

APRIL, 1962

THE TOASTMASTER

FOR BETTER LISTENING, THINKING, SPEAKING

EL PASO, TEXAS

TOASTMASTER TOWN OF THE MONTH

IN THIS ISSUE:

Speak Low — Speak Slow • The Battle of Time

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TOASTMASTERS INTERNATIONAL IS:

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A Toastmasters club is an organized group providing its members with opportunities to improve their abilities to speak in public, conduct meetings and develop their executive abilities. In congenial fellowship, ambitious men help each other through actual practice, mutual constructive criticism and the assumption of responsibilities within the organization.

Each club is a member of Toastmasters International. The club and its members receive services, supplies and continuing counsel from the Home Office.

"As a man speaks, so is he."—Publilius Syrus, 43 B.C.

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The TOASTMASTER

For Better Listening—Thinking—Speaking

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Speak Low— Speak Slow

By PAUL MILLS
and BERNARD ROBERTS

HOW WOULD YOU FEEL if you found that whenever you got up to talk you couldn't speak in anything but a drab, flat, monotonous voice no matter how hard you tried? Pretty serious, isn't it? Your audience has to work hard to follow the meaning of your words. What's worse, they might just stop listening. In any event, we're sure you'll agree with us that a monotonous delivery can lose an audience, a customer or a prospect.

In our work as sales training consultants, specializing in the development of voice personality, we have tape recorded thousands of

men . . . top management, supervisory and sales personnel. These recordings were played back for their own analysis and self-criticism. Most of them after listening to themselves frankly confessed, "Gosh, I sound monotonous." Many didn't even recognize their own voices. These students are top sales people who depend on their speaking ability to sell their ideas, services and goods. We consider them better than average speakers. Many of them are Toastmasters.

We've been guest speakers at many Toastmasters meetings. Last year we were asked to present an hour-long program at the New York District Council meeting. We tape recorded some of the speakers. When they heard the playback, almost all agreed they sounded dull or monotonous. Then, after discussing a few scientific reasons for this, we suggested some techniques which enabled the speakers to lower their voices so that they obtained vocal variety. Finally, we re-recorded the same people and played back their *before* and *after* recordings to prove that these techniques produced immediate results.

Because these ideas can be helpful to Toastmasters clubs everywhere, we suggest some ways in which you can help yourselves and your fellow members.

Step 1: Record two of your speakers as they deliver their talks within the framework of your meeting. Later on, play these recordings back so that the speakers and the group can evaluate the speeches purely on the basis of voice quality and vocal range.

Step 2: Go over the following

ideas with the group:

(a) Point out that most people have a tendency to talk in a tone of voice which pleases their own sense of hearing. This results in their speaking several tones too high. It's really nobody's fault. You see, Nature has played a trick on us. When we speak, we hear ourselves more through our head bones than through our ears. The resulting higher pitch, produced to please our own sense of hearing, so freezes our voices that it leaves no room to raise or lower the voice for interesting changes in tone.

(b) Another key reason why most of us talk too high to begin with is that we're just plain lazy. We're so accustomed to listening with our mouths closed that when we start talking, we keep our mouths in almost the same position. We use little or no jaw and lip movement. Observe yourself in a mirror while speaking or watch your fellow Toastmasters. You'll notice their failure to move their jaws and lips vigorously while speaking. Anyone who talks this way will inevitably have a high-pitched voice. Here's the reason:

A simple law of acoustics tells us that the larger the resonating cavity, the deeper, richer and more pleasant the sound. For example, compare a violin with a cello. The violin's higher pitch is caused by its smaller resonating box and its shorter, thinner strings. The cello's deeper, richer tones are produced by its larger resonating chamber and its longer, thicker strings. You too can create large resonating cavities by opening your mouth when you speak. When you open your

mouth, you not only increase the size of your throat and mouth cavities, but you also automatically relax your vocal cords. Since the human ear prefers lower, resonant tones, why not be mellow like a cello?

Another acoustic law tells us that when you have a longer neck at the opening of a resonating cavity, the tone that comes out will be deeper and richer. Compare a piccolo with a trombone or with a French horn. The piccolo's short air column produces high tones. The French horn's longer air column that goes round and round creates lower, pleasing tones. If you keep your lips *still* when you speak, you'll have higher pitches. But if you move your lips *out* when speaking, you will create the longer air column that will give you lower tones.

Test both laws for yourself: Try saying the word, "sat" with your mouth nearly closed. Then say it with your mouth wide open and you'll hear the difference in tone. Now say, "room" with your lips still. Then say it with your lips pushed out vigorously. Listen to how much deeper it sounds when your lips are out. Something else happens when you put your lips out—your voice box descends in your throat, your throat and mouth cavities increase in size and your vocal cords (strings) relax. So remember, *open your mouth and move your lips when you speak.*

Here's an easy technique that automatically does the job for you: Try practicing your next speech in a whisper. You'll find that in order to be understood you'll have your

mouth wider and move your lips out more. If you keep your mouth closed when you whisper, people will find it harder to understand you. That's the test; try it. Practice this whispering technique for a minute and then go back to your normal speaking voice. Remember to retain the movement of your jaw and lips and you'll hear lower, more pleasant tones coming out of your mouth.

(c) There's one danger: Even though you open your mouth and move your lips, you may still be talking too loudly. Remember how we hear ourselves more through our head bones than through our ears? And how this causes us to speak in a tone of voice that pleases our own sense of hearing? But when we listen to a recorded playback of our own voice, we find it's too high and too loud. That's because we hear our recorded voice through our ears and we get an entirely different impression of how we sound. That's why most people are shocked when they hear themselves this way. Their voices sound strangely different. To hear yourself as others hear you, to check whether you're talking too loudly, try this simple technique: *Bend your own ear and not your listener's.* Use one hand to bend your ear over and forward tightly against the side of your head. Be sure your ear is tightly closed. Now, start talking. If you're using too much volume, you won't like what you hear. Neither will your listener. So lower your voice until it's soft and pleasant inside your cupped ear. You'll like what you hear and so will everyone else. By lowering your voice, you'll have room to

raise your key words without strain. You'll unfreeze your voice. By starting in a lower key, by lowering your basic pitch, you'll find it easier to go up and down your speech scale to obtain greater vocal variety.

Step 3: Now is the time to call up the two speakers whose voices you recorded previously. Call one at a time. Ask the first person to repeat the first minute of his speech in a whisper. Make him use lots of jaw and lip movement. Have him make sure that every letter in every word is heard clearly in the back of the room. Watch out that he doesn't strain to be heard, just keep him moving his jaw and lips. Now ask him to bend his ear over tightly against the side of his head. Let him repeat the first minute of his speech in his normal voice. Make sure he retains vigorous jaw and lip movement. The group will notice the difference in his voice. Now record his *after* voice picture, using this new, lower voice. Repeat the same procedure with your second speaker. Then, play the before and after recordings to your Toastmasters

group. Ask everyone for comments on the degree of improvement. It will help them to remember that the teacher learns more than the pupil.

Step 4: In future club meetings, ask your evaluators to note whether the speaker is using the best movement of his vocal apparatus. Is he talking too high? If possible, as a repeat exercise get the speaker to re-deliver the first minute of his speech in a whisper, the second minute with his ear bent over, using his normal voice, and the third minute with his hand removed from his ear and controlling his voice so that the improvement can be clearly heard by everyone.

You'll find that when you speak low, using lots of jaw and lip movement, you'll also control the rate of your delivery. You'll automatically slow down. You'll have more time to think of what you want to say.

Practicing these techniques will help you to be a professional. "Speak Low—Speak Slow." Let your voice represent you as the warm, vital human being you really are. ♦



Roberts

Paul Mills and Bernard Roberts are partners in Sales Power, a company specializing in developing the selling personality through better oral communication, and man-to-man, group, conference and telephone speaking techniques. Together they are the authors of Columbia Records Album CL 1361, "Speak Well—Off the Record," and "Speak Well—Sell Well—How to Make Your Telephone Voice a Money-Making Selling Tool." Both are faculty members of the Graduate School of Sales Management and Marketing and the Field Sales Management Institutes. Mills is speech consultant to United Nations ambassadors and delegates, and was formerly vice president and head of English and Speech departments, Barbizon School of Languages, Inc. Roberts is a former announcer, producer, narrator and m.c. for radio and TV.



Mills

A communications breakdown created an historic . . .



BLUNDER AT BALACLAVA

By FRED W. DECKER

THE MOST IMPORTANT speeches we make involve instructions or orders. Not meant merely to inspire or persuade, these speeches seek to evoke accurate comprehension and precise performance. Countless wasted man-hours testify to the need for establishing clear understanding of the information we communicate. Clear communication can assure success. Garbled communication can produce the most terrible disasters.

On October 25, 1854, a combination of almost all of the elements which distort communication occurred north of the small Crimean coastal town of Balacava. The result of this breakdown caused Tennyson to write:

*"Some one had blundered;
Theirs not to make reply,
Theirs not to reason why,
Theirs but to do and die;"*

Some *one* had blundered? Actually everyone blundered who handled the orders that day.

In her remarkable biographical and historical sketch of the participants and the events leading up to the charge of the Light Brigade, Mrs. Cecil Woodham-Smith, under the title "*The Reason Why*" (published in 1953 by Constable and Co., Ltd., London, and also abridged in *The Reader's Digest Condensed Books*), presents for us Toastmasters, some unusual material for insight into the reasons that communications break down.

In ordering the famous "Charge of the Light Brigade" someone had blundered more horribly than indicated by Tennyson. Each of the principal participants could at some point have averted the terrible disaster of the misdirected charge. Let us examine the part of

each participant in confusing the order to attack.

The Commander-in-Chief of the British Expeditionary Army in the East, Lord Raglan, observed the entire battlefield below him from heights overlooking the plain. Skirmishes and scattered action in the valley and along a ridge bordering the valley to the south had occupied the morning hours. Now, Raglan saw Russians in some redoubts armed with British naval guns. The Russians had temporarily driven off the British guards and now evidently intended to remove the guns.

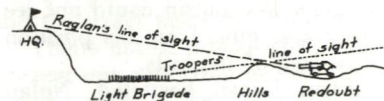
Rather than permit the Russians to take these symbols of victory, Lord Raglan made haste to interfere with this removal. He tersely dictated to General Airey, the quartermaster general, the following message: "Lord Raglan wishes the cavalry to advance rapidly to the front—follow the enemy and try to prevent the enemy carrying away the guns. Troop horse artillery may accompany. French cavalry is on your left. Immediate." Airey signed the message and addressed it to Lord Lucan, the cavalry division commander.

Note that the message failed to acquaint Lucan with the nature of the situation as seen by Lord Raglan from his high vantage point. Actually Lucan could not see the Russians moving the redoubt guns because low hills intervened. Thus, the commanding general failed to communicate to his subordinate enough information to establish the context in which to construe the order.

Worse yet, after Raglan as-

signed a courier for the message he shouted to the courier an oral message in addition to the written message carried by the horseman. Thus, he again entrusted an instruction to someone who did not know the situation as he, Raglan, was seeing it. One could say that his second error consisted really of trusting any oral instructions at all. Many modern executives have learned the motto on a memorandum pad published for busy workers, "Oral instructions don't count. Jot it down."

The third blunder on the summit at the expeditionary force headquarters consisted of the choice of the courier. Raglan selected the best horseman available, Captain Edward Nolan, a leading exponent of

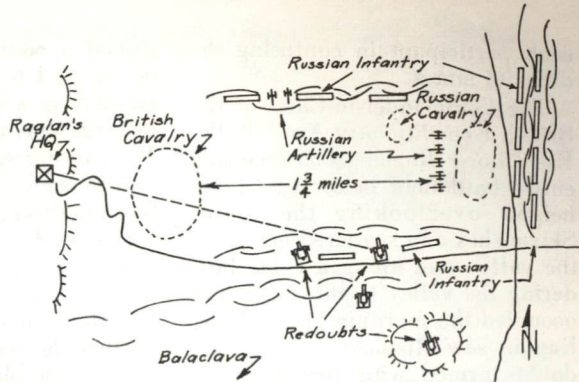


Lord Raglan looked down from a cliff 600 ft. high and directed cavalry to recover the guns at the redoubts.

light cavalry tactics and the George Patton of his times. Nolan already felt furious over the failure of the commanders to use cavalry according to his doctrines during the desultory fighting of the day. His frustration would surely warp the message.

Nolan, carrying the written and oral messages, performed a remarkable feat of horsemanship in making his way down the twisting road from the heights to the valley. In

Looking over the heads of the cavalry at the foot of the cliff, Lord Raglan saw action in the redoubts, but the only guns visible to the cavalry commanders were the artillery at the east end of the valley.



a few moments he reported to Lucan in the valley below. The Irish-Italian Nolan had quite openly raged against Lucan's "inaction." Now he had to report to this same Lord Lucan, who did not understand the message Lord Raglan had written. From the vantage point of 600-foot elevation Raglan had seen the Russian horses and men moving the guns, but Lucan could not see those same guns from his position at the foot of the hills.

When Lucan hesitated, Nolan completely lost his head and used an insolent tone of voice. When Lucan asked about the words of the message "Attack" and "guns" Nolan furiously pointed his arm down the valley to the Russian artillery batteries and cavalry. "There, my lord, is your enemy and there are your guns," repeated Nolan angrily.

Taunted by a subordinate, Lucan also fully realized that this officer had criticized him for inaction. Lord Lucan proceeded with a shrug of his shoulders to relay the message to Lord Cardigan, who commanded the Light Brigade of Cavalry. Here a fourth blunder occurred. Lucan held a grudge against Cardigan, his brother-in-law. Thus

the message reached Cardigan surrounded by a high charge of emotion and personal vindictiveness, certainly no atmosphere in which to communicate accurately the information which Lord Raglan wanted to reach the troop commander.

Now began the fifth blunder. In front of the troops Lord Cardigan received the message from Lord Lucan. Noting the apparently suicidal nature of the cavalry charge into twelve massed cannon, Cardigan for the first time in his career remonstrated against an order. However, Lucan, probably reluctant to appear hesitant before a brother-in-law whom he hated, again shrugged his shoulders and repeated the order. Neither of these stubborn men could budge so far as to investigate or otherwise try to resolve the mysterious incongruity of the order. This sealed the doom of the Light Cavalry Brigade.

Taking his position in front of the Light Cavalry Brigade, Lord Cardigan in parade ground manner gave the order. "The Brigade will advance. Walk, march, trot!" Soon the Brigade came under fire from the Russian infantry located on

both sides of the valley and cannon at the far end of the valley and on the ridge to the north. Suddenly Nolan, possibly recovering from his fury, attempted to reach Lord Cardigan, but at that instant a Russian shell fragment cut him down. Cardigan continued to lead the Brigade in a trot that broke into a wild gallop as the brigade charged into the enemy position. In this hopeless charge it seems miraculous that 195 of the original 700 horsemen charging down the valley managed to survive. Truly, they went into the Valley of Death.

This tragedy could occur only because of the sequence of ambiguities, inaccuracies, and emotionally charged surroundings, whereas success required precision and analytical thinking. But how often do we in our daily work attempt to influence or inform others but fail to assure our messages the advantages of fundamental conditions of good communications?

First, do we clearly indicate the background for our message?

Second, do we enumerate all of the facts and clearly indicate in terms understood by our hearers just what we want them to do?

Third, do we select couriers (words can be couriers, too) capable of carrying the message without undesirable or confusing side effects which they themselves introduce?

Fourth, do we know that our hearers or readers see the picture as we see it?

Fifth, do we approach the recipient of our message when he is already in the proper analytical mood or has been brought into such a mood?

Sixth, do we assure that the recipient will be in the right environment to assure that this concentration will be directed to the message as intended and will not be diverted to extraneous thoughts which distort the message even when presented clearly?

Every day every Toastmaster has opportunity to clarify communications by developing two-way traffic in ideas when communicating instructions.

"Theirs not to make reply" will keep hidden the erroneous ideas. Use a reply to verify the meaning and the exact tasks to perform.

"Theirs not to reason why" may prevent our acts from accomplishing our purpose. Ask for the background so that you will recognize later conditions or new data which require additional decisions and instructions to accomplish the mission.

The directions we give and receive must enter a two-way channel of communications, or we, like the Light Brigade, may only "do and die." ♦

Fred W. Decker is a meteorologist, author and Air Force reservist. At Oregon State University, Dr. Decker heads the Atmospheric Science Branch. He is past president of Yawners Club 982-7 of Corvallis, Ore., and past lieutenant governor of District 7.



The Battle of Time

By

FRANK I. SPANGLER



TOASTMASTERS TEACHES us, among other things, to respect *time*. We are enjoined to plan meetings which start and finish on schedule. We pride ourselves on this concept, and consider ourselves paragons of virtue.

There's only one thing wrong. We don't do it.

All our experience in Toastmasters, from Basic Training through every phase of our activities, stresses promptness and the planning for wise use of time. We are told it is almost a crime to waste the time of the audience by using ten minutes for a speech better made in five.

One of the basics dinned into us from our Toastmasters cradle is that a club meeting should take no more than two hours, from invocation to adjournment. Plan your

meeting well, the good book admonishes, and you can accomplish club business and carry through an adequate program in the time allocated.

The table topics discussion was designed to be presented during the dessert course. Club business matters, according to Toastmaster authorities, should be masticated ahead of the meeting by the executive committee to save time for matters of prime importance to members, such as education and practice in speaking, listening and evaluating.

Some clubs go to such lengths as to print the program of the evening, timing each segment. Even with that precaution, they don't always manage to bring the meeting out on schedule. Other clubs go to the extreme of using eating time for

varied activities such as holding the business meeting or introducing visiting firemen or Toastmaster dignitaries. I'm not at all sure they are stupid. If the visitor is too important to overlook and must be asked to "say a few words," nothing will deaden his enthusiasm for a long and rambling dissertation more than dishes rattling and people chomping while he talks. This is a demonic little device which separates the men from the boys. If the visiting dignitary is a good enough speaker to induce his audience to stop eating and listen, his message may be worth their while. If he can't get their attention away from the food, they haven't missed much.

I have attended club meetings which proceeded with machine gun rapidity from A to izzard. After the meeting I wasn't sure I had eaten except for the hard lump in the middle of my stomach caused by wolfing my food while trying to keep up with the business at hand. In fact, I had been so preoccupied with the dazzling display of speed and precision, I couldn't remember the speeches.

At the other extreme, I have seen clubs which raised dawdling to a high art. At six o'clock, when the meeting is supposed to start, two men are in the meeting room. Half a dozen men drift in casually by six-fifteen. One fellow, more ambitious than the rest, goes into the adjoining cocktail lounge to flush out the other members. This takes a while, but usually by six-twenty-five by the clock, the secretary calls the meeting to order. The president and vice president arrive later.

This for the start. I'll leave the rest to your imagination. Some really new slowdown techniques were demonstrated and along about nine o'clock the meeting more or less broke up by common consent.

Now I know that most clubs operate somewhere between the two extremes. And I do not wish to imply that the clubs are the worst offenders in Toastmasters time wasting. Most of them do reasonably well. Unfortunately, the same cannot be said for other Toastmasters gatherings, from area speech contests to the International Convention.

Lack of planning is not the cause. Most of these affairs are planned meticulously, some even over-planned, if that is possible. You've been there and seen them. You may have helped plan them. I have. After one meeting went overtime from a half to three-quarters of an hour, I swore it wouldn't happen again. But it did. It happened the very next year because there was a new chairman. He could plan as well as I, but he didn't know the pitfalls and wouldn't listen to the burnt-fingered veterans.

What are the causes of this? Well, for one thing, Toastmasters has one quality that many other organizations don't, in that we are literally crawling with talent. Everyone wants to get into the act. After all, isn't our whole training aimed at teaching us how to get up and air our views?

The unfortunate program chairman, faced with a glittering array of dignitaries, past officers, guests from neighboring districts, former

speech contest winners and just plain eager beavers, reacts characteristically. In some way or other, they all have to be jammed in. So for each hour of the meeting he schedules 60 minutes of activity. And right here is where he loses the battle, for he has provided no cushion for emergencies.

Comes the day of the big event. Our hero becomes increasingly frantic as the time goes on and the events lag behind. He tries nobly to recover, but he is fighting a lost cause. He hasn't a chance. First, people didn't get there on time—delayed start. Second, the dinner was late because the chef was in a mood and got into a hassle with the waitresses. Next, the opening feature of the program took 30 minutes instead of 20. Four unexpected dignitaries showed up and had to say "a few words." The toastmaster of the evening fancied himself as a wit and used up 14 extra minutes. A visitor asked for a minute to make a brief announcement and droned on for 18 minutes about the good old days. And so it went.

Would that drive a chairman crazy? You bet your sweet life it would—and did.

There must be a cure for this disease—and there is. My father used to have a saying that he thought was funny, although my mother didn't consider it so. It was "Don't do as I do, do as I say!" It seems

to me that too often we Toastmasters subscribe to this. But it won't work with adults any more than it does with children. We must set a good example.

How can we resolve the problem? Easily. *Schedule from two-thirds to three-quarters of the time.* Don't be tempted to fill up the remaining time, no matter how many brass hats appear.

This won't be quite as simple as it sounds. You have to be ruthless. A stinker. Cut the script—slash it until you have filled no more than 45 minutes of each hour. Allow unscheduled announcements and events over your dead body. Don't worry about the open space. Nature and Toastmasters abhor a vacuum, and the gaps will fill themselves. Furthermore, you'll be prepared for any real emergency.

And the audience will love it. They won't feel rushed along at breakneck speed. There will be time for breaks and discussion as needed. The affair will close on time—or even better, a few minutes ahead of time. And you, the chairman, will be left to make your peace with only a few luminaries who had no chance to shine, rather than with a few hundred Toastmasters who were bored stiff.

Who says you can't do it? Of course you can! And you'll have the reward of putting on the best meeting your group ever had. ♦

Frank I. Spangler is 1st vice president of Toastmasters International. He is Administrator, Civic Affairs, A. O. Smith Corporation of Milwaukee, Wisconsin, and a member of Milwaukee Toastmasters Club 466-35. For a number of years he has served on the Board of Directors of A. O. Smith Credit Union, the second largest credit union in Wisconsin.



The convention manager explains the TMI...

Blueprint For Conventions

By DON PERKINS

"WE WELCOME YOU and we hope you enjoy your visit in our great city."

The mayor closes his official greeting and another Toastmasters International convention is under way. For the next three days, hundreds of Toastmasters and their wives will attend business and educational sessions, speech contests, breakfasts, luncheons and dinners. They will inspect the exhibits, visit in the Hospitality Center, shop in the local stores, and tour the town.

For three days, Toastmasters and their wives will be the major concern of a small army which has been assigned the responsibility for a successful convention. This task force includes hundreds of hotel employees, the local Convention Bureau, members of the Host Committee, and the World Headquarters staff.

When the Mayor of Minneapolis welcomes delegates to the 31st Annual Toastmasters Convention at the Radisson Hotel, Aug. 9, it will not be the start of the tour of duty for this special army. It will be almost the close of a three-year campaign.

Convention sites for Toastmasters are selected at least three years in advance of the convention date. This is necessary because not all cities nor all hotels have the facilities to accommodate the organization and, because of the competition for space, suitable arrangements

must be made well in advance. Conventions are big business in the United States and although the annual Toastmasters meeting is not the biggest in the country, it represents a healthy piece of income for the convention city and hotel.

The hotel industry, seventh largest in the United States, with 495,000 employees, obtains 35 per cent or approximately \$1 billion of its total volume from conventions, trade shows and other types of group business. The American Hotel Association reports that more than 75,000 conventions of all kinds are held in the United States each year. The convention is an American innovation, the report points out, providing the best method of assembling individuals with similar interests at the state, regional, national and international levels. When combined with exhibits, the convention is comparable to a university with its program of study courses. The business and educational sessions are its curriculum; the exhibits are its laboratory.

"It has been found," the AHA report states, "that a hotel guest spends from \$3 to \$4 outside the hotel for every dollar of his hotel bill." Thus, if conventions are a \$1 billion annual business to hotels, they represent \$3 to \$4 billion of income to the cities involved.

Sites for Toastmasters conventions are determined by the Inter-

national Board of Directors. Using the eight Regions of TMI, the Board selects convention Regions several years in advance. At least three years prior to the convention, the convention manager surveys various possibilities within the designated Region. The cities surveyed must meet certain requirements. There must be a hotel large enough to accommodate the large meetings and meal events and yet, not so large that Toastmasters might be sharing the hotel with another convention. Meal prices and room rates must be reasonable. Elevators must be adequate. The hotel must be centrally located so that delegates may have a choice of other accommodations in various price ranges. Services of the local Convention Bureau must be adequate to perform certain convention duties. Transportation service into the city must be convenient. And, finally, the local Toastmasters must be well organized and enthusiastic so that they can successfully fulfill their convention responsibilities.

The results of the convention sites survey are presented to the Board of Directors by the executive director. Following the Board's selection, the city, hotel and Toastmasters involved are notified.

Approximately a year before the convention, the convention manager meets with the Host Committee, appointed by the district gov-

ernor. The primary duty of the Host Committee is to encourage attendance from within an approximate 500-mile radius of the convention city. In addition, the Committee prepares and staffs the Hospitality and Teen-Age Centers; provides attendants for the exhibit area and the information booth, a sergeant-at-arms for each meeting session, meets distinguished guests and TMI officials, provides tourist literature, arranges sightseeing tours and ladies' events, and suggests local entertainment.

During this visit to the convention city, the convention manager makes room assignments for the various events, approves menus, arranges for professional publicity service and for a convention

photographer.

At about the same time as the Host Committee is starting to function, Executive Director Maurice Forley starts the first of a series of meetings with the Headquarters staff to develop the convention program. This is done with the assistance and cooperation of the Educational and the Conference, Conventions and Meetings Committees of the International Board.

The convention manager works out meal prices with the finance manager, notifies the Host Committee of the arrival times of distinguished guests and TMI officials, arranges for a dispensation for

Catholics for the Friday President's Banquet, orders sound equipment, projectors and other special equipment, rents office equipment for the registration desks, hires professional entertainment, prepares advance promotional material, and supervises and coordinates publicity with the professional publicity service. He also prepares the official printed program.

As coordinator of Convention Services, Mrs. Flora Wiley, manager of Administrative Services at the World Headquarters, obtains information on candidates for the preparation of a candidates brochure, informs candidates of election procedures, prepares materials for Board meetings, obtains information concerning Zone speech contest winners, advises district governors on their attendance allowance, sends clubs credentials and proxy forms, prepares material for use by credentials committee, processes Club Achievement manuals for judging at the convention, and supervises the registration desks at the convention.

Finance Manager Herbert Wellner is in charge of convention finances. He reviews the Host Committee budget, prepares price schedules for convention events, prepares forms for advance registration and reservations, handles advance registrations and reservations and provides a periodic count for the convention manager, reviews and disburses expenses for officers, Board members, district officers, speech contestants and Headquarters staff, maintains all convention financial records and disburses all convention funds.

Membership Services Manager Harry Harvey serves as coordinator of the Educational Sessions. He assists the Educational Committee of the Board in preparing the format for the sessions, suggests participants, corresponds with participants, arranges for distribution of educational materials, assists in the preparation of exhibits and coordinates the speech contests.


John Bartlow, production manager at the World Headquarters, is the convention coordinator for Floor Arrangements, Exhibits and Supplies. Prior to the convention, the hotel receives a detailed floor plan showing the arrangement for each room to be used during the convention. These detailed drawings, produced by Bartlow, have been used by many hotels to show other groups how to plan meetings efficiently.

As Executive Director, Maurice Forley supervises the convention activities of the Headquarters staff and is responsible for the over-all conduct of the convention.

Finally, an outline script is prepared for all major convention participants, materials are packed and shipped from Santa Ana to the convention city and the show is ready to open.

Next August, when you arrive in the Twin Cities of Minneapolis and St. Paul for the 1962 Toastmasters International Convention, remember that it's been three years in the making. Remember, too, that it has been made possible by an army dedicated — like those who have gone before them — to making it "the best convention in the history of Toastmasters International." ♦





We Learn By DOING

By MAX SACKS

THOUGH THE ABOVE statement is as familiar to you as your Bible, no more accurate a way of describing the "learning-by-doing" method which Toastmasters have developed need be used.

As Toastmasters, we learn to speak to an audience by getting up and speaking to an audience. It's as easy as that—well, perhaps not exactly, but almost. My first speech was an agonizing, knee-knocking, stomach-dilating effort, but I survived it. By the end of my sixth speech, they couldn't put me down.

If you want to learn to swim, do you sit in an easy chair in your living room and read about swimming? Or watch Esther Williams on TV? No! You go down to the pool, jump in, get all wet and start splashing. Before you know it you're an expert at the crawl—

THE TOASTMASTER

though it may be at the bottom of the pool.

Of course you can get theory and instruction from a book, lecture or teacher, but you must put that instruction to work. The material you receive in a Toastmasters meeting—if you put it to work and are conscientious in your efforts—will start you up the road to becoming a public speaker. If you keep on practicing the instructions you find in that material, by the time you've made your sixth speech they won't be able to get you down either.

By practicing, we mean you might join the Red Cross Speakers Bureau, Community Chest and other service organizations. Volunteer to speak for them in their drives. You will have the chance to speak to church, club and business groups.

Anyway, you can learn to speak by speaking, as you can learn by doing. You can even make conversation serve you. Talk to one or two persons as carefully as you would to a hundred.

The story is told that Paganini owned a wonderful Stradivarius—a violin that made people laugh or cry, made them feel the warmth of the sun, hear the fall of the rain.

He willed this remarkable instrument to an Italian city, with the provision that it should never be played. The violin was displayed for all to see in an exquisite case studded with diamonds.

Today, all that remains of that violin is the exquisite case, studded with diamonds. The violin itself is a small heap of dust. Wood, if used even so slightly, will continue to be strong. Neglected, it turns to dust.

Now, I'm not suggesting that if you fail to take up public speaking that the worms will get you—although you and I both know that they will. But if you want to become a public speaker, you can become a public speaker, just by working at it.

Learning-by-doing was used in the military services to train millions of people. Industry is using the same technique. In a Toastmasters club, you have frequent opportunity to learn by doing, plus friendly, frank criticism from your fellow members to help you.

Though you may not become a Winston Churchill or a William Jennings Bryan, you will develop into a better speaker than those around you. And as the Spaniards say it, "In the land of the blind, the one-eyed man is king." ♦



Max Sacks, of Los Angeles, Calif., is past member of the Board of Directors of Toastmasters International, serving during 1959-61. A member of Salesmasters Club 999, he served as governor of District 50 (Los Angeles) in 1957-58. He is Director, Sales-Tech-Institute at Los Angeles.

APRIL, 1962

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Toastmaster Town of the Month

ON THE EXTREME WEST CORNER of Texas and bordering on three states—Texas and New Mexico in the United States and Chihuahua in Mexico—is El Paso, a busy, bustling community where the dynamics of American business development merge with the graceful charm of old Spanish heritage. El Paso's history goes back to 1536 and the expeditions of Cabeza de Vaca and the successive explorers, conquistadors and missionaries who established a permanent mission at El Paso del Norte in 1659.

El Paso is rich in the lore of the early West: the Indians, the early Spanish conquerors, the traders, the outlaws. Its missions have been in continuous service for nearly 300 years, and an example of each of the three types of missions can be found there: Ysleta, built for conversion of the local Indians; Socorro, used as a church for the local settlers, and San Elizario, the presidio chapel for the military garrison. World-famous outlaw Billy the Kid was once locked up in a jail still standing in El Paso. John Wesley Hardin ended his notorious career when he was shot in a saloon which also served as the early courthouse. The Southern Overland Stage and the early Butterfield Stage passed through here.

In vivid contrast to the early struggling pueblo of adobe huts, El Paso today is a modern metropolis of 280,000 friendly people—a city of superb hotels, playgrounds, parks, modern office buildings and schools. All are enhanced by the magnificent setting in which the city has grown, and by its temperate climate. At an altitude of 3,762 feet, El Paso offers comfortable summers, cool nights, and warm dry sunny weather with little rain or snow.

For the vacationer, outdoor sports and special events keep the holiday calendar full. Golf, swimming, tennis, riding and exploring are all-year activities in the El Paso funland. Spectator events include fast quarter-horse and thoroughbred racing at Sunland Park, five minutes from downtown El Paso; traditional Mexican bullfights in Ciudad Juarez, a few steps across the Rio Grande; the gigantic Sun Carnival parade and Sun Bowl football game; World Championship Rodeo and Southwestern Livestock Show, and sports car racing at its best.

1961 brought two new Toastmasters clubs to join the already existing Paso del Norte 1163-23 and East El Paso 2461-23. Cavaliers 3322 was chartered on June 6, and Coronado 2152 on November 17. El Paso Toastmasters in their quest for self-improvement serve their community in its steady growth and development.



Award Initiated

In honor of the late Carleton "Cap" Sias, TMI president in 1946-7, the clubs of District 19 (Iowa) have instituted a "Cap Sias Award" to be presented annually at the District's Spring Conference. All clubs of the district have received a letter and an explanatory brochure, together with a nominating sheet for them to use in presenting their candidate. A selection committee headed by Immediate Past District 19 Governor Randall E. Winters and composed of four elected officers of the district and a representative of "Cap's" home club, Waterloo 101-19, will choose the winner on the basis of offices held, attendance, program participation, new member activities, inter-club activities and participation in club-approved activities outside the local club.

District 19 Iowa

* * *

Impressions of Art for Table Topics

Toastmasters of Christopher Club 1675-37 of Charlotte, North Carolina, were treated to an unusual table topics program at a recent meeting. Topic-master Jack Devaney had arranged for a number of second graders from a local school to draw impressions of their fathers and a scene depicting their activities on Christmas Day.

Toastmasters were called upon to characterize the fathers (a number of whom were present at the meeting) and evaluate the children's art. A highlight of the program was Toastmaster Martin Kreshon "characterizing" himself from his own portrait as drawn by his seven-year-old daughter.

Educational Vice President Jack Ambrose presided over the meeting.

Christopher Club 1675-37 Charlotte, N. C.

* * *

Give Honorary Membership

Point Mugu Officers Club 3276-12 recently bestowed honorary membership upon Rear Adm. John E. Clark, Commander of the Pacific Missile Range. Admiral and Mrs. Clark were guests of honor at one of the regular weekly meetings.

In accepting his pin, Admiral Clark expressed his gratitude and wholehearted support of the club and its activities. He stated that the training and experience gained at the weekly meetings are extremely vital in the careers of military officers.

Point Mugu Officers Club 3276-12 Point Mugu NAS, Calif.

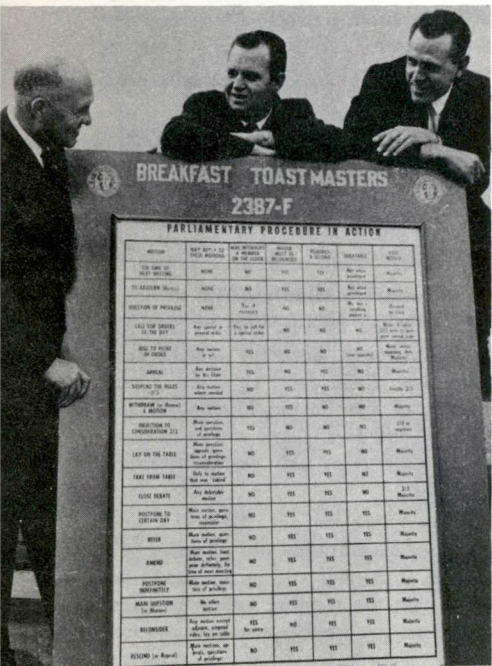


Capt. V. J. Soballe, Commanding Officer, Recruit Training Command, Great Lakes, Ill., addresses Mainside Club 2346-30 upon accepting honorary membership in the club. In speech entitled: "They come to us as boys," Soballe discussing work of Recruit Training Command, said "Freedom without responsibility becomes license. . . . In your relations with young people . . . you must assign them a responsibility commensurate with their ability."



Leslie S. Morgan, Desert Hot Springs (Calif.) Club 1516-F, tells Toastmasters of Founder's District of work of Angel View Crippled Children's Foundation, during Founder's District annual extemporaneous speak-off at Palm Springs, Calif. Toastmaster Morgan, a past Lt. governor of Founder's District, and his wife Ferne were organizers and founders of the non-profit, non-sectarian organization. Auction of blonde doll brought \$60 for treatment of crippled children.

Asa McCain (left), past president of U. S. Civil Service Commission Club 1847-36 (Washington, D.C.) and chief of the Commission's classification division, Bureau of Inspections, accepts a CSC award in behalf of 23 employees of the Bureau for their work in allocating several hundred Congressionally authorized top-level positions to Federal agencies. McCain has been a member of Club 1847 since 1955.



Prominently displayed in large frame at meetings of Covina (Calif.) Breakfast Club 2387-F is new TM parliamentary procedure chart. Explaining the chart is Thomas E. Strotman (left), who designed the frame and mounted the chart. Listening carefully to his explanations are Toastmasters Don Schrader (center) and Phil Yeager, of Club 2387-F. —Covina Tribune photo



Redwood City (Calif.) Club 27-4 celebrates its 27th anniversary by bestowing honorary membership on Don Bogie, charter member (right). Active in the club for 27 years, Bogie surveys roll of past presidents with Bob Daetz, also a past president, and winner of Dist. 4 humorous speech contest in 1960.

Navy Toastmasters Club 1882-49 (Honolulu, Hawaii) sets new record by inducting five new members at one meeting. Left to right: Cdr. T. Fielding, Lt. R. G. Hollenbeck, Lt. A. Ryan, Lt. F. McClaren, Cdr. R. W. Herrick, and Club Administrative Vice President Cdr. W. R. King.



Club President Lt. Earl H. Russell (fourth from left) of Guantanamo Bay Club 92, Cuba, says "Welcome aboard" to new members (left to right) T. W. Kundert, Cdr. C. Phillips, Jr., C. T. Richardson, C. W. Abbott and E. S. Oaks.



Toastmasters of Western Electric Club 1691-11 (Indianapolis, Ind.) use a tape recorder for all speeches. Recorder was introduced with a novel program; each member gave an impromptu speech 3-5 minutes long, evaluated his own speech after play-back.



- 1945 Guido Brand
- 1946 James Thom
- 1946 John Eckert
- 1947 Maron Harris
- 1948 Carl Bryant
- 1948 Carl Bryant
- 1949 John Neenan
- 1949 Wilbur Linds
- 1950 Larry Wise
- 1951 Charles Baker
- 1951 C. Burke Mile
- 1951 William Probst
- 1952 Frank Hanni
- 1952 Edmund Mason
- 1953 Leroy Simpson
- 1953 Fred Rentz
- 1954 Jim Jorgensen
- 1954 Clayton Will
- 1955 Phil O'Donoghue
- 1955 Jack Schreffel
- 1956 Kenneth To
- 1956 Chris Lovel
- 1957 John Aikert
- 1957 Ned Mackey
- 1958 Bob Daetz
- 1958 Jim Paxtor
- 1959 Charles Hoffm
- 1959 Rod Mc Coy
- 1960 Lou Fiorini
- 1960 Reub Kronh



Per Se Gavel Club holds charter banquet in officers dining room, where regular weekly meetings of club are held.

Gavel Club Charters

Per Se Gavel Club 85 recently joined the growing ranks of Gavel Clubs affiliated with Toastmasters International when club officers received the charter from District 42 Lt. Governor Dave Jones, of Saskatoon, Saskatchewan, Canada. The club, the first of its kind to be formed within the Canadian penitentiary system, is composed of inmates of Saskatchewan Penitentiary, Prince Albert, Sask. The meeting was attended by Warden and Mrs. F.C.B. Cummings and a number of visiting Toastmasters and their wives. Officers of the club were installed by Area Governor Ted Wilcox of Prince Albert, who gave a short talk on the obligations of officers to their club. Lt. Gov. Jones, in his presentation speech, commended the gavel club members for their courage and ambition, and spoke of the club as a stepping stone to personal improvement. He also commended the Prince Albert Toastmasters for their help in organizing the new gavel club.

Per Se Gavel Club 85 Prince Albert, Sask.

* * *

Civil War Theme

Scranton Club 1093-38 recently built a program around the Civil War. A guest speaker, Rev. William P. Lewis, pastor

of Jackson Street Baptist Church and a member of the Lackawanna County Historical Society, spoke on "The Contribution of Lackawanna County to the Civil War." Club speakers Canio Sleyo and Robert Mattes also chose Civil War subjects, Sleyo discussing the Battle of Gettysburg, augmenting his speech with a tape recording which simulated the battle with dramatic intensity. Mattes spoke on the life of Benjamin Crippen, noted Civil War figure, who had been a resident of the Lackawanna area during his lifetime.

A feature of the dinner was the playing of a tape recording of songs and speeches of the Civil War era, a realistic touch which heightened the dramatic interest of the program.

Scranton Club 1093-38 Scranton, Pa.

* * *

"Objects of Toastmasters" Used in Installation Ceremony

Brookwood Toastmasters 1859-14 of Atlanta, Georgia, used the recently adopted eight "Objects of Toastmasters" as a basis for the installation ceremony for the club's newest member, Lamar Cobb of the Atlanta Gas Light Company. Members of the initiation committee read the objects and elaborated on them. The new installation ceremony was so well received that the Brookwood Club plans to use the "Objects of Toastmasters" in all future installations.

Toastmaster Cobb set a precedent in Brookwood when he stepped from the installation ceremony to a position behind the lectern to deliver a "pre-icebreaker" speech.

Brookwood Club 1859-14 Atlanta, Ga.

High School Program Successful

The two clubs of Casper, Wyoming, Pioneer 97 and Central Wyoming 1466, District 55, have found their work with the local high school most rewarding. Each school term, twice a year, the clubs meet jointly with the high school senior speech class. Attendance is entirely voluntary on the part of the students, but at the first meeting 68 students appeared, and the attendance has increased at each meeting. As a result of this program, Toastmasters have been asked to judge the high school's State invitational fall forensic contest.

Casper clubs conduct a Speechcraft course for the local 4-H clubs, and recently held a Speechcraft course for the Wyoming Fish and Game Commission employees. The group consisted almost entirely of the State's game wardens.

Members of the Casper clubs also form the majority of the speakers of the recently organized United Fund Speakers Bureau. In charge of the Fund speaking activities is Donald W. Paape, lieutenant governor of District 55.

Pioneer Club 97-55 Central Wyoming Club 1466-55 Casper, Wyoming

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NATIONAL LIBRARY WEEK — APRIL 8-14

Looking for an idea for a speech? Want help in organizing or writing it? Need ideas for table topics, pointers on evaluation, the answer to a question about parliamentary procedure, or technique for building a vocabulary?

Your nearby Public Library has books and other materials which will help you with these and many other Toastmaster problems.

During National Library Week, April 8-14, the public libraries in more than 5,000 communities throughout the country are urging citizens to become better acquainted with the many valuable free services available at their library. Theme for the week, now in its fifth year, is "READ—AND WATCH YOUR WORLD GROW!"

There is almost no end to the factual information which the public library can supply. It has the best ideas and the most up-to-date material on thousands of subjects. At the library, you can find material on all sides of all questions. The library has books on how to do things and how to make things books that widen horizons, stimulate ideas, and awaken new ambitions and ideas books for younger readers, with big pictures and easy-to-read type books on travel, gardening, photography, government, business, hobbies, and countless other subjects.

Trained library assistants will help you find the RIGHT book, if it is an entire book you need, or they will track down a single fact for you.

Why not take time to visit your Public Library during National Library Week, April 8-14? Then visit the library regularly—it pays!

Evaluation: *Force or Farce?*

By ROBERT L. KNOTTS

EVALUATION IS OFTEN a farce in Toastmasters. Why?

Perhaps few of us have the courage to criticize honestly. Or we fail to take the first step, which is to *listen*. A great harvest, however, is to be reaped by learning to evaluate effectively. But the effort must have purpose, intelligence, and practice.

What practical steps are necessary to make evaluation pay off? We all have a joint responsibility to find the answer to this question.

Let's look at evaluation in the light of a major problem today: *communication*. Communication is a two-way affair, but most of us think of it as being able to *send* from either end. The techniques of and responsibility for *receiving* get little attention.

The test of success in communication is the effectiveness of its reception. Was the message received well enough to produce the desired results? Just how much effort do you, as a Toastmaster, put into receiving?

If your club meets once a week you will spend approximately 100 hours a year in Toastmasters meetings, not counting time spent in preparation. During this time you will spend less than seven hours in actual speaking, including your participation in business sessions, table topics, prepared speeches and your assignments as toastmaster, topic-

master, and evaluator. This leaves at least 93 hours during which you are not speaking, so you spend over 90% of your time *receiving*. In Toastmasters, we identify receiving as *listening* and *thinking*, two indispensable ingredients of evaluation.

No one should underestimate the importance of sending, or *speaking*. The figures cited, however, do illustrate the importance of listening and thinking, which should take place *before* we speak.

We use evaluation in many ways—enough to be concerned with becoming expert evaluators. Every aspect of living involves evaluation sooner or later, in family life, in business, industry and politics, in science and religion. If wise men did not evaluate their plans and accomplishments, not much progress would occur in our civilization.

One of the prime purposes of evaluation is to help others and ourselves. Evaluation is a powerful instrument in stimulating the desire to improve. It is at the basis of all learning. However, very few people learn to evaluate effectively while they are students in a classroom; the teacher usually plays the role of instructor, evaluator and judge. To become expert in evaluation, the student must become actively involved, and Toastmasters provides the opportunity to do just this.

To be of value, criticism must be

accepted and applied. Therefore, consideration of the feelings of the speaker must be reflected in tactful, constructive comment. It is also our responsibility to *receive* the message beamed at us and understand its meaning, no matter how poor the words or their delivery. Thus evaluation is both an opportunity and a responsibility.

An outstanding evaluation never fails to impress even the most experienced Toastmaster. It also has a terrific impact upon a visitor. Yet how often do we hear from one or another of these familiar evaluator-characters:

Timorous Tim: "I just can't find a thing to criticize in your speech."

Rambunctious Randy: "Good Lord, George, will you never learn?"

Windy Willie (after a 15 minute evaluation of a seven-minute speech): "If you'll see me after the meeting, Joe, I'll give you a few pointers."

The acid test of the value of a speech is whether anything has been said which the audience will remember and use. Here are a few suggestions for improving your evaluation techniques:

1. Master the evaluation materials from TM Headquarters, through study and practice.

2. Establish a habit of penetrating analysis and accurate evaluation of all you read or hear.

3. Strive to do a superior job of "receiving."

Robert L. Knotts is governor of District 4 and a member of Lockheed El Dorado Toastmasters 2529-4 of Sunnyvale, Calif. He is coordinator for education of Air Force officers in industry at Lockheed Missiles and Space Division at Sunnyvale.

4. Involve each Toastmaster in evaluating.

5. Make evaluation the high point in the club program. Use variety: surprise evaluation (random choice immediately after the speech); evaluation by panel or discussion; the challenge session, etc.

6. Stress *purpose* and *sale* as the main points in evaluation.

7. Exchange evaluators with other clubs.

8. Limit evaluations to two minutes per speech.

9. Amplify evaluations with written comments; use check list for mechanical flaws.

10. Discuss your criticism with the speaker after the meeting, using honest praise, "for instances," and encouragement.

Good evaluation is the strongest selling point in Toastmasters. (Where else can you get honest, sincere, helpful suggestions?) It makes a lasting impression on Toastmasters and visitors alike. It should be the responsibility of every Toastmaster to study and apply methods of good evaluation at every opportunity. Club, area, district and International officers should set a good example, for this is the source of interest and cooperation on the part of the club members—a good example from their officers.

Evaluation skill can be developed in Toastmasters, and will prove to be the key to intelligent communication and a better life. It can, and should, be a *force*, not a farce. ♦



PERSONALLY SPEAKING

By RALPH C. SMEDLEY, Founder

Purposeful Reading

"Reading maketh a full man," wrote Francis Bacon, and no one has disputed his wise words, but one may be so bold as to ask a question: "Full of what?"

Naturally, the answer is that one will be full of what one reads, provided the reading is done thoughtfully and with reasonable care.

For the thinking person, this is a challenging thought—perhaps an alarming one. If I read trash, my mind must be filled with trash, and that is not a desirable state of affairs. Reading takes thoughtful planning.

There are so many books, and on such a great variety of subjects, that one must pick and choose what to read. And then one must read with care and attention so as to retain what is read.

Another great educator has said, "If you would learn anything, teach it to another." That aphorism suggests a convenient method of learning, or remembering, when applied to our reading.

If we read with the thought that the knowledge we are acquiring will be shared with others, we shall read with greater care, and we shall plan what to remember and how to repeat it to others, either in conversation or in some more formal manner.

If we read just with the thought of finding something interesting, which might some day and somehow be useful, our remembrance of what we read will be less vivid. It is more likely to be lost, except for some especially keen and vivid statements or facts.

One of the best ways to impress the contents of a good book on our minds and memories is to make these ideas and facts the material for a good speech. A formal book review does more for the reviewer as a rule, than for the hearers. A speech based on the ideas or information contained in a good book will serve the same purpose. By teaching or telling the facts to others, we shall learn for ourselves, and we shall be able to keep in our memories for future consideration the ideas which would otherwise fade and be lost.

But where shall we find the opportunity to tell or teach to others in order that we may master and retain what we have started to learn? Who is going to listen to us as we talk about some book which has helped us?

Here is where your Toastmasters club comes in. Here is where you have a chance, at least once a month, to teach to others something which you wish to learn for yourself. Even if you are not especially

interested in becoming an eloquent or practiced speaker, you can help yourself and those who listen to you by telling them about the book you read and the ideas you gained.

While you are telling them about the ideas and information which you picked up, you are fixing in your own mind the material you wish to remember and use; you are digesting and assimilating ideas which will be useful and helpful to you in days and years to come.

Many a man drops out of his membership in Toastmasters because he does not realize this opportunity. Having completed the 12 studies in Basic Training, and finding himself with a handful of speech tools which must be used if they are to be useful, he thinks he should have another "course" of lessons. How foolish! What he needs to do is to go ahead with the skill he has acquired in the course of his Basic Training work. Let him put his tools to use, as he continues to make speeches before his Toastmasters club. Thus he will improve his speaking ability, while increasing his knowledge through purposeful reading and listening.

Here is one of the primary values of our Reading Plan. It encourages the reader to read with a definite purpose, and his Toastmasters club offers him the chance to learn by teaching, or sharing with others what he has learned.

So go ahead with your planned reading, fill your mind with good ideas, and then share those ideas with your associates, and you will

combine the wisdom of two great thinkers, who tell us that "reading maketh a full man" and "if you would learn anything for yourself, teach it to another."

What Kind of Evaluation?

What kind of evaluation does the speaker want? What sort of comment does him the most good? What, for example, do you want from your evaluator when you give a speech?

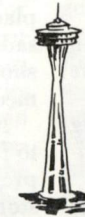
The important fact that every speaker needs to know about his speech is, whether or not he accomplished the purpose. Did he win the audience to his way of thinking?

Another item he should hear is the answer to this question: "What did the speaker say which I shall remember tomorrow, or next week, or a year from now?"

Still another, which the evaluator should ask himself: "Did I get any good from hearing the speech? Was it worth the time I spent listening?"

Comments on these and and similar questions are vastly more useful to the speaker—and to the evaluator—than remarks like "You could be a little more forceful"; "You might speak a little faster"; "You cleared your throat too often"; "You had one hand in your pocket."

Such minor suggestions as these may be thrown into the evaluation if there is time, but at all costs, give the speaker the benefit of your ideas on the main question—the accomplishment of purpose. ♦



Toastmasters! Watch out for . . .

The Crusader

By W. B. SHERRELL

MANY TOASTMASTERS, even experienced ones, do themselves and their fellows a disservice by their tendency to deliver long and tiresome harangues on their pet projects. These harangues are usually heavily laden with shop talk.

Now naturally, a man speaks best on the subjects he knows best. However, these speeches can be—and often are—carried to the point where their effect on fellow members becomes downright irksome. If not discouraged and curbed, they can precipitate deterioration in club morale, attendance, participation and even membership. To prevent this condition becoming a grave club problem is a matter worthy of serious study and consideration.

This abuse needs a title. Let's call it, for want of a more descriptive term, "*the Crusader Complex*"—the misusing of office and speaking privileges to further one's pet project, belief, or ideal.

One of the most effective means of becoming *persona non grata*, a complete bore, is to be a dedicated champion or crusader for a cause which is not necessarily the deep concern of the rest of the club membership.

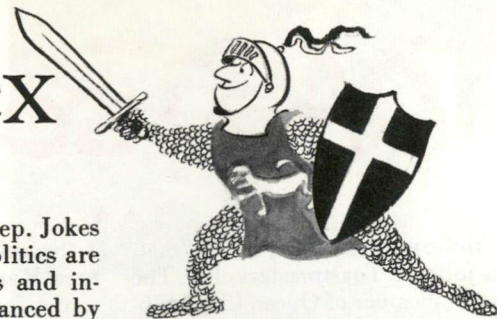
Individuals inspired with a deep religious, political or social conviction tend to be the most likely victims of the crusader complex. These subjects are heavily laden with emotionalism, and people respond

readily to emotional stimulation. People are widely divided in these areas, and anything said or done to disturb this precarious balance is disruptive and should be avoided.

Crusaders have as their most noticeable characteristic an insatiable urge to advance their pet causes. They take every opportunity to propagate their philosophies at the expense and to the discomfort of their fellows who hold views to the contrary. Responsible and intelligent men would do well to be on guard against using their speaking or club officer assignments to crusade for a personal project or to enhance their stature in their trade or profession. There are times and places suitable for such verbal crusades, but not too many of them should occur at a Toastmasters club meeting.

Ridicule is an effective weapon to further one's personal biases and prejudices. Sly jokes and pointed stories whose punch lines are laden with ridicule, are sometimes the vehicle to convey ideas calculated to win support of the speaker's position. When jokes have religious, racial or political connotations, they should be used with extreme skill; amateurs would do well to avoid them entirely. When people laugh at such jokes, one should not assume that they are necessarily amused. All laughs do not come from the abdominal region and

Complex



smiles can be only skin deep. Jokes concerning religion or politics are not likely to win friends and influence people when advanced by one who suffers from the crusader complex.

Toastmasters, with the advice and counsel of their educational vice presidents, can do much to anticipate this affliction and save their clubs from its consequences. A few minutes' discussion of the problem can be profitable. Educational vice presidents, evaluators, or a Toastmaster giving an educational speech may point out the value of enlarging one's interests and concepts, of avoiding ruts of thinking as well as ruts of speaking.

Let the preacher cultivate and hoard his store of enthusiasm for those of his flock who hunger for his doctrine. Encourage the insurance salesman to sharpen his wits and improve his communications in the club on subjects not directly related to his profession. Inspire the political party worker to employ his powers of persuasion at the public forum, and spare his fellow club members a boresome harangue. Let the amateur psychologist do his

club the favor of not belaboring its members with the intricacies of psychoanalysis.

Of course, this is not to say that subjects concerning the job, hobby or strong personal interest are never to be used. And there may be times when such a speech is required as, for instance, when you are asked to speak to a group of people whose interest in the subject equals your own. But be careful not to overwork your hobby. Once is usually enough.

To avoid the crusader complex, seek out and research subjects of general interest. Hunt for new and exciting aspects of these subjects. Remember that a subject which must be discussed in technical terms unfamiliar to the majority of your audience should be approached carefully. If the temptation to give such a speech becomes too great, an effective rule to consider is: *First hesitate, then don't!* In this way you may avoid the pitfalls of the crusader complex urge. ♦



W. B. Sherrell of Grand Prairie, Texas, has had three careers: teaching, farming, and the Navy. He is now working towards his Doctor of Education degree from North Texas State College, and will complete the requirements in 1965. He is president of Grand Prairie Toastmasters 965-25.

TOASTscripts



Believe it or not, a cave man has joined a Toastmasters club. The newest member of Queen City 1176-22 at Springfield, Mo., is a real spelunker (and there's a good Word of the Week). He's Fred Verige, owner and operator of the famous Fantastic Caverns just outside Springfield. The Queen City Toastmasters wonder if there are any other Toastmasters who are cave men. We doubt it, but we've got some who are in the hole.



"Develop Better Speech Between Tees" is the catchy slogan being used by Samurai Toastmasters Club 3033-U (Fuchu Air Station, Japan) to promote a monthly golf tournament with an unusual purpose. The club is sponsoring the full handicap tournaments in an effort to increase membership and to expand its educational program. Proceeds from the monthly tournaments are being used to build a "Better Reading for Better Speaking" library, using the new Toastmasters Reading Plan.

Rear Adm. William B. Price, Chief of Staff, U. S. Forces, Japan, participated in the first tournament in January (but didn't win), and later presented the first trophy to SMS Charles W. Dubie. The golfer winning the greatest number of monthly trophies will receive a large Annual Trophy at the end of the year.

Speaking of the Toastmasters Reading Plan, S. R. Thomson, a former member of Camosun Club 757-21 (Victoria, B.C.), calls attention to a quotation by George Christopher Lichtenberg which he thinks is appropriate for participants in the TMI Reading Plan. Said Lichtenberg, "To read means to borrow; to create out of one's readings, is paying off one's debts."

Although he is no longer an active Toastmaster, Thompson read about the Smedley Club No. 1 Building Fund in the January magazine and sent a check as his personal contribution.



It may take a year to learn the outcome, but International Director William F. Gobel thinks his Toastmasters training paid off in a recent series of speeches concerning a railroad merger. Director Gobel is a special representative in the Public Relations Department of the Atchison, Topeka and Santa Fe Railroad. His line is opposing another large railroad which hopes to buy a smaller western railroad. The purchase would affect the revenues of Gobel's company. The sale must be approved by the Interstate Commerce Commission which is concerned with the effect of the sale on the public. Both companies took their case to the public and in a seven-month period, Gobel met in open debate with his opponents

some 125 to 150 times. He believes his Toastmasters experience gave him the edge because he was able to debate without notes, giving his full attention to adjusting his speech to the audience. He reports his opposition usually gave canned speeches, regardless of the audience and showed less confidence than he displayed.

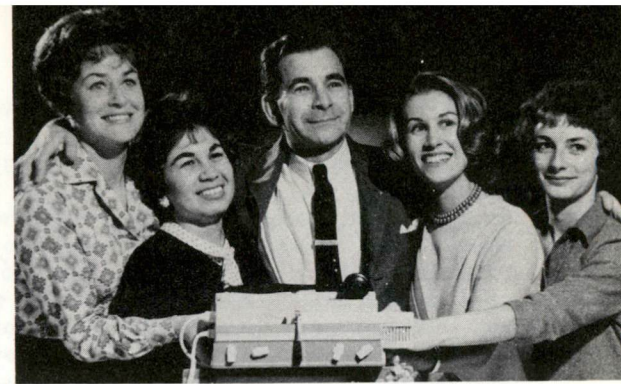
If his company wins its case, it will mean the retention of approximately \$20 million annual revenue, which is a pretty fair return for a couple of hours a week in a Toastmasters club.



It takes some imagination to make a talk on computers entertaining. And that's just what Toastmaster Gerard Pick used when he spoke on the subject at Space Center Toastmasters Club 2189-50 (Inglewood, Calif.). Using the eye appeal of four Space Technology Laboratories girls to assist him, he proceeded to demonstrate the workings of the computers. By the way the girls moved about, he demonstrated the opening and closing of switches, the passing of current through transistors, and also showed that sometimes computers don't work. The club agreed that his visual aids were the best they had seen in a long time.



CONGRATULATIONS: To Marvin Carlson of Fairmont (Minn.) Club 689-6, who was honored recently by his club, not only for his 10 years of membership, but also



Toastmaster Gerard Pick enlists Space Technology Laboratories assistants (from left) Annalee Miller, Marie Medean, Ginny Nash and Diane Schlie as visual aids for his talk on computers before Space Center Club 2189-50.

for mentioning Toastmasters four times weekly on his daily radio programs on KSUM, Fairmont . . . To Edward J. Gorman, member of VA Gaveliers Club 2920-36 (Washington, D.C.) on his appointment as acting manager of the Veterans Administration's newly created Administrative Services Department . . . To James J. Ves'sells, past president of RES-CAP Club 3116-56 (Ellington Air Force Base, Texas) who has been promoted to major in the U.S. Air Force and has been assigned to the Candidate Advisory Service at the Air Force Academy, Colorado Springs. For the past four years as deputy chief of information for Civil Air Patrol's national headquarters, he has been speaking before CAP and Air Force Reserve units in nearly every state. His new job will call for more of the same, and to assure that his speeches are in good form, he plans to transfer his membership to Cathedral Rock Club 2511-26 (Air Force Academy).

No Laughing Matter

By DON R. KENDALL

"Wit loses its respect with the good, when seen in company with malice; and to smile at the jest which places a thorn in another's breast, is to become a principal in the mischief."

—Sheridan

EVERYONE IN THE audience laughed—except one man. The speaker had just finished a story, not unamusing, about a cross-eyed man. To the man who did not join in the laughter, being cross-eyed was not something funny. It was a physical affliction from which he suffered.

Such scenes are repeated daily, in all walks of life, when people try to make jokes about something which definitely is *not laughing matter*. Even though the majority of the audience may laugh, there is no way to measure how many may be hurt or troubled by a reference to something very unfunny to those who experience it.

A sense of humor is a God-given attribute, important to a well-balanced life. It is a bridge on which communication can travel. But it is an individual thing, hard to explain and hard to classify. You never know when your chance wisecrack will wound someone.

Almost any joke—or any remark, for that matter—may hurt someone. We can't remain tongue-tied just out of deference to everyone's feelings. But it is foolish and stupid to make enemies of people who might be friends, through unthinking remarks. There are enough real differences which divide men, without adding artificial and unintentional ones.

While I was mulling over the subject, I jotted down a few points to keep my own sense of humor in constructive channels:

1. *Don't joke about physical infirmities or illness.* There seem to have been more harsh jokes about the sick and the lame in the past than there are today. This is an encouraging trend. Truly, it is difficult to see what can be funny about a physical disability. Perhaps our laughter results from a fear we have of incurring the disability ourselves, and a joke on the subject relaxes our apprehension.

2. *Be cautious about the jokes that involve a person's nation, race or religion.* In most cases these stories are likely to make enemies rather than friends. Sooner or later they cause offense to someone. There are still a number of "safe" categories: the legendary penuriousness of the Scot seems to be here to stay, as do the expansive notions of Texans about the Lone Star State. The Irish can take a great deal of kidding, and very frequently tell stories on themselves. "Dumb blondes" are safe, since all the blondes you know will consider themselves the other variety; you may joke about golfers and about millionaires. And so on—make up your own list. You will notice that you may joke easily about those people who are on the emotionally secure side. Watch out for those who are not.

3. *Know when to be funny.* There are times when too much good humor can be in bad taste. Some of us, let's face it, are natural-born smart alecks, who can't resist a wisecrack once it has flitted into our minds. Sure, it's just for laughs—but maybe it isn't a laugh to the guy who's listening. Timing is not only important in telling a funny story; it's important in knowing

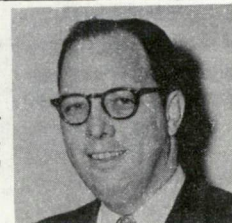
when and when not to tell one.

4. *Finally, remember that everyone doesn't laugh at the same things.* Some joke material has become established, as, for instance, the much abused mother-in-law situation, which can usually get a giggle regardless of content. But a situation which we regard as side-splittingly hilarious may leave the next man indifferent, and may actually give offense to still another.

The American sense of humor—if such can be isolated for survey—has been a vibrant, surging force in our national development. No one wants it pruned or suppressed. It can be the sparkle in any speech and the basis of mutual understanding. But the sophisticated humor of modern times often contains a hidden barb which pricks the sensibilities of those less humorously inclined. A good laugh can be one of the best possible bridges to friendship, but the laugh must be free of stinging sarcasm. To mix a metaphor, discretion is the better part of wit.

A line from a Gilbert and Sullivan opera reads, "Humor is a drug it's the fashion to abuse." In enjoying humor's medicinal effects, let's avoid abusing it. To laugh at the expense of others is a courtesy we can't afford. ♦

Don R. Kendall is administrative assistant to Congressman William G. Bray (R.-Ind.). Before accepting that position in 1951, he was program director of Station WAOV, Vincennes, Ind. He is a member of Washington Junior Board Club 640-36 of Washington, D. C.



Eight nations send members to this . . .

International Club

By JOHN B. LAMOND

ANYONE WHO HAS EVER traveled through a foreign country will agree that the most serious obstacle to be encountered is the language barrier. Traveling as a tourist is difficult, but trying to live in a foreign country and fit into its social and cultural pattern is even more difficult, when the language barrier is present.

To help overcome the language problem, to gain confidence and facility in various phases of communication, and to promote a better understanding of the social and cultural aspects of national life, a group of officers on the staff of NATO's Supreme Allied Commander Atlantic at Norfolk, Virginia, in 1954 organized the SACLANT Staff Toastmasters Club 1545-66.

This club can truly be called "international." It boasts active members from the North Atlantic Treaty Organization countries of Canada, Denmark, France, The Netherlands, Norway, Portugal, the United Kingdom and the United States. The

officers represent the eight NATO nations that contribute deep-sea naval forces to the Allied Command Atlantic. In the event of war these officers are responsible for directing the defense of the North Atlantic, utilizing combined naval forces of the eight nations. The Allied Command Atlantic is the world's first international ocean command to be based on American soil.

How many clubs are fortunate enough to have speakers from other countries at practically every meeting? In 1545 this is the rule rather than the exception.

One of the most interesting features of any Toastmasters meeting, the table topics session, plays a vital part in the SACLANT program. Far-ranging subjects, such as "socialized medicine: its pro's and con's," benefit from the first-hand knowledge of the Allied officers present. Many an evening the table topics discussion spills over into the intermission and is resumed after the meeting has adjourned.

SACLANT Toastmasters and guests assemble for regular meeting. Book on floor is Toastmasters Basic Training Manual, obviously a useful tool for outgoing President B. ter Brake and incoming President O. B. Hatlem (center).

Official SACLANT Photo

THE TOASTMASTER

The club has proved its worth in another field. Admiral Robert L. Dennison, USN, the Supreme Allied Commander Atlantic, maintains a SACLANT-NATO Briefing Team, composed of officers from the eight nations. This team travels throughout the United States and Europe to explain the role of the Allied Command in the over-all NATO structure. The officers who compose the team have spoken to large audiences in almost every major city in the United States, and have found their Toastmasters training invaluable in getting their point across. In addition to these speeches, local civic and church groups in the Tidewater area are constantly requesting speakers from the international command to address their clubs.

Although the members of SACLANT 1545 average only about two years with the club before they are posted to new assignments, five of them have completed their Basic Training. All speeches given before the club are presented in English, and in many instances the best speaker of the evening award is won by a Toastmaster speaking in a language that is not his mother tongue.

In addition to the international exchange of ideas, the club members enjoy international fellowship characteristic of the North Atlantic Alliance. Nor are the club's activi-

Lt. Col. John B. Lamond, past president of SACLANT Toastmasters 1545-66, is a U. S. Army Engineer on the staff of the Supreme Allied Commander Atlantic. His army service, starting as a private in the Pennsylvania National Guard, has been continuous since 1936. He is at present on the staff of the U. S. Army Hawaii.



From The Netherlands to Norway via the USA. Installation of Capt. Ole Hatlem (right), Royal Norwegian Navy, as president of SACLANT Toastmasters. Cdr. Bos ter Brake, Royal Netherlands Navy, surrenders the gavel and block to Cdr. John B. Tallant, USN (Ret.), governor of District 66.

Official SACLANT Photo

ties restricted to the officers. The club sponsors two ladies nights a year, in which the wives of the Allied officers participate. An annual beach party is held on one of the various beaches in the area.

Wives of the members got together a few years ago and pooled their recipes for a SACLANT-NATO cookbook, "The Best of Taste." The book has proved very popular in Europe and the United States.

SACLANT Staff Club 1545, like the North Atlantic Treaty Organization, paves the way for a constant flow of an international exchange of ideas and culture. It can truly be considered "Toastmasters International." ♦



APRIL, 1962

35

Toastmasters Training Begins At 300

By CHARLES C. RAHM

BACK IN JULY, 1953, when I was invited to join a Toastmasters club, I immediately recognized that here was an organization which had something to offer its members. I could make use of it for my own benefit.

Since that time I have attended more than 300 meetings; I have served as secretary, sergeant-at-arms, and president of the club, and as area governor of my district. I have finished Basic Training and Beyond Basic Training, and have made more than 100 formal speeches to the club. I

have derived a great deal of good out of Toastmasters. But I believe that when you reach the point of what you think is maximum achievement in Toastmasters, in reality you have just begun. The truth of the matter is that you cannot afford to give up Toastmasters.

If I use the word "I" too frequently in this article, it is because the story concerns me, and I make no apologies for being interested in myself.

Just what have I derived from

Toastmasters? Material gain, for one thing—monetary benefit—*cash*—if you please! In 1953 my income was so small that I had to struggle along in an old, used 1950 car. In 1954 my income increased enough that I could afford a new one, and I have purchased several

new cars since that time. I sell my services for money, as any other professional man does, and Toastmasters has helped me to increase my ability to provide more service.

But money isn't everything. What other benefits have I received? There are many:

self-expression. A feeling of importance. I enjoy speaking to outside audiences. What a thrill it is when someone comes up to me after a speech and says: "That was a fine speech! How about coming over to the Lions' Club next Thursday and speaking to us?" Who does not derive a great deal of satisfaction upon the completion of an effective speech? I can speak with confidence to a strange audience, and I can express my ideas more clearly. For this ability, I am



entirely indebted to Toastmasters.

A gain in professional stature. I make about five or six speeches a year to my professional associates on medical subjects, and many times my expenses are paid. I was elected to serve as Speaker of the House of Delegates of the Texas Osteopathic Association five years straight. This job, which I still have, requires an extensive knowledge of parliamentary procedure. And where did I learn that? Yes, you guessed it! Right there at the lectern, during my term as club president. How well I recall the fiery business sessions we had!

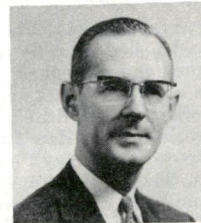
And talk about fun! No amount of money could purchase the pleasure and enjoyment alone I have derived from Toastmasters. And the many friends! You can't buy friends, but you make them in Toastmasters.

We all have our own ideas about what constitutes success. I feel that I have achieved at least a moderate degree of success as I approach the milestone that marks the highest place on life's highway. How much of this success I can attribute directly to Toastmasters is not certain. But one thing I do know for sure: *I am no exception.* My story is not at all unusual. It is shared by thousands of Toastmasters all over the world.

Yes, gentlemen, Toastmasters will give you much more than you give it. At times, you may become discouraged, and feel that you have reached the end. But you must not have this utilitarian attitude! And don't blame the club. Not all programs can be perfect, and enthusiasm is not always adequate. But a complacent attitude is not the answer! Apathy and lack of initiative will kill the club just as surely as the feeling that the club has nothing more to offer to you.

You can quit and go on the inactive member list if you want to. You officers, who have just finished your terms—you can sit back and relax and say "Let someone else do the work. I've had it. I'm going to rest a while and take Monday nights off and go bowling for a change. I'll save that two dollars each week. I should be spending more time at home with the kids." Yes, you can find all sorts of excuses to become a half-way member, or no member at all. That's up to you. But as far as I am concerned, I will continue to attend the meetings and do my best to give Toastmasters something in return for what it has given me.

Me? Drop out of Toastmasters? Not on your life! For me, Toastmasters training begins at my 300th speech. It is just beginning to pay off. ♦



Dr. Charles C. Rahm is a general practitioner of medicine at Brownsboro, Texas, and a charter member and past president of Tyler 1403-25. A former mayor of Brownsboro, he is also Speaker of the House of Delegates, Texas Osteopathic Association, and parliamentarian for TM District 25.



JUST IN JEST

A haggard man walked into a psychiatrist's office, tore open a cigarette, and stuffed the tobacco up his nose.

"I see you really need me," the startled doctor said.

"Yeah," said the man. "Have you got a light?"

The following notice appeared on the bulletin board of a government office: "Executives who have no secretary of their own may take advantage of the girls in the stenographic pool."

One stormy night, Frank Lloyd Wright, noted architect, was roused from a sound sleep by an urgent phone call from a client who had just moved into his Wright-built house.

"There's a leak in the roof and the living room is flooded," cried the man. "What shall I do?"

Advised Wright, "Rise above it."

—Quote

"Why is after-dinner speaking usually done by men?" asks a reader. Because women can't wait that long, we suppose.

A stranger entered the church in the middle of the sermon and seated himself on the back pew. After awhile he began to fidget. Leaning over to the man across the aisle, he whispered, "How long has he been preaching?"

"Thirty or forty years, I think," was the answer.

"Then I'll stay," decided the the stranger. "He must be about through by now."

Behind every successful man stands a woman who couldn't manage on her budget.

—Changing Times

Heard at service station:

Attendant: "Your doctor is outside with a flat tire. What shall I do?"

Station Owner: "Diagnose it as deflation of the perimeter, and charge him accordingly."

A neurotic is a person who worries about things that didn't happen in the past, instead of worrying about something that won't happen in the future, the way normal people do.

Alexander Woollcott, the drama critic, was known for his acid tongue. At one time, a playwright complained to him:

"Is it true that you have been telling people that my last play was the worst I had ever written?"

"No, I didn't get that personal," Woollcott assured him. "I merely said it was the worst play ever written."

One reason the zoo is so popular with parents is that you can't take it home with you.

—Changing Times

To keep your teeth in excellent condition, see your dentist twice a year—and mind your own business.

The late conductor Sir Thomas Beecham, who died recently at 81, was sharp-tongued and outspoken.

Once, at a party, he met another conductor for whom he had little admiration. The latter asked him, "How long do you intend to go on conducting?"

Beecham, then in his 70's, replied: "I will go on until the end. However, I hope that you have different plans."

Letters to the Editor

(Because of obvious space limitations we often print only pertinent portions of letters received. While only signed letters will be considered for publication, names of writers will be withheld on request.—Editor)

I was wondering if . . . Toastmasters has any members who actually teach public speaking in the high school. I feel I have a unique situation in teaching. All students in grades 9 through 12 must have one period of speech a week. I have a room with 117 seats, a mike on a stage amplified just for my room. I see 645 students each week and hear that many speeches in nine weeks.

I would appreciate the names and addresses of these men for the exchange of ideas.

Scott Garman
Club 1723-38
R. D. # 2
Lititz, Pa.

Our club, Simcoe 1097-33 . . . was host to the "Conservation Farmer of the Year Award Banquet" in this soil district, as well as the District 33 Toastmasters Humorous Speech Contest and Banquet. Individual club members handled the publicity, ticket sales, decorations, dinner arrangements and entertainment. Incidentally, one of our members won the Humorous Speech Contest and another was runner-up in the serious Speech Contest earlier in the year.

The achievement of which we are most proud, however, was our participation in an entertainment program given at the Walla Walla Veteran's Hospital during the holiday season. Throughout the year we have provided similar entertainment of music, songs and talks at local granges, 4-H clubs, professional and social gatherings.

All of the above community activities do not substitute, but rather complement our common purpose of self-improvement

through enhancement of our communicative skills.

Like many, we are not a large club, but we are convinced that we have gathered together the finest of our community and that our achievements during the past year are noteworthy. . . .

Dan Meyer,
Ed. V-P, Club 1097-33
Toppenish, Wash.

Just a note you might like to insert in *The Toastmaster*. Some members complain they can't wear their pins on the type of coat lapel without a buttonhole. However, a pin can be screwed into the lapel notch.

Edward M. Little
Club 2539-5
San Diego, Calif.

(Tie tacks will also do the trick, and are available at TMI Headquarters.—Ed.)

Last August the president of my club asked me to start a club bulletin, which I have done to the best of my ability.

I enjoy exchanging copies of my bulletin with the other local Toastmasters clubs. To me, this is like a supplement to inter-club activity. With over 3,000 Toastmasters clubs, I don't know whether you wish to receive copies of each club bulletin or not; however, I've enclosed a copy of each issue for your pleasure.

John J. Brousch, Jr.
Ed. V-P, Club 2324-U
Elmendorf AFB, Alaska

(Yes, all bulletin editors should send one copy to TMI World Headquarters at Santa Ana.—Ed.)

New Clubs

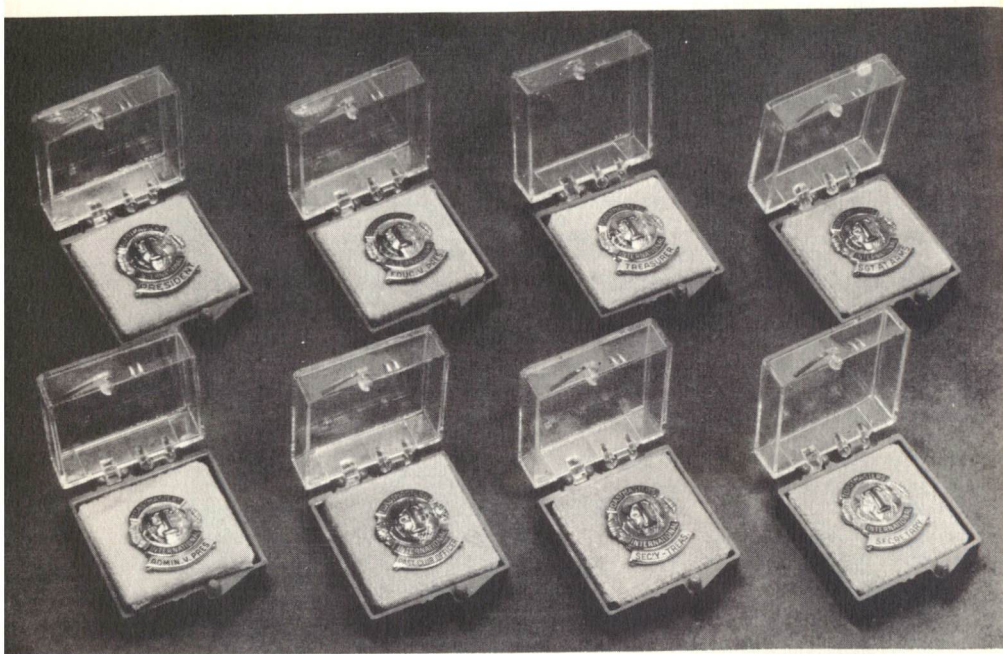
(As of February 15, 1962)

- 561-40 PORTSMOUTH, Ohio, *Portsmouth*, 1st & 3rd Thurs., 6 p.m., Harold's Restaurant.
- 1519-TCA BANKSTOWN, N.S.W., Australia, *Bankstown*, alt. Thurs., 6:15 p.m., Cumberland Hotel, Chapel Road.
- 1567-14 ATLANTA, Georgia, *Revenuer's*, 1st & 3rd Tues., 11:30 a.m., Robert E. Lee Room, Davison-Paxon Co., Inc.
- 1724-37 MARION, North Carolina, *Blue Ridge*, 2nd & 4th Mon., 6:30 p.m., Lake Tahoma Steak House.
- 1883-6 ROCHESTER, Minnesota, *Rochester Suburban*, Thurs., 6 a.m., Markay Dining Room.
- 1903-8 ST. LOUIS, Missouri, *Winged Word*, 2nd & 4th Tues., 11:30 a.m., Room 931-932, Mart Building.
- 2127-31 PAWTUCKET, Rhode Island, *Le Foyer*, Tues., 6:30 p.m., Le Foyer, 151 Fountain Street.
- 2266-62 FLINT, Michigan, *Arrowhead*, 2nd & 4th Mon., 6:15 p.m., Y.M.C.A.
- 2334-52 LOS ANGELES, California, *Los Angeles Toastmasters Club No. 2334*, Tues., 11:45 a.m., 617 W. 7th Street.
- 2895-19 SIOUX CITY, Iowa, *S.C.I.*, Mon., 6 a.m., Palmer House.
- 3228-U KARAMURSEL AIR STATION, Turkey, *Non-Commissioned Officers*, 1st & 3rd Tues., noon & 6:00 p.m., Non-Commissioned Officers Club.
- 3287-21 VANCOUVER, B.C., Canada, *Tyee*, Mon., 7:30 a.m., 1101 W. Pender.
- 3375-36 WASHINGTON, D. C., *Natural Gassers*, 2nd & 4th Thurs., 6:30 p.m., K of C Hall, 5115 Little Falls Road, Arlington, Virginia.
- 3386-23 CLOVIS, New Mexico, *Cannon Air Force Base*, Mon., 6:30 p.m., Cannon Air Force Base Officers Open Mess.
- 3421-60 NEW LISKARD, Ontario, Canada, *Tri-Town*, 2nd & 4th Thurs., 6 p.m., Breault's Restaurant.
- 3422-23 WHITE SANDS MISSILE RANGE, New Mexico, *White Sands*, Tues., 11:30 a.m., White Sands Missile Range Officer's Club.
- 3425-36 WASHINGTON, D. C., *ATS*, Wed., 11:45 a.m., Room 1510, Building T-4, 17th & Constitution Avenue.
- 3427-60 TORONTO, Ontario, Canada, *Windsor Arms Insurance*, Mon., 5:30 p.m., Windsor Arms Hotel, Room 111, 22 St. Thomas Street.
- 3428-2 WHIDBEY ISLAND, Washington, *Patrol Squadron One*, Tues., 7 p.m., Officers Club, NAS Oak Harbor.
- 3429-62 MARSHALL, Michigan, *Order of Orators*, Thurs., 5:15 p.m., Masonic Temple, East Green Street.
- 3430-35 SISTER BAY, Wisconsin, *Sister Bay*, 1st & 3rd Sat., 7 a.m., Al Johnson's Swedish Restaurant.
- 3431-14 ROBINS AFB, Georgia, *CONAC*, Tues., 11:45 a.m., Robins AFB Officer's Mess.
- 3432-42 MEADOW LAKE, Sask., Canada, *Meadow Lake*, Mon., 6:30 p.m., Lincoln Cafe.
- 3433-TCA BRISBANE, Australia, *Central*, Mon., 5:45 p.m., Canberra Hotel.
- 3434-10 AKRON, Ohio, *Executives*, Thurs., 8 p.m., Sheraton Hotel.
- 3435-21 BURNABY, B.C., Canada, *Burnaby*, Wed., 1:30 p.m., Gai Patee Supper Club.

DISTRICT GOVERNORS

1961-1962

- F Richard S. Titera 1133 Sunset Drive, Whittier, California
2. Robert Murray 22525 Ninth Avenue, Bothell, Washington
3. James H. McBain 53 W. Suffolk Drive, Tucson, Arizona
4. Robert L. Knotts 1204 Nilda Avenue, Mountain View, California
5. Donald Contois 1361 Rock Springs Road, Escondido, California
6. Edward M. Thielen 1204 Vincent Avenue No., Minneapolis 11, Minnesota
7. Richard Eastman P. O. Box 532, The Dalles, Oregon
8. Earl M. Potter 7009 W. Main Street, Belleville, Illinois
9. Bliss O. Bignall, Jr. Elder Building, Coeur d'Alene, Idaho
10. H. R. Baumgardner 150 Brouse Drive, Wadsworth, Ohio
11. Russell Carey 1603 Cass Street, Niles, Michigan
12. John Bozoky 631 California Avenue, Bakersfield, California
13. Alexander W. Brown 3115 Iowa Street, Pittsburgh 19, Pennsylvania
14. Richard Piazza P. O. Box 3207, Savannah, Georgia
15. C. S. (Pete) Bosquet 253 No. Main Street, Pocatello, Idaho
16. Rex Davenport 708 Stahl, Midwest City, Oklahoma
17. Dr. Howard E. Hultgren 311 No. 28th Street, Billings, Montana
18. John Blaney 7 Kyle Park Avenue, Uddingston, Scotland
19. Jerry Bertramsen 619 N. Linn St., Iowa City, Iowa
20. Harry M. Pippin Hedderich Building, Williston, North Dakota
21. Lionel Mercier 3302 Barnard Avenue, Vernon, B. C., Canada
22. Paul E. Kunze 728 West 45th Street, Kansas City 11, Missouri
23. Roger H. Johnson 10121 Toltec Road NE, Albuquerque, New Mexico
24. John Nixon, Jr. 432 South 88th Street, Omaha, Nebraska
25. Fred Beisecker 4145 Goodfellow Dr., Dallas 29, Texas
26. Raymond McGavin 1545 Dellwood, Boulder, Colorado
27. David R. Crow 2318 Fountain Way, Fresno, California
28. Judson Fisher 3164 Merrill, Apt. 205, Royal Oak, Michigan
29. Edgar Pfeiffer 312 South Palafox Street, Pensacola, Florida
30. Kenneth Magnuson 1486 Wicke, Des Plaines, Illinois
31. John P. Gallant Westland Drive, Spencer, Massachusetts
32. Paul C. Webb P. O. Box 115, Buckley, Washington
33. Charles Loveless 73 Willis, Richland, Washington
34. Raymond G. Castle 333 E. Washington Street, Syracuse 2, New York
35. Gordon Groseth P. O. Box 146, Chippewa Falls, Wisconsin
36. Van Holmgren Tanner P. O. Box 585, Washington 4, D. C.
37. Perry M. Weaver P. O. Box 866, Asheville, North Carolina
38. William M. Musser, Jr. 33 No. Duke Street, Lancaster, Pennsylvania
39. Arley Howsden Route 1, Box 412, Shasta Ave., Chico, California
40. Otto H. Althoff 3297 Cedarwood Drive, Fairborn, Ohio
41. R. James Brennan 1021 St. Charles, Rapid City, South Dakota
42. Cece Primeau 9111-156th Street, Edmonton, Alberta, Canada
43. James A. Brewer 1543 Crestwood Road, North Little Rock, Arkansas
44. B. R. Griffin 2621 23rd Street, Lubbock, Texas
45. William Steinhardt 20 West Elm Street, Sanford, Maine
46. William J. Costello 714 Wyckoff Avenue, Bellmore, L.I., New York
47. Dean Risher 421 Indian Creek Drive, Cocoa Beach, Florida
48. Major Francis M. Grove Quarters 13-A, Maxwell Air Force Base, Alabama
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