consuming desire to be a company president. One must want to be a leader before he will make the necessary sacrifices and do the necessary work to obtain that position.

5. *Respect for Constituted Authority.* This does not mean that an executive must be a "yes" man or be completely subservient to all the policies of his superiors. It

does mean that he can appreciate the problems faced by those higher up in the organization and can carry on his work within the framework of the policies and procedures laid down. If he disagrees, he does so intelligently and constructively.

6. *Bringing Order out of Chaos.* Individuals who are good leaders seem to have a compulsion for orderly processes. They cannot stand shoddiness or haphazard operations. They require the same attitude from their subordinates.

7. *Reliable in an Emergency.* Good executives and managers are capable of operating effectively during periods of emergency. They do not panic or become disorganized when such occasions occur.

Attitudes Of Leadership

Leadership is more than just ability. The attitudes of aspirants for leadership govern their effectiveness to a great extent. Areas wherein attitude is significant are:

1. *Leadership and Followership.* The same qualities which make for good leadership make also for good followers. All of us occupy dual roles in business and industry. We are all leaders and followers at the same time. Before one can qualify as a leader he must be a good follower. Those who strive to be good followers are developing the attitudes and abilities which leaders must have.

2. *Leadership and Organization.* The effect of leadership on an organization is profound. In fact, an organization is largely a reflection of its leader.

3. *Leadership and Authority.*

Authority within an organization is more than an autocratic power of direction, fostering itself upon subordinates. It is rather an intangible relationship which makes coordination possible.

Probably the most startling point concerning authority is the extent to which it is violated. Whether we realize it or not, violation of authority is accepted as a matter of course, and we seldom give much thought to its implications. There are few of us who have not broken a speed law at one time or another or who have not patronized some illegal "amusement" such as a speakeasy, a slot machine, or a lottery. In the companies in which we work, company rules are often openly defied and supervisory orders sometimes completely overlooked.

In the final analysis, each man chooses when he will or when he will not obey or comply with authority.

This description of how we react to authority is the key to knowledge concerning its true nature. It actually shows that instead of authority being forced down from above by superiors and by representatives of the law, it is granted from below by the people or by the personnel in an organization. This means then that our subordinates determine how much authority we have over them. They evaluate our actions and our position and in turn grant us authority commensurate with our actions and positions. Authority is composed of two parts:

Positional authority is that au-

(Continued on page 29)

There's Gold

in Them There

IAMBICS

By Lewis C. Turner

WHEN I was in high school, I was fortunate in having a teacher who taught me that there was gold to be found in poetry. Throughout the years, I have come to realize that *poetry is the precipitation of the thinking of great men*. You do not need an astronomy book to appreciate the stars after reading Keats' sonnet, nor a botany text to admire trees when you have discovered Kilmer's famous poem.

In over thirty-five years of lecture work, I have found that audiences are most appreciative of poems, and will write for them more often than for any other quotes. People enjoy music and rhythm, and they find both in poetry.

If I had time for an additional hobby, I would like to experiment with a Verse-Speaking Choir. Here is an excellent scheme for Toastmasters Clubs whose members wish to improve their diction and voices and have fun while they are doing it. Many people who would not think of giving a reading of

Poetry teaches the enormous force of a few words, and, in proportion to the inspiration, checks loquacity.

—Emerson

a poem by themselves would be glad to work with a group. They will find great rewards and satisfaction in the discovery that they were developing voice qualities which they had not known were theirs.

Good poetry can be found in the most unexpected places. Recently I was looking for a story or poem to include in a patriotic address in which I wanted to appeal to my young audience to be builders instead of wreckers. That very day, as I was leafing through my mail, I found just what I wanted in a small pamphlet sent out by a local advertising firm.

I quote it in full as an example of the gold that is all about us in the form of poetry.

*I watched them tearing a building down—
A gang of men in a busy town.
With a ho-heave-ho and a lusty yell
They swung a beam and the building fell.*

*I asked the foreman, "Are these men skilled
As the men you'd hire if you had to build?"
He gave a laugh and said, "No, indeed,
Just common labor is all I need.
I can easily wreck in a day or two
What builders have taken a year to do."*

*So I thought to myself as I went my way—
Which of these roles have I tried to play?
Am I a builder who works with care,
Measuring life by the rule and square?
Am I shaping my deeds by a well made plan,
Patiently doing the best I can,
Or am I a wrecker who walks the town,
Content with the labor of tearing down?*

What does

EASTER

mean to you?

EASTER! The dictionary defines it as "the first Sunday after the first full moon that falls on or next after the vernal equinox."

Children picture it in terms of the Easter bunny, colored or candy eggs, baby chickens just emerged from their shells.

Sometimes husbands think of it in connection with a bill for the wife's new hat.

The historian remembers that from the beginning of time, primitive people celebrated the arrival of spring with elaborate fertility rites. These ceremonies were presumed to guarantee good crops and continuing life to the tribe. The ancient Greeks commemorated the season when the Goddess Persephone returned

to earth after her six months' stay in the underworld. The first flowers of springtime bloomed in her footprints.

Christians revere Easter as the time when life was secured to the world by the promise of life eternal. What better time can there be to remember this tremendous pledge than the days when the world is bursting with blossoms and teeming with birdsong?

Little brooks wake from their ice-bound sleep, orchards are hung with pink and white bloom, daffodils sound their golden trumpets. "Christ is risen," says the Czechoslovakian countryman to his neighbor on the holy Easter morning. "He is risen indeed," is the grave reply.

What does Easter mean to you?



ANCHORS AWEIGH

—as Toastmasters go to sea

aboard the U.S.S. Hornet

A TOASTMASTERS CLUB afloat? At first the difficulties seemed overwhelming. Those of you who have been aboard a Navy Man-o'-War will appreciate our doubts. You will remember that a ship operates on a twenty-four hour basis, with drills, watches and special problems keeping some part of the ship involved at all times.

Aboard a carrier things are even more difficult, since flight operations often run from 0500 in the morning till 2300 at night. Meals are eaten whenever an officer is free, so that everyone's schedule is apt to be a little different from the next man's. Planning for a meeting more than three or four hours ahead seemed impossible. You could never predict who would be able to be there.

However, we have today aboard the *USS Hornet* the only floating Toastmasters Club in the world. It is the most enthusiastic, productive club of which I have ever

been a part. Here is the story of its formation and its infancy.

The Home Office helped a great deal from the start. The day before the *Hornet* left San Diego for the Orient, I called Toastmasters Headquarters in Santa Ana. It was late in the day. A secretary with a charming smile in her voice told me that there was no one available to talk to me. I sketched the problem for her: leaving immediately for the Formosan area, mail delays, no funds, no official approval, just enthusiasm. She jotted it all down.

At our first mail stop in Pearl Harbor, Ted Blanding had an organizer's kit waiting for me. With this in hand, the biggest obstacle proved easy to surmount, namely, selling the Executive Officer of the ship. He was more than sold—he agreed to act as the provisional president. The executive officer of a giant carrier is like the executive vice-president of a large industrial concern. In this case, he

was also an outstanding officer with a fine war record and great personal prestige. He could launch or kill any activity on board the *Hornet* with one word.

The first meeting held in the officers' lounge attracted a miscellaneous group of officers, many of whom were merely curious. Of these, about two-thirds are active members today. The Executive Officer explained what we hoped to do; I filled in the details and we scheduled our first meeting for one week later, with a slate of speakers.

At this point we faced our next big obstacle—where to meet and when. Space is at a premium aboard a carrier which houses 3000 souls. The wardroom would have been ideal but it was the dining room and social center for all officers of the ship. A minority group could not and should not tie it up for even short periods of time. Because the dining facilities were community property, a luncheon or dinner meeting was not possible.

Our first meeting was held in the officers' lounge, a smallish room next to the wardroom. That was an experience! The movie showing in the wardroom kept attention divided as the noise of the western and the cheers of the viewers blasted through the flimsy dividing curtain.

The next week we tried again in one of the pilots' ready rooms where briefings are held before each flight. We were interrupted by the squawk box shouting information about weather conditions and attack courses. However, we survived and have held

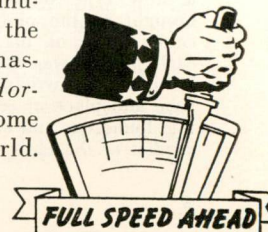
meetings in one of the ready rooms ever since.

Through experimentation, we have found several policies vital to the growth of the club. First, we maintain an uncompromising attitude about attendance. Obviously, absence is permissible for official duties. But it is the responsibility of the member to inform the secretary in such case. Otherwise, he receives a letter after his second absence, informing him that his membership is in jeopardy; after his third, telling that he is now a past member.

Second, we have let it be known throughout the ship that visitors are welcome at any meeting. Many men who have not felt they could join have given us much help in shipboard bull sessions.

Recently we have found another opportunity for expression which is probably unmatched by any other club. Each evening we put on a five-minute news broadcast, reviewing the task force operations for the day, passing on the latest gossip, and giving a resume of national and sporting news.

There will, of course, be many more problems in the future—but what club, afloat or ashore, cannot say the same? Like all Toastmasters clubs, we stand ready to study our problems and find solutions, though ours may of necessity be unusual ones. For my part, I think it would be difficult to find a finer, more unusual club than the floating Toastmasters of the *USS Hornet* at sea in some corner of the world.



It's a GOOD IDEA!

✓✓ Conversation Piece

An excellent publicity stunt has been dreamed up by the Ashland (Ore.) Toastmasters Club. The holder of the bone trophy for the week will wear it in public the next day—and be prepared to answer a lot of questions from admiring friends and curious public.

✓✓ Make the Pitch

Art Heinle of the Lodi (Calif.) Toastmasters had a good idea for the table topic when he asked a certain Toastmaster to take the role of a salesman, and the rest to make a considerable amount of disturbance while the "salesman" was making his "pitch." It was a lot of fun and mighty good practice.

✓✓ Time, Please

Penne Towne (Philadelphia) Toastmasters have adopted a novel time arrangement this year. Meetings now start promptly at 6:06 and close at 9:09. The odd minutes, says Educational Vice-President Jack Roddy, make the members time-conscious and keep the whole meeting sparking on schedule.

✓✓ Topics in Technicolor

Topicmaster Phil Arst of the Uptown (Chicago) Toastmasters demonstrated a new type of travelogue when he brought to the club some magnificent color slides of his world travels. As each picture was flashed on the screen, he asked a participant to describe the time and place of each scene. "Refreshing, humorous and educational," was the verdict of the club.

✓✓ Attention Topicmasters

You have an excellent opportunity to set the tempo for your meetings. Choose some interesting subjects, light material preferred. Make your portion of the meeting move briskly. Get as many members as possible on their feet as impromptu speaking is good training.

✓✓ Triple Threat

This one comes from Governor Maurice Olson of District 32 (Washington). He writes: "I have just returned from a visit with the Packwood (Wash.) Club. The program for the evening scheduled seven (yes, *seven*) speakers. The first four were introduced properly as individual performers. After the fourth had concluded, the Toastmaster of the evening apologized for an error in programming, saying that he had incorrectly called on the four men, who were actually supposed to appear on next week's program. Time was running out, and the only manner in which the next three speakers could appear was—all at the same time. He then called on the three Toastmasters, who simultaneously delivered a three minute speech. Their performance put the average "heckle" session to shame, each working hard toward gaining and holding the audience over his competitors.

"To top off a fine meeting, the General Evaluator (who had not been in on the secret) rose to the occasion and had the three individual critics covering the trio give their evaluations at the same time!"

✓✓ Reading Lesson

At a recent meeting of Smedley Chapter No. One (Santa Ana), the Topicmaster presented a two-fold study, first in reading aloud and second in how to evaluate. A copy of the familiar bulletin, "Can You Take It?" had been marked off into 18 short sections for reading. Each participant was called upon to read his section as the bulletin was passed to him. Some men read well, others not so well, but the ideas on evaluation were received in either case.

Most interesting was the lively discussion which was provoked when some members commented on the reading abilities displayed. "Why Johnny Can't Read" was brought right down to date, with the men themselves as the subjects. This discussion constituted a second table topic round, with benefit to all who participated.

Reading aloud is an excellent exercise for Toastmasters, especially when the material read has a direct bearing on the work of the club.

✓✓ Emergency Thinking

Some time when club meetings begin to lag and members act as though they had spring fever, try some energy table topics.

These should be well thought out and carefully planned in advance. Set the scene for some simulated emergency and then demand a solution that requires immediate action.

✓✓ Emphasis: Patriotism

In time of war, we are inspired with patriotic zeal. In time of peace, even with a cold war hovering over us, we are inclined toward lethargy.

All clubs, once or twice a year, should bring a special patriotic emphasis to speech topics. Study your national government. Have at least one speech during the month relating to the rights and duties of citizenship. Re-examine the meaning of personal freedom, and re-determine what part you are privileged to play toward its continuance.

✓✓ Let's Be Serious

At least once in a while it pays to be serious. Especially is it meritorious if we are constructive in our consideration.

One of the most revealing table topic sessions ever experienced by your editor was at a club in New England. Each speaker was asked to state in one minute his philosophy of life.

Two out of twelve were able to acquit themselves in a reasonably acceptable fashion. The others stumbled and stuttered and made a fizzle of the effort. They simply hadn't crystallized their thinking into a positive expression. After the meeting, some of them asked for a chance on a repeat performance at some future meeting.

Toastmasters should establish a basis for their living. To focus their attention on this important requirement is a service we should emphasize.

✓✓ Trigger Questions

When table topics lag, try the stunt of announcing the speaker and then asking the man to his left to give him his subject. Speakers should not follow in order around the table if the "trigger thinking" is to be effective.

Attention All Toastmasters! Special Olympic Games Invitation!

The Melbourne (Australia) Toastmasters Club No. 1519 invite all Toastmasters who are planning to attend the 1956 Olympic Games (Nov. 22-Dec. 8) to be their guests at a special club meeting to be held in Melbourne on November 27th.

Club 1519 would like to hear from all Toastmasters who hope to attend the games, so that they may be able to start necessary arrangements. The Club will also be happy to answer any questions about Melbourne or the Olympic Games that may be directed to them. While it is not possible for them to arrange for accommodation or admission tickets, they will be happy to pass on such requests to the Olympic Organizing Committee, Post Office Bldg., Elizabeth Street, Melbourne.

Toastmasters are asked to communicate directly with A. H. (Bert) Copley, 8 Bailey Grove, Ivanhoe, N. 21, Victoria, Australia.

Try this SELLING EXERCISE

EVERY member of a Toastmasters club has a golden opportunity to practice his Toastmasters training by personally selling one of his friends on the idea of attending one of our meetings. Here is a chance to practice guiding the conversation, displaying enthusiasm, gestures, voice variation and every other technique we learn.

Tell your friend that his first glimpse of Toastmasters can and will be a turning point in his life. He will tread a new road, much richer in interest and studded with gems of opportunity which come only to the man who is dynamically interested in learning and practicing the art of verbal communication.

Draw from your own experience to demonstrate dramatically the truth of your assertions. This will usually boil the problem of closing the sale down to one last hurdle—the prospective guest just doesn't have the time.

Here is where you really put the pressure on. If you are in the same position as most Toastmasters, you have found that Toastmasters training produces far more spare time than it uses. Every one of us consciously or unconsciously discards one pastime when he finds another that is more interesting.

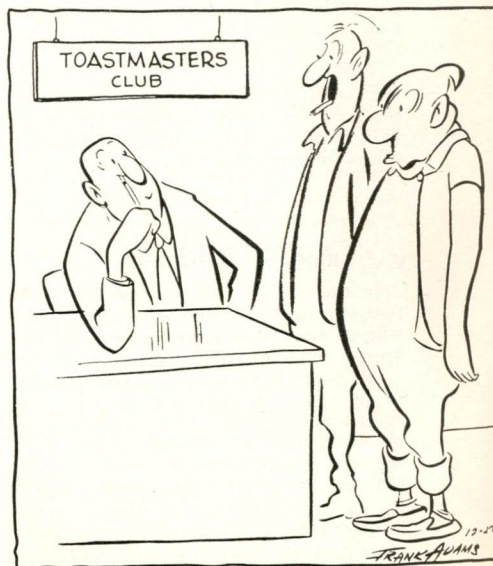
To clinch the argument that spare time is created, explain to him that clear, straightforward thinking in front of an audience is the best way to develop a logical and effective style with which to handle everyday business and family chores quickly.

The foregoing is only a small fraction of the available material for selling a friend on the idea of attending a Toastmasters meeting. As a matter of fact, there is enough to develop an entirely new approach for each friend you try to sell. The important thing is to try your training in the world of reality. Try influencing the lives of other people.

—The Toaster, Glendale (Calif.)
Toastmasters Bulletin

This bit of fun poking at Toastmasters was drawn by the famous cartoonist Frank Adams, copyrighted by The Hall Syndicate, Inc., and recently published in newspapers throughout the U.S.A.

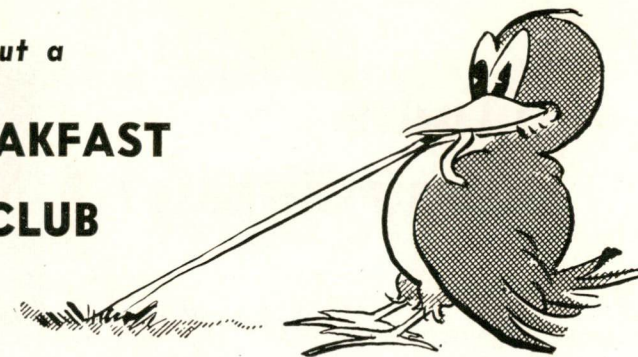
—Reprinted by permission.



"Clarence is makin' progress. He has managed to overcome laughing at his own after dinner jokes . . . but his stomach continues to shake with amusement!"

How about a

BREAKFAST CLUB



A number of years ago in Portland, Oregon, a Toastmasters club of young executives was having serious attendance problems.

From its inception the club had been a powerhouse in the District. Its members were enthusiastic and possessed a determined zeal to take every advantage of Toastmasters training.

Before a year went by, however, individual development had progressed to the point where members were receiving promotions and offers of new jobs and new responsibilities. More and more requests for public service were being offered to them. The club began to suffer from excused absences until one evening there were only eight Toastmasters present when the President rapped his gavel.

The club abandoned its planned program and went into special session. Something had to be done and done quickly.

An insurance man was recognized by the chair. He compared the thing that had happened to the club to a factor that in the realm of insurance is uninsurable. It is termed *inherent vice*—a natural condition within the object itself that brings about its own destruc-

tion and is excluded from all insurance coverages, even the broad form of "all risk."

He went on to say that a Toastmasters Club, made up of determined, enthusiastic members, holds this same inherent ability to destroy itself. Men find new challenges in business, personal and social life, to the end that demands upon their time exceed their leisure hours. As a result, their club attendance suffers.

Someone voiced the suggestion that the club consider a breakfast meeting. Here sleep would be the only bid against club attendance.

The idea caught fire immediately. It was tried. Before many months, the club found itself with an overflowing membership and a high attendance percentage.

A morning club was the answer for this group. Its success attracted others and there are now twelve prosperous breakfast clubs in Portland. (See your club directory.) Scores of others are flourishing in all parts of the world.

This may be an answer to your problem. At least it is worthy of your serious consideration if your club suffers from poor attendance.

WHO LIMITS

SNED'S PROGRESS?



By John W. Haynes

President, Toastmasters International

Poor Sned, he never gets a break. The boss doesn't appreciate his talents; the office help envies his accomplishments and he didn't get that customer because of the weather. And Toastmasters! Sned seldom wins the cup; the evaluator had it in for him and the meeting wasn't much good.

Maybe you don't know Sned, but how many of us can say we have not heard or even harbored one of Sned's thoughts?

Poor Sned. The evaluators tell him his talks are disorganized. They give him suggestions. But Sned never takes the bait. Sned just doesn't get around to asking for help from the Educational Committee *before* (or after) he confuses the audience.

Sned may be a little selfish, too. Mostly he attends when he has an assignment. Too bad he misses some good talks plus the opportunity to evaluate and offer suggestions to his fellow Toastmasters. Sned hasn't learned that by evaluating and constructively helping others he can learn self-evaluation which will help Sned.

Sned just hasn't caught the idea of Toastmasters, of being one of 30 or more alert men, thinking and working together to help the *other* fellow grow. Maybe Sned is envious of the progress made by others. It might help if Sned received a card each week with this quotation, "There is only one person with whom you can profitably compare yourself; and this person is your yesterday's self."

Thank heavens there are not too many Sneds. Otherwise Toastmasters wouldn't be growing at the rate of a club a working day. We wouldn't have District and club officers utilizing our valuable materials and planning interesting and instructive programs. We wouldn't have a Board of Directors and a Home Office working constructively to improve our methods and searching for ways to bring new benefits to our members. If Sned doesn't drop out he may some day "see the light" and learn the meaning of Progress Unlimited.

Make Each Speech

A PROJECT

YOU are a Toastmaster.

You may be new at this business of standing before a group and speaking your piece. You may have trembled and stuttered and forgotten what you had to say.

You may even be toying with the idea of dropping out of the club because so many others seem to be more talented in expressing themselves than you are.

Don't kid yourself!

The mere fact that you elected to join this growing organization for self-betterment proves that you are a man above the average. It stamps you as a fellow who has something worth while, which you would share with your fellow men.

Know this. Feel it in your bones. Say to yourself as often as possible: "I am a man among men. I have an individuality. I have a purpose for being here. I have something to say that others will gladly listen to. I am a Toastmaster in training, seeking to find my best medium of expression. I have nothing to fear because I am one of a group where each member is likewise seeking full and adequate expression.

"If I stumble or forget, they will understand because they too experience inadequacies. If my effort fails to 'make the sale' they

too have often failed and will understand.

"I have something worth while to say, and I will master the technique of saying it if it takes me many months."

One important thing to remember is that some of the smooth talkers you hear and envy, really don't say anything. When you think over their speeches on the way home, you can't recall a single point they made.

Technical training on "how to say it" is a vital necessity in self-expression, but it is of little importance if the man who says it has no depth of understanding behind his words and no real message to deliver.

One of the surest ways to gain confidence, ease and poise, is to speak upon a subject in which you are personally and vitally interested. If you would learn how to 'make the sale,' choose such a subject. Search out all available information, analyze it, digest it and evaluate it. Then give the audience the benefit of your own personal conclusions.

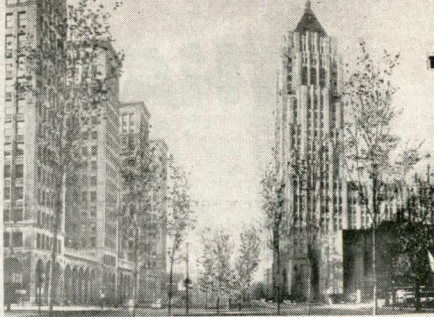
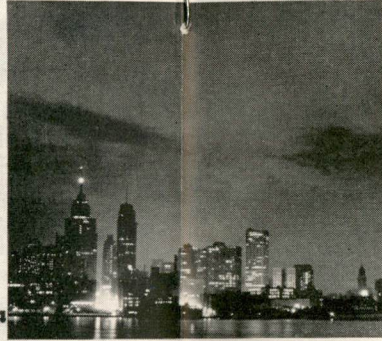
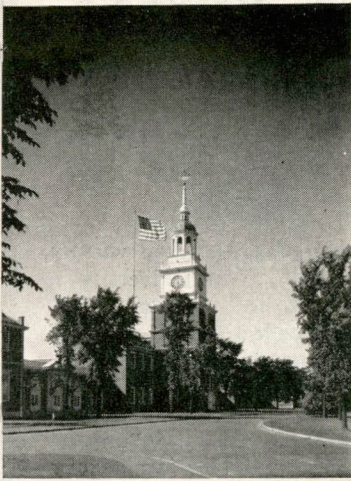
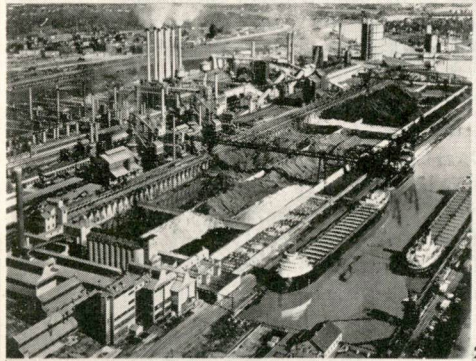
When you have made such an approach to a speech, you will find yourself so full of the subject that there will be little fear of not succeeding.

Toastmasters International

25th ANNUAL CONVENTION DETROIT, MICHIGAN

(*Silver Anniversary Year*)

August 22-25 incl.



(1.) *Detroit's Skyline*, looking south toward the Detroit River and Windsor, Canada.

(2.) *The Rouge Plant* of the Ford Motor Company is the world's greatest industrial concentration—with more than 1200 acres of steel mills, foundries, factories, ship docks and private rail-road lines.

(3.) *Ancient Car Exhibit* in the Henry Ford Museum. The oldest is a Roper Steam Carriage built in 1865.

(4.) The entrance to the *Henry Ford Museum* (adjacent to Greenfield Village) is an exact copy of Independence Hall in Philadelphia.

(5.) *Belle Isle*, a 1,000 acre island park in the Detroit River, is one of the favorite playgrounds in the Detroit area.

(6.) *Detroit Skyline at night*, as seen from Windsor, Canada.

(7.) *Crambrook*, a world famous combination of beautifully landscaped park,

outstanding museums, libraries, schools and churches.

(8.) *Ambassador Bridge*, linking the United States and Canada.

(9.) Detroit's unique *Children's Zoo* on Belle Isle. Here cuddlesome baby animals romp in Mother Goose settings to the enjoyment of young visitors who are encouraged to pet them and help with their daily feedings.

(10.) The monumental *General Motors Building*, at left, is the nerve center

of the GM empire. At right, the *Fisher Building*, its tiled dome, gold and green by day, illuminated by an incandescent orange at night.

(11.) *St. Clair Metropolitan Beach*, world's largest controlled fresh water beach, is located on Lake St. Clair, just 22 miles from downtown.

(12.) *Briggs Stadium*, home of the Detroit Tigers (American League) and the Detroit Lions (National Football League).

WHAT'S GOING ON

Visiting Notables

Toastmasters of Renton (Washington) Club were justifiably proud as they surveyed the group assembled at a recent installation meeting. Present as guests were no less than four past presidents of Toastmasters International: Raymond J. Huff (1935-6), Franklin McCrillis (1945-6), Nick Jorgensen (1952-3) and Charles Griffith (1954-5). The installing officer was also a celebrity—Charles Bryant, winner of the International Speech Contest of 1955.



Enter Thailand

Thailand is the latest country to join the ranks of Toastmasters International. Application has been received from Bangkok for a charter for a new club consisting of American, Thai, Norwegian, Danish, Dutch, Chinese, Swedish and Scottish nationalities and sixteen different professions. Instrumental in forming the club was Adam W. Aitken, peripatetic founder of Toastmasters Clubs all over the world. Adam was the moving spirit in establishing the flourishing club in Hong Kong before his transfer to the land of white elephants and temple bells.

Prexy Went South

President Jack Haynes appears to be enjoying to the full the *southern hospitality* extended him during a recent trip through Dixie. Shown below (1-f) are Wood, Alverson, White, Haynes and Stringfellow.



In a Big Way

Trust Texas to do things bigger and better. In recent joint Area Training conference, the promise was made that the area having the largest attendance would have its picture taken and the result would be submitted to *The Toastmaster* for possible publication. Here's the winner—Area 3, District 25—Area Gov. Al Weekly. Clubs: Grand Prairie, Irving, Oak Cliff, Wynnewood and Industrial Management.

Gets Results

Henry Gobeil, Lt. Governor of District 36 (Washington, D.C.) recently delivered two lectures at a Management Conference for Junior Executives held at Fort Belvoir, Va., by the Engineer Research and Development Laboratories. Hank's speeches were on the subject, "Selling Self Through Speech and Personality," and as a result, he received three requests for assistance in organizing new Toastmasters clubs.

Alone and Undaunted

When Jim Goode of the Orange (Calif.) Toastmasters Club rose to give his prepared speech, he faced an alert, attentive audience—for a few minutes. Then silently, one by one, the members and guests began to leave the room, until Jim was finally left speaking only to empty chairs. With true Toastmasters aplomb, he carried on to a triumphant and ringing conclusion, and was given hearty applause as the group returned. It was all a pre-arranged gag, of course, and everyone had been listening carefully—behind the door.

U.S.A.F. Impressed

Uncle Sam's Air Force is going strong for Toastmasters—or at least so says the *P. S. News* (its official publication in Washington, D. C.) in a recent issue.

P.S. proudly declares that of the clubs on military bases, 65 are in the Air Force, 41 in the Navy, 18 in the Marine Corps, and 4 in the Army.

The page article not only tells the whole TM story of service in the fields of communication and public relations, but suggests that airmen, wherever stationed, immediately plan to join a nearby club, or, if no club is available, to organize one.



Talent Show

For the fifth consecutive year, Toastmasters of the Marietta (Georgia) Club handled the Cobb County Empty Stocking Fund Radio Talent Show. Four two hour shows were given during the week before Christmas, and the entire arrangements, including securing and scheduling of talent, announcing and appeals, were handled by the Toastmasters. In conjunction with the Kennesaw Mountain Jr. Chamber of Commerce, over \$7,000 was raised to help underprivileged children of the county.

Marietta Toastmasters report that "mike fright" is now almost unknown in the club.

Club Dog House

The Foremost Toastmasters of Evansville, Ind., have built themselves a club dog house and purchased a mechanical dog to occupy it. Members of Foremost who are absent from a meeting without a legitimate excuse have their names placed in the dog house. The names may not be removed until the member has redeemed himself by bringing a guest to the club.

Pictured below are (left) Evansville Police Chief Gash, guest, and Toastmaster Kenneth McKinney (right) his host. They are watching Pluto walk out McKinney's card so that he may once again be in good standing.

It's Great—

—say Uptown (Chicago) Toastmasters, to continue meetings during the summer. Out in the open air in city parks and lake resorts where shirt sleeves and open collars are the style—here's where you can really let go and give a speech everything you have.

Toastmaster Norm Watson, who sent us the photo, failed to identify the participants, but it is easy to see that all present were enjoying themselves.

Brotherhood Conference

Fifty men representing fifty Toastmasters Clubs of the San Francisco Bay area met in Burlingame, Calif., for a conference on human relations designed to aid them in preparation for Brotherhood Week speeches.

The conference was under the sponsorship of the National Conference of Christians and Jews. Toastmasters of the area offered their speaking services to all organizations with special emphasis on Brotherhood Week.



HOW WE TALK

PATHETIC

There is a Greek word, *pathetikos*, which means subject to suffering. From this we derive many English words including numerous medical terms such as pathology, osteopathy, homeopathy, hydropathy and so on.

More commonly used are sympathy, apathy, antipathy and empathy. The last one named is not in so common use as the first three, but it is a word of special interest to the speaker. It represents the bond which ought to exist between speaker and his audience.

We know that sympathy, which originally meant suffering with or together, has for its present meaning the capacity of sharing the feelings and interests of other persons. Apathy means the lack of feeling or response. Antipathy signifies definite opposition.

It is easily possible for a speaker to create a sense of opposition or resentment on the part of his hearers, instead of winning their favor. Even easier is it to lull them into an apathetic state, in which case they may go to sleep, or put their minds on other matters. Sometimes we feel sympathy for a speaker who forgets his speech, or commits some other *faux pas*, but sympathy is not what he wants.

He needs *empathy*, which is the imaginative projection of one's own consciousness into another being. It is

the quality which makes you feel that you are running down the field with your favorite quarterback, or that you are taking Romeo's place in the balcony scene, or which puts you into the saddle with your cowboy hero, or makes you feel the blows which fall upon your favorite fighter as he battles for the championship.

The basic purpose of the new motion picture techniques with their wide screens and three dimensional photography, is to promote that empathetic sense on the part of the spectator which makes him feel that he is part of the action he observes.

That speaker is fortunate who is able to stir such a response in his audience. He may do it by his personality or by his clever delivery or by his appealing thoughts. He leads his hearers to feel as he feels, to desire what he wishes, to act as he wants them to act. He does this by putting himself and his audience on a common plane, by talking with them rather than at them, and by being sincerely interested in the things which interest them.

Why does the reader react emotionally to such characters as Little Eva, Uncle Tom, or Simon Legree, or to Old Scrooge, Tiny Tim, Cinderella or Snow White? It is because he recognizes the common bond of experience and sympathy. He puts himself into their places.

When this sense of emotional fellowship is created between speaker and audience, we call it empathy, and it becomes a powerful force leading to action.

Sincerity and earnestness are fundamental. The close approach to the problems and feelings of the audience is essential. Factual accuracy is desirable, but this may be obscured by the other more emotional elements.

If you do not like the unfamiliar word, empathy, translate it to mean sympathetic understanding. So long as it is present, we need not quibble about what to call it.

COMMUNICATION

is the key to

POWER

By Arthur M. Diamond

HAVE you ever stopped to wonder why it took mankind so long to advance scientifically? Have you ever speculated as to the reason why more progress has been achieved in the last two centuries than in all previous history?

The answer lies in communication.

The "ugh" of primitive man could not transport the ideas upon which progress is based. The growth of language communication is the answer to the advance of Western civilization.

The keynote to communication is speech. All other forms pale before its power. This is the reason why Toastmasters training is so important to everyone it touches.

Toastmasters is our key to power, the power that is rightfully ours.

It is easy to complain that our government is inadequate, our schools non-functioning, our younger generation going to the dogs. But it is inexcusable to say that we can do nothing about it, that we have no power.

We have the power, and that power lies in Toastmasters—leadership through speech.

Of course we cannot utilize that power merely by joining a Toastmasters Club. We must *be there*. We must *be prepared*. We must *be active*.

Let us analyze these three points a little.

First: Be there! We cannot gain from a meeting which we do not attend. Attendance is like a snowball; if we give it a little push, the increase is tremendous. No one likes to perform in an empty room.

Second: Be prepared! If a meeting is worth going to, it is worth preparing for. No matter what part we have on the program, it takes some preparation. If we fail to prepare, we not only cheat our fellow Toastmasters, but we cheat ourselves.

Third: Be active! Our clubs cannot function if all members cease to be Toastmasters when they leave the meeting room. No club runs by itself. It takes work by individual members to do the job.

If we do these three things, we will be in a position to do our part in today's dynamic world. The power will be ours.

It's a new approach to Parliamentary Practice . . .

We call it the . . .

BUGHOUSE SESSION

By Norris C. Hagen

THE Boot Hill Toastmasters Club of Billings, Montana, has introduced an innovation in parliamentary practice which has been found to have merit. The objective is to give each member some actual experience in presiding, and to arouse interest in this phase of our club's work.

Because much of the business of the club is referred to the Executive Committee, the members do not have much opportunity for practice in such matters. We adopted the plan of having a brief parliamentary practice as part of the regular meeting. To stimulate interest and avert too much seriousness, we called it "The Bughouse Session." Really, there is nothing crazy about it except the name.

The period is limited to five minutes. It is automatically adjourned when the timer calls time on it. To save time, the motion to adjourn is ruled out of order until the end of the five minutes.

Each member in turn serves as chairman of the session. He is provided with a mimeographed leaflet, "Helps to the Bughouse Chairman," devised by the club. Each member has a copy of Henderson's Parliamentary Guide, and

a large placard has been set up in plain view, listing the common motions in order of precedence.

The chairman is advised to plant one main motion, and possibly an amendment, prior to the session. Thus there is no delay in getting started, and a direction of discussion is indicated.

The chairman is presented by the president, in the same manner as the Topicmaster or the Toastmaster. He takes full charge for the five minutes. General participation is encouraged.

When time permits, a period of two minutes following the practice session is devoted to questions bearing on the particular types of motions which have been used. A member experienced in parliamentary usage has charge of this.

We have found the "Bughouse Session" a stimulating and helpful method of dealing with a rather dry subject. Perhaps the greatest benefit is in the fact that each member is brought face to face with a problem in leadership which he must solve through the use of proper parliamentary procedure.

It is an effective way of learning by experience, which is our great teacher in Toastmasters.

HAVE YOU READ?



Another Book on Speech

"How to Overcome Nervous Tension and Speak Well" by Alfred Tack. T. S. Denison & Co., \$3.00.

Among the scores of books on speech-making, most of them cut to a standard pattern, this one stands out as something refreshingly different. Mr. Tack is himself a speech teacher, but he seems to have gained his training through practical experience.

Through experience, he came to many of the conclusions that we have reached in our Toastmasters work, and what he has to say about overcoming nervousness and constructing and delivering speeches has a very familiar sound.

The chapters on "Human Relations," "Speech Building Step by Step" and "When You Are Chairman" make one wonder if he may have attended some of our club meetings. His illustrations, drawn from his own experiences as a teacher, give an impression of being stories of real happenings rather than made-up ones.

He writes: "There has been more nonsense written and talked about public speaking than almost any other subject. Why? Because many teachers set out to make a man or a woman an accomplished orator. But you don't want to become another Demosthenes or Abraham Lincoln. You want to be able to stand on your own feet, full of confidence, and make a satisfying speech for yourself and your audience."

That is not a bad statement of the way we work in Toastmasters.

Thus it may be said that if any one of our readers feels the need for a good, practical book on speaking, he will make no mistake in obtaining a copy of Mr. Tack's book. The reader should be warned that this book is not exactly a model of good diction, and that a careful proof reader could have done a bit to improve it, but even so, it contains much that will help and guide the earnest seeker after improvement in speaking.



Life is growth—a challenge of environment. If we cannot meet our everyday surroundings with equanimity and pleasure and grow each day in some useful direction, then this splendid balance of cosmic forces which we call life is on the road toward misfortune, misery and destruction. Therefore, health is the most precious of all things.

—Luther Burbank

You and Your Club

By Ralph C. Smedley

Persuasive Speech

The point of emphasis for April is that vital element in all talking, *persuasive speech*.

Persuasion is the art of influencing the mind by arguments, reasons or logic, or by whatever means will move the mind or the emotions or incline the will to some determination or action.

Persuasion is one of the most essential techniques of the public speaker. It is used by the political talker, by the preacher, the lawyer, the salesman, the teacher—by everyone who seeks to influence thought and action. Every aspiring talker should welcome this special emphasis as an opportunity to try his skill in arousing people to the importance of following his recommendations, buying his product, or voting for his candidate.

Programs of unusual interest can be arranged by the energetic educational committee around this central idea.

Read Some Speeches

Speakers in all ages have used the art of persuasion. Socrates was a great persuader. So was Cicero. So were hosts of other orators.

For good examples of persuasive speech, read the short sermon of Paul, at Athens (Acts 17:16-34) or his address before Felix (Acts 24:10-22) or his words to King Agrippa (Acts 26:1-32). Refer to the speech of Marcus Antonius over the body of Caesar (Julius Caesar Act III, Scene 2) as reported by William Shakespeare.

Coming to more modern times, read Henry W. Grady's oration on "The New South" or review the famous Webster-Haynes debates, or look up almost any important speech by Abraham Lincoln.

Then try to arrange your thoughts and arguments on some important question so that you may win over the opposition

and convince all your hearers of the rightness of your proposition.

If you can use this month's opportunity to develop your own skill in persuasion to a higher degree of efficiency, it may well be a notable month in your progress as a speaker.

The Featured Program

Each month, your Educational Vice-President receives from the Home Office suggestions for a special "Featured Program," which may be introduced into your club's program with benefit. For April this feature is "The Demonstration." It is recommended that speakers be advised to use "applied showmanship" by appealing to the eye as well as to the ear. Your committee should give you a chance at this experience.

An entire evening's program can be devoted to demonstrations, which can be done by displays, charts, graphs, use of objects and many other expedients. One excellent plan is to set up a display of educational materials as provided by the Educational Bureau. Another is to discuss and explain the value and the uses of visual aids.

Let your club have at least one evening of "demonstrations" in April. A program devoted to salesmanship, demonstrating various types of selling, from over the counter to house-to-house, will be of value to all.

Leadership Training

In the midst of all this, if your club elects officers in March, you are now starting a group of your fellow Toastmasters in a cycle of training in leadership. This is their opportunity to learn and to develop themselves, while they are serving you by leading the members to the best in Toastmasters training. Give these leaders your support and encouragement, and if they fail to exercise wise leadership, tactfully call their attention to the oversight.

Try your art of persuasion on them, to help them give the right kind of leadership to the men who are ready to follow.

CHEERS!

It's a late start . . .

but on the right course . . .

By G. Vernon Getchell

THROUGH the years, I have belonged to many different organizations. In the last few years, I have retained membership in only two or three of these groups. One of them is the Toastmasters Club.

About two years ago, when I was 57 years of age, a friend invited me to attend a meeting of his Toastmasters Club. What a favor he did for me!

I was so impressed by what I saw and heard that I immediately applied for membership, and was promptly accepted.

Why did I join Toastmasters at fifty-seven?

There are several definite reasons. I saw that the Toastmasters Club could give me something which I had needed for many years. Here was a group of men, many of them just getting started on their business careers, who had found in the club a means to help them obtain the training and experience needed to solve many of the problems confronting them in their daily activities, and in public and private life.

Among the most important of these matters is the ability to speak before other people and under any circumstances. With this there is the ability to organize and effectively conduct sales meetings, pan-

els and other discussions, and to hold one's own in debate; to gain a good understanding of parliamentary procedure, as used in all kinds of meetings, business and social; and to think on one's feet.

I discovered that every man in a Toastmasters Club has the opportunity to speak and to gain experience by serving in the various offices as he progresses.

Since coming into our club, I have found that Toastmasters training has been the reason for the advancement of many men in business, and in other fields. I have found, also, that the Toastmasters Club can offer more for your dollar than any other club in the world, so far as my experience goes. In fact, there just isn't another club like Toastmasters in existence.

Those are a few of the reasons why I joined Toastmasters at 57, but perhaps the most important one is the fact that it has given me the opportunity and the incentive to keep mentally alert, and to direct my thinking.

The man who stops seeking for more knowledge, or who loses his desire for self-improvement, has started to drift downstream in the current of life; to put it in the words of the old saying: "It takes a live fish to swim up stream. A dead one can float down."

HOW TO

Promote Positive Thinking

By A. Louis Monacell

Are we positive, constructive thinkers who constantly keep our minds wide open to suggestions and new ideas? Of course we are!

At least, we think we are. We may have certain reservations about the other fellow, but we are sure about ourselves.

Actually, most of us unconsciously resist bright new ideas offered by other people. When approached by someone with a new proposal, our first impulse is to run it down without making any real effort to find something worth while in it. When we originate the suggestion, we find that we invariably must run through a barrage of objections before we can convince anyone that the idea has merit.

It is necessary to train ourselves if we are to think in a positive, constructive manner. The Knights of Columbus Toastmasters of Arlington, Virginia, recently put on a table topics program designed to supply such training for its

members. The program was highly successful and later was used at an area meeting in Quantico, Virginia, where it was acclaimed as one of the best ever.

Each participant was given an idea and told to look for the good in it, no matter how poor the idea was. Then he was to build upon the idea and create from it something worth while.

The participants were paired off and a folded slip of paper was given to one member of the team. On the slip was written an idea or proposal which had little or no merit. Some of them were: to prohibit the sale of comic books to children, to limit the President of the United States to one term of four years, to prohibit dogs in urban communities, and to cease the manufacture of automobiles in order to cut down the traffic death toll.

When called upon, each participant read aloud the proposal. He then discussed it with his teammate. He had to defend the proposal and resist the efforts of his partner to change it too radically. The partner tried to develop the proposal into something workable and worth while without completely destroying the ideas and without use of negative thoughts or expressions, such as, "You can't do that," or, "It won't work."

Humor was injected into the program by the use of the buzzer, which was sounded each time a negative expression was used. These negative expressions were considered "psychological whiskers," and were tallied by the Whisker Counter.

... ask yourself this question before you make a speech

MAKING a speech is merely attempting to sell an idea to an audience. The first thing to do is to make clear to the audience what it is you intend to do. Confusion at the start about this is likely to continue through your speech. In your opening sentence, you must catch the interest of those to whom you talk. Very early you must let them know what you intend to sell.

Having caught the attention of the audience, having let them know why you are making your speech, you must then advance your arguments in a systematic manner. The diction must be good, so that they understand the words you use. The words you select must be those with which the audience is familiar. If they are children, very simple language is imperative. If they are truck drivers, for instance, you must use the trade terms they understand and which they probably use.

If you can use humor and stories, do so, but the two best talks ever made—the Sermon on the Mount and Lincoln's Gettysburg Address—were not embellished by anecdote or attempts to get laughs. They were brief and direct and sincere.

Most important of all is enthusiasm.

You may violate all of the rules set forth above and all the other rules of good speaking which are not given here, yet still make an impressive talk, one to convince and cause action to be taken, if you have that enthusiasm which projects itself from you to your hearers.

Many talks made to Toastmasters lack this fundamental. They may be well arranged, they may have a good opening and a good conclusion,

may be fitted to the pattern of good talks, yet there is no life in them. They are tailor's dummies, perfect in line and detail, but still without animation.

Practice putting force into your talks. Get enthusiasm up to such a pitch that you hold the direct attention of every hearer. It is largely a matter of raising your own enthusiasm, making it a game in which your enthusiasm and force and keen interest become infectious.

It's a good speech if people listen intently and show their appreciation by their attitude.

It's a good speech if people "buy" what you have to sell. An enthusiastic salesman has all the advantage when it comes to closing the deal.

WILL IT SELL?

Hello, Neighbor . . .

WHAT'S THE GOOD WORD?

By Claude Baskett

"I'LL MEET you at the bank in fifteen minutes," I said. Bob is president of our Toastmasters club, and we had business to discuss.

"O.K.," Bob replied. We hung up the phone.

My mind was busy with the matters Bob and I were going to talk over. I parked my car near the bank which I patronize and walked inside. Bob was not there.

Puzzled, I went out to the sidewalk. I looked up and down the street. There was no sign of Bob.

And where was Bob? He was a mile and a half away in the twin city across the river, wondering what had happened to me. The bank in front of which he was pacing up and down was the one in which our Toastmasters club deposits its funds.

What had gone wrong? Clearly, there had been a faulty communication of ideas between us.

When I used the vague expression "the bank," I had a mental picture of us meeting at *my* bank. He had received an entirely different picture. He saw the two of us having a rendezvous at the *club's* bank, where we had been on Toast-

masters business a time or two previously.

Too often a speaker and a listener have two vastly dissimilar mental pictures from the same words. Sometimes it is the fault of the listener for not paying close attention. But many times it is the fault of the speaker for being too vague; for assuming in slipshod fashion that the listener will somehow read his mind.

The science of semantics, or the psychology of word meanings, states that words referring to the same object may be arranged on a ladder of descending levels of abstraction, from the most abstract down to the most specific. Thus Bessie, the brown cow standing before us chewing her cud, might be referred to thus:

7. *being* (any living thing)
6. *animal* (more specific)
5. *mammal* (class)
4. *bovine* (species)
3. *Jersey* (breed)
2. *cow* (any one of a million)
1. *Bessie* (the individual cow)

Too many of us have the lazy habit of confusing the two bottom rungs of the ladder. We use rung 2 (I'll meet you at *the* bank) and

assume that the listener can jump down to rung 1 by himself. If I had used rung 1 (I'll meet you at the First National Bank) Bob and I would have been spared a lot of inconvenience and lost time.

Such vagueness can engender anger and bitter feelings. An example of this occurred in our community this summer. A service club, working to help build a youth camp by a lake, solicited the help of another service club to send to the camp site as volunteer workers, a group of boys sponsored by the second club.

"Transportation will be provided to the camp site," the chairman of the first club assured the president of the second.

What he meant by "transportation" (rung 2) was this: the camp site is inaccessible by public road, so *boat* transportation (rung 1) would be provided free across the lake from the nearest town to the camp.

What the listener pictured from

the word "transportation" was: an *automobile* would be furnished by the host club to take the boys to the camp.

Naturally, the "promised automobile" failed to appear. The boys were disappointed, and the president of the cooperating service club, jumping to the conclusion that "a promise had been broken," was disgusted and angry. The bitter breach that resulted has not yet healed, and the community has suffered because of it. All the trouble could have been averted had the chairman been just a little more specific.

How many arguments between husbands and wives result from the use of rung 2 in speech? How many dinners are burned, appointments broken, sales or opportunities lost, lawsuits started?

"What's the good word?" we sometimes greet each other. The good word is the *specific* word.

Let's resolve to stay on rung 1, for better understanding.

(Continued from page 3)

thority which employees grant to a person simply because he occupies a certain position.

Authority of leadership is dependent upon the individual's personal ability to inspire and persuade men to contribute their efforts to the organization.

The *total authority* granted a leader by his men is a combination of his position and his leadership. Mathematically speaking, total authority = positional authority + leadership authority. This reveals that even though a certain

amount of positional authority is obtained by a leader because of his position, he must still exercise leadership. Negative leadership would work against the authority of position and if it were poor enough the positional authority could be completely nullified. This explains why many young officers in the armed forces fail. They get the feeling that simply because they wear the insignia of an officer they are entitled to a certain amount of authority. This is true. It is also true, however, that they must exercise personal leadership.

If this is not done, the positional authority which is theirs by virtue of the uniform they wear is reduced and may even be cancelled.

Effective industrial leaders understand authority. They appreciate the fact that the authority they have is controlled by their men. They govern themselves accordingly.

Styles Of Leadership

There are two general approaches which individuals make in their attempts to be leaders. Both of these styles of leadership have their place in an organization.

The superior leader is one who can mix both styles of leadership, utilizing each where the situation requires it. The styles of leadership are:

1. *Autocratic Leadership.* A person using this method of leadership assumes full responsibility for all group action. In modern day organizations it is largely outmoded. The autocratic approach is still necessary, however, and should not be discarded completely by the effective executive. It is needed when group members are inexperienced, dependent, or insecure. It is required especially

when a critical situation requires immediate, aggressive and single-minded action. An executive must be prepared to give this type of leadership during periods of emergency.

2. *Democratic Leadership.* With this type of leadership the leader draws ideas and suggestions from his group through discussion and consultation. The members of his section are encouraged to join in setting policy and developing the regulations by which the section will live and work. Decisions regarding the solutions of problems are arrived at jointly through a mutual exchange of ideas and opinions.

The proponent of this style of leadership must become a developer of his subordinates. He must encourage them to grow. He must spend considerable time with them improving their ability to produce.

This is the *new look* in world business and industry. This is the factor which makes it so important that all leaders and subordinates as well, learn the art of effective communication.

Ed. Note: This is a condensation of a speech made by the author before Eastern Industrialists on the general subject of leadership.

Competition whose motive is merely to compete, to drive some other fellow out, never carries very far. The competitor to be feared is one who never bothers about you at all, but goes on making his own business better all the time. Businesses that grow by development and improvement do not die. But when a business ceases to be creative, when it believes it has reached perfection and needs to do nothing but produce—no improvement, no development—it is done.

—Henry Ford

LAFF LINES

The great Berlin physician Dr. Heim once examined a hysterical actress. "There's nothing wrong with you," was his diagnosis. "You only need rest."

"But look at my tongue!" cried the actress.

"Yes," said the doctor, "it needs rest too."

—Ansele, Frankfort
(Quote translation)

At the Zoo

Little Leo: "Mother, doesn't that monkey look just like Uncle Zeke?"

Mother: "Hush, darling, you mustn't talk that way."

Little Leo: "But the monkey can't understand, can he?"

The best thing about color TV is that so far the Joneses haven't been able to afford it, either.

There's no accounting for tastes, as the woman said when told that her husband was wanted by the police.

The tycoon was looking for a new chauffeur. The applicant had excellent references and claimed to have driven in most of the 48 states.

"So far, so good," said the interviewer, as he handed the prospect a road map. "Now let's see you fold this."

Today the awkward age for most youngsters comes when they are too old to watch Davy Crockett and not old enough to watch Betty Grable.

In our parish one afternoon, a little girl was about to witness her first Benediction service. She watched, fascinated, as the altar boy lit all the candles. Then she turned to her mother and said, "Mother, is Liberace coming?"

A lady from Indiana, touring in Athens, paused before the Acropolis. "Oh, look, John!" she cried to her husband. "See, they've copied our First National Bank!"

God first created the universe and rested;

God then created man and rested;
He finally created woman.

Since then neither God nor man has rested.

In traffic tie-ups you meet a very cross section of humanity.

A fool and his money may be soon parted—but never by another fool.

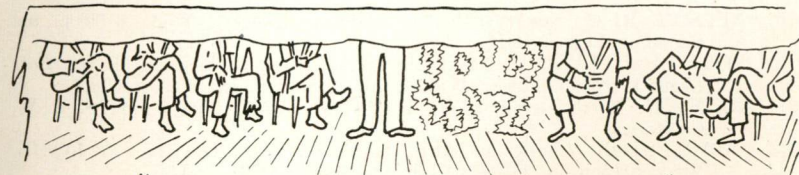
We like the current tale about the kindergarten teacher who, after telling the kiddies about the tortoise and the hare, asked for questions.

One racy tot raised his hand: "What odds did he pay?"

Two women who were watching a basketball game for the first time happened to be seated together. At one point one of the women asked the other what the players were doing when they were running around and bouncing the ball up and down.

"I don't know," replied the other, and leaning toward the man seated next to her, asked him what the players were doing.

"Well, she said, turning back to her neighbor, "ask a foolish question and you'll get a foolish answer. He says they're dribbling."



"OUR NEXT SPEAKER NEEDS NO INTRODUCTION...."



New Clubs

- 160 SPOKANE, Washington, (D 9), *Sunrise*, Mon., 6:30 a. m., Desert Hotel.
- 1373 TOKYO, Japan, (D U), *Torii*, every other Thurs., 7:30 or 12:00 noon, University Club.
- 1648 MIDWEST CITY, Oklahoma, (D 16), *Midwest City*, Wed., 7:00 p. m., Midwest City Golf & Country Club.
- 1997 WILMINGTON, North Carolina, (D 37), *Friendly*, Tues., 6:15 p. m., Friendly Cafeteria.
- 1998 PANAMA CITY, Florida, (D 29), *Panama City*, Wed., 6:00 p. m., Dixie Sherman Hotel.
- 1999 CUT BANK, Montana, (D 17), *Cut Bank*, Sat., 6:50 a. m., Glacier Coffee Shop.
- 2000 INDIANAPOLIS, Indiana, (D 11), *Frank H. Sparks*, Tues., 6:30 p. m., Severin Hotel.
- 2001 HATBORO, Pennsylvania, (D 38), *Hatboro*, every other Tues., 5:30 p. m.
- 2002 ARVADA, Colorado, (D 26), *Arvada*, 1st, 3rd & 5th Tues., 7:00 p. m., Arvada High School, 2nd & 4th Tues., 6:00 p. m., Bernard's Restaurant.
- 2003 MINNEAPOLIS, Minnesota, (D 6), *Emcee*, Fri., 6:30 p. m., Dyckman Hotel.
- 2004 FT. LAUDERDALE, Florida, (Prov.), *Ft. Lauderdale*, Mon., 6:30 p. m., Lauderdale Beach Hotel.
- 2005 NEBRASKA CITY, Nebraska, (D 24), *Nebraska City*, Mon., 7:00 a. m., Grand Hotel.
- 2006 EUCLID, Ohio, (D 10), *Shore*, Mon., 6:30 p. m., St. Anthony's Hall, 373 E. 200.
- 2007 LOS ANGELES, California, (D 1), *Traffic Club of Greater Los Angeles*, 2nd & 4th Mon., 6:15 p. m., Swalley's Restaurant.
- 2008 LOS ANGELES, California, (D 1), *North American Aviation*.
- 2009 EMPORIUM, Pennsylvania, (D 13), *Emporium*, 2nd & 4th Tues., 6:15 p. m., Emporium Moose Lodge.
- 2010 BANGKOK, Thailand, (D U), *Bangkok*, Wed., 5:00 p. m., auditorium, Coca Cola Bottling Co.
- 2011 BIRMINGHAM, Alabama, (Prov.), *ACIPO*, Wed., 6:00 p. m., American Cast Iron Pipe Co.
- 2012 LEMON GROVE, California, (D 5), *Lemon Grove*, Tues., 7:30 p. m., The Congregational Church.
- 2013 SCOTTSDALE, Arizona, (D 3), *Scottsdale*, Wed., 7:00 a. m., Waggoner's Patio Tea Room.
- 2014 DUNDALK, Maryland, (D 36), *Dundalk*, Mon., 6:00 p. m., Dundalk Y. M. C. A.
- 2015 NELSON, B. C., Canada, (D 21), *Nelson*, biweekly, Wed., 6:00 p. m., Canadian Legion Hall.
- 2016 PORT LYAUTEY, U. S. Naval Air Facility, French Morocco, (D U), *Port Lyautey Officers*, Wed., 11:30 a. m., Commissioned Officers Club.
- 2017 RALEIGH, North Carolina, (D 37), *Wake*, Tues., 6:00 p. m., S. & W. Cafeteria.
- 2018 CHARLESTON, Charleston AFB, South Carolina, (D 37), *TRANSAT*, Wed., 6:15 p. m., Officers Club, Charleston AFB.

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