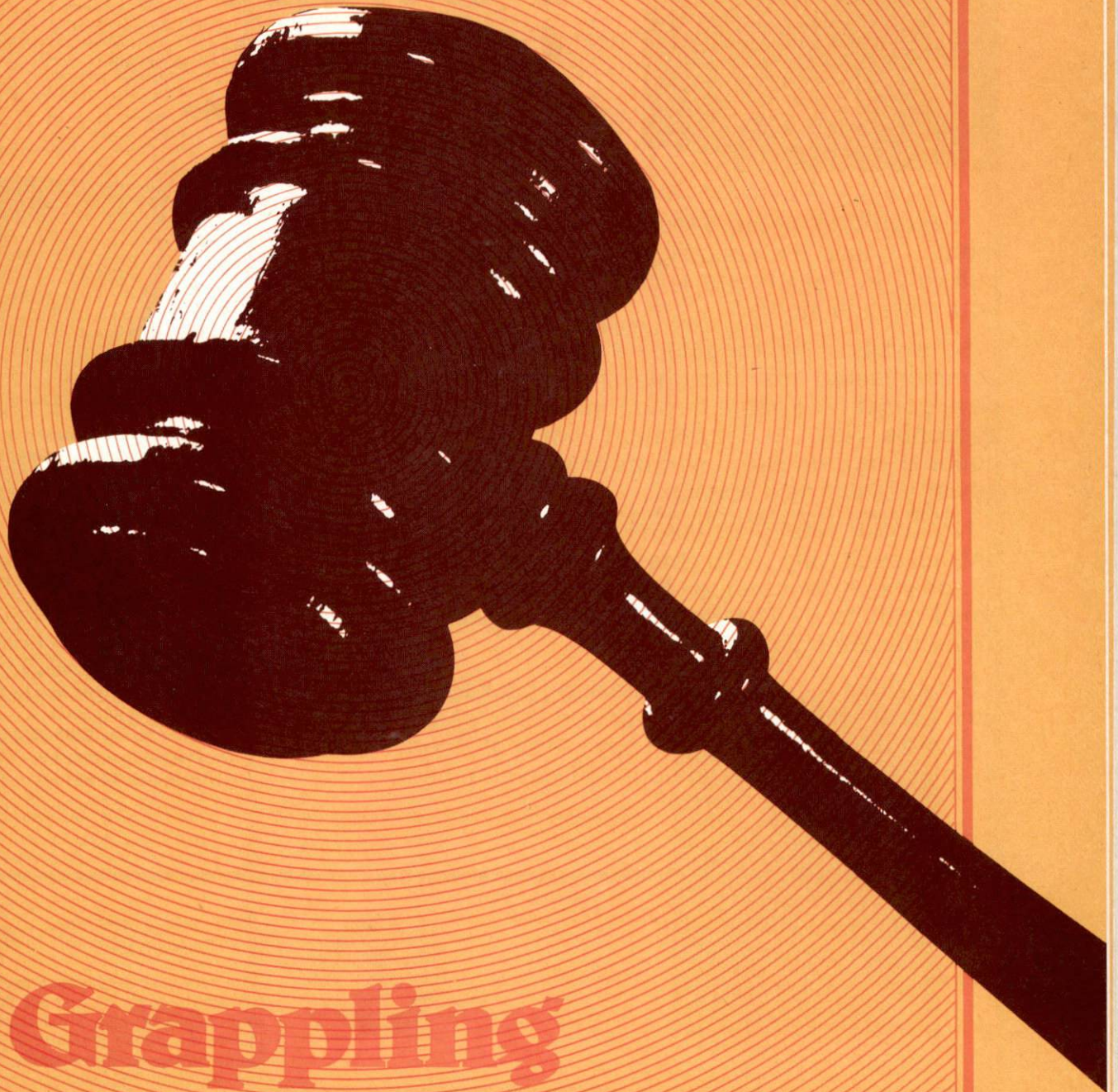


# The Toastmaster

APRIL 1978



**Grappling  
With the Gavel**



# “Let me show you how to add **POWER** to your speech!”

“Learning to speak effectively is a marvelous achievement . . . and it’s amazing how that ability, which you cultivate in Toastmasters, can move you quickly toward your personal goals.”

So says Earl Nightingale — a man who has successfully communicated his thoughts and observations on self-development for years through his many broadcasts and speeches. Now, in cooperation with Toastmasters International, he unlocks his secrets of adding this same kind of power to your next speech.

No matter what your learning objectives are — to think and act decisively . . . to persuade others to agree with you . . . or simply to conquer the fear of addressing large or small groups — Toastmasters’ *Communicate What You Think* can help you.

It’s all here . . . a complete speaking package. So whether you order one for yourself or for your entire club, the important thing is to order it now. After all, there’s no time to lose when it comes to your self-development.



In six cassettes, Toastmasters brings you the essentials for adding strength to your speaking performance:

- Speak With Strength and Effectiveness
- Creating the Message
- One Idea At a Time
- Don't Underestimate Your Audience
- Speak in the Language of Your Audience
- Keeping Things in Order
- Preparing a Talk
- Visual Aids
- Stay Tuned for Feedback
- Who Do You Think You're Talking to?
- Controlled Relaxation
- Speak From the Other Side
- On Preparing a Meeting
- AND MUCH MORE!

Toastmasters International  
2200 N. Grand Ave.  
P.O. Box 10400  
Santa Ana, CA 92711



Yes — please send me \_\_\_\_\_ set(s) of *Communicate What You Think*.

The complete six-cassette package comes in an attractive binder for just \$36.00 (\$50.00 for non-members) plus \$1.00 shipping charges inside the United States or \$1.50 for shipment to Canada, Mexico and overseas. (California residents add 6% sales tax.)

NAME \_\_\_\_\_

CLUB NO. \_\_\_\_\_ DIST. NO. \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_

STATE/PROVINCE \_\_\_\_\_ ZIP \_\_\_\_\_

COUNTRY \_\_\_\_\_

I prefer to pay now. My check or money order for \$\_\_\_\_\_ is enclosed. (Non-members must send a check or money order with this order.)

Please bill me.  
Club No. \_\_\_\_\_ District No. \_\_\_\_\_

No, I do not wish to order. But send me information on Toastmasters International.



THE TOA

**Founder**

Dr. Ralph C. Smedley (1878-1965)

**Officers, Toastmasters International**

**President**

Durwood E. English, DTM  
4580 Mt. Alifan Drive, San Diego, CA 92111

**Senior Vice-President**

Hubert E. Dobson, DTM  
1205 Henry Road, South Charleston, WV 25303

**Second Vice-President**

Eric K. Stuhlmueller, DTM  
Sweetwater Bay, Winnipeg, Man., Canada R2J 3G5

**Third Vice-President**

Patrick A. Panfile, DTM  
78 Stoneleigh Court, Rochester, NY 14618

**Past President**

Robert W. Blakeley, DTM  
6304 May Boulevard, Alexandria, VA 22310

**Executive Director**

Terrence J. McCann  
2200 N. Grand Avenue, Santa Ana, CA 92711

**Secretary-Treasurer**

Herbert C. Wellner  
2200 N. Grand Avenue, Santa Ana, CA 92711

**Directors**

Hubert R. Barney, DTM  
5400 Alamo Drive, Winston-Salem, NC 27104

Edward N. Belt, DTM  
3260 E. 134 Street, Cleveland, OH 44120

William N. Crawford, ATM  
2315 N. 81st Street, Scottsdale, AZ 85257

Eddie V. Dunn, DTM  
3106 7th Street, Fargo, ND 58102

Vit Eckersdorf, DTM  
78 Shearer Drive, Atherton, CA 94025

Donald S. Kearton, DTM  
3645 Rivercrest Drive N., Salem, OR 97303

John S. Latin, DTM  
1010 Calle Ortega, San Dimas, CA 91773

William D. Loeble, DTM  
6901 Plainfield Road, Columbia, SC 29206

William O. Miller, DTM  
12101 Hunters Lane, Rockville, MD 20852

J.K. Nath Nayak, DTM  
2832 South 10th Avenue, Broadview, IL 60153

Clarence L. (Robby) Roberts, DTM  
10 Village Drive, Huntington, NY 11743

Dr. Homer F. Schroeder, DTM  
2200 Jefferson Avenue, Toledo, OH 43624

Arun K. Sen, DTM  
422 Fiesta Avenue, Davis, CA 95616

Gilbert W. Smith, DTM  
4029 W. Washington Street, Indianapolis, IN 46241

John L. Staha, ATM  
5004 Jeffery Place, Austin, TX 78746

Ed Tackaberry, DTM  
26 Sayer Avenue, Winnipeg, Man., Canada R2Y 0C6

**Magazine Staff**

**Editor**

Michael J. Snapp

**Art Director**

Garnet Blair

**Advertising Representative**

Miller & McZine

P.O. Box 492, San Francisco, CA 94101, (415) 441-0377

# The Toastmaster

April 1978 Vol. 44 No. 4

## FEATURES

**8 Grappling With the Gavel (Or How to Conduct a Business Meeting)** by Judy Osgood

**12 Help Yourself to a Raise**  
by David K. Lindo

**16 Special Convention Preview**  
**Body Language: The Power Behind the Words**  
by Merlyn Cundiff  
**How to Make People Laugh**  
by George Jessel  
**The Three-Step Persuasion Process**  
by Cavett Robert

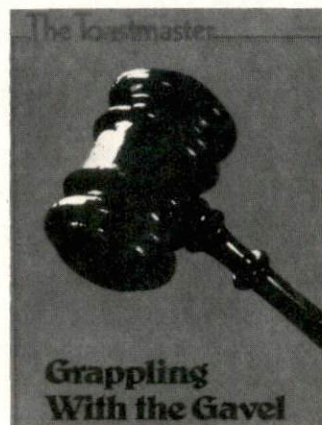
**24 Beware of Murphy's Law!**  
by Barney Kingston, ATM

## DEPARTMENTS

- 4 Letters
- 5 The Way I See It
- 6 People
- 15 How to . . .
- 27 The Idea Corner
- 30 Hall of Fame

## COVER

*For years, the gavel has been a traditional symbol of power to those concerned with running effective business meetings. But the truth is, gavels are devoid of mystical powers, and no amount of rubbing or rapping will result in a successful meeting unless careful preparation precedes that opening crack of wood on wood.*



Published monthly to promote the ideals and goals of Toastmasters International, an organization devoted to improving a person's ability to express himself clearly and concisely, to develop and strengthen his leadership and executive potential, and to achieve whatever self-development goals he may have set for himself. Toastmasters International is a nonprofit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930, and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Second class postage paid at Santa Ana, California. Copyright 1978 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. □ All correspondence relating to editorial content or circulation should be addressed to THE TOASTMASTER Magazine, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, California 92711. Telephone (714) 542-6793. Nonmembers may subscribe for \$6.00 a year. Single copy price is 50¢.

# Letters

## Now, Where Were We?

An article in your August issue is having a profound effect upon my life. I'd have written sooner, but the magazine had been lost amongst the other papers in my office . . . until a couple days ago.

"Ten Principles for Organizing Your Desk and Your Paperwork" has an important message for those of us with an inclination to "pile things up," and should be a beacon of light shining through the gloomy mess.

So far, my attempt to apply all ten principles has been but modestly successful, but a glimmer of improvement is ample encouragement. My sincere thanks to author Merrill E. Douglass, and to *The Toastmaster* for a very appropriate, useful and significant guide.

Keep up the great job!

Merritt F. Malvern  
Buffalo, New York

## More . . .

The following is meant as constructive criticism, designed to improve *Toastmasters* and *The Toastmaster Magazine*.

This morning I made a content analysis of the 14 issues of *The Toastmaster* that I have received since joining. The analysis was based upon illustrations (photos or drawings) used to accompany written material where the choice of the sex of the person was arbitrary. I am enclosing my worksheets for your study.

- Illustrations showing men only: 68
- Illustrations showing women only: 7
- Illustrations showing men and women together: 6

Of the two covers showing women alone, they did not generate confidence. In most illustrations of men and women together, women were in an inferior role — either as secretary, background figure, or passive. The man was in the spotlight, the active commanding figure.

I did not include in this survey such items as the Barbara Walters cover, since choice was dictated by the

article about her, as was the Don Rickles article and cover. However, a similar content analysis of the same issues would show an overwhelming majority of stories based on real-life successful people had male subjects . . . and, thus, photos of the subjects.

A picture is worth a thousand words. *The Toastmaster* has not provided equal space for women, has not presented them in a confident light in relation to men, and has continued to perpetrate the myth of inferiority, despite good intentions to the contrary.

An organization that is composed of both sexes deserves a magazine that gives each a positive image.

Varda R. Murrell  
Los Angeles, California

## . . . Or Less?

Let me register my objection to the February article, "Women At the Top." The subtle endorsement of the feminist movement has no place in *The Toastmaster Magazine*, and I take exception to it.

Now, as you have provided a back door forum for those who either champion or support ERA and feminism, will we readers have an opportunity to peruse the opposition?

The article speaks of "sex barriers" and "the stereotypes that go with them." I suggest that the author, *The Toastmaster Magazine* and the "women at the top" take a look at the stereotyped "male chauvinist" or the more insulting "male chauvinist pig." Both epithets are imposed on any man regardless how sincere or well-founded his objections may be to the rising preference for women in order to comply with "affirmative action."

I must ask what value does the article have to a Toastmaster? Did it have anything to do with listening, thinking or speaking? Was I instructed in how to organize or research, rehearse or condense material? Truly, what was there of value to a Toastmaster, male or female? Compare it to the articles by LilyB Moskal or Viki L. Hurst in the same issue and the article

appears immediately out of place.

I believe you have abused the intent of *The Toastmaster Magazine*. Please recommend to the authors of similar articles in the future that they submit them to *Time* or *Newsweek* for publication.

Paul F. Larson  
Milwaukee, Wisconsin

## But Arizona IS His Home!

If I had heard LilyB Moskal's introduction for Robert T. McCall ("It's My Pleasure to Introduce. . ." February 1978), I probably never would have paid attention to anything she said after "Arizona is now home for her and his wife. . ."

Bad grammar can ruin an introduction as effectively as stupid jokes would be far better for a speaker before he concerns himself with flowery phrases.

Raymond G. Jordan  
Libertyville, Illinois

## We Need Your Help!

According to recent statistics compiled by the California-based National Stuttering Project, there are over two million stutters in the United States alone. In view of the enormity of this problem, *The Toastmaster* is currently preparing an in-depth article on stuttering (its causes and so-called cures) and asks that those Toastmasters with any expertise or personal experience in this area to please get in touch with World Headquarters Publications Department as soon as possible.

Editor

All letters are printed on the basis of their reader interest and constructive suggestions. If you have something to say that may be of help to other Toastmasters, please send it to us. Letters are subject to editing for reasons of brevity and clarity and must include the writer's name and address. ■

# The Way I See It

by Durwood E. English, DTM, International President

## Become a "Total" Toastmaster

"Any job worth doing is worth doing well."

How many times have you heard that? If your childhood was anything like mine, it was probably one of the many slogans and truisms your mother constantly tried to instill in you to help you make it through those rough adolescent years. It's been many years since my mother told me that, but somehow the importance of what it says is still there, and I've tried to take it to heart in all of my activities in life, including Toastmasters.

What's this have to do with Toastmasters? Let's do some minor editing so the phrase will suit our purposes a little better. It now reads like this: *If you are going to be a Toastmaster, why not become a "Total" Toastmaster by taking part in all the things Toastmasters has to offer?*

What exactly do I mean by a "Total" Toastmaster? I'm talking about your responsibility to your club, your area, your district, to International — the responsibility you assumed when you became a member of the Toastmasters organization to uphold its ideals and goals. But most of all, I'm talking about your responsibility to the most important person in Toastmasters . . . you.

Now, what exactly does it take to become a Total Toastmaster? Think about it for a minute, and then answer these questions.

Do you attend your club meetings regularly? Speak when assigned to the program from one of the two educational manuals? Give evaluations of other members in the best manner you know how? These are some of the basic requirements.

Do you extend your experience in communication by participating in area and district events and activities? Do you enter speech contests? Take advantage of the leadership training that our organization offers by serving as a club, area or district officer, or as a committee chairman? These, too, are important.

Finally, do you attend area and district training programs and conferences, thereby expanding your communication and leadership knowledge beyond what is available at the club level? What about your Regional Conference? Do you take advantage of its valuable training sessions not available on the club, area or district level, and the opportunity it gives you to meet other Toastmasters who have the same goals as you do — Toastmasters with many ideas and techniques to share? And what about the International Convention — the ultimate Toastmasters experience? Are you planning to attend?

There are, of course, many other things that go into the Total Toastmaster that I haven't even touched on. But these few form the foundation. Look at them not as responsibilities, but as personal challenges. As a chance to achieve something great. To become total.

Yes, being a Toastmaster does not just mean going to your club meeting and giving a speech. This is only the beginning of what our organization has to offer. So why not move out beyond your membership. Expand your horizons. Become a Total Toastmaster! ■



*Durwood E. English*

# People

## Denver Woman Researches Toastmasters for Ph.D.

Denver, CO — In the last "People" section of the magazine (February 1978), we told you of a study that was done on Toastmasters International by Earl McCanna, a member of the Smedley Chapter No. One in Santa Ana, California. Well, it seems that Earl isn't the only one who has been studying the Toastmasters organization.

Jacqueline Frischknecht, a teacher in the Denver area and a member of the Mile High Club 741-26, recently completed a dissertation on TI for her Ph.D. degree in speech communication at the University of Denver, and some of her findings were very interesting.

It all started in July of 1976 when Dr. Frischknecht invited some 1,596 Toastmasters to participate in a research project concerning the educational program of Toastmasters International. These Toastmasters received questionnaires concerning themselves and their perception of TI's educational program. Of the 1,596 questionnaires sent, a total of 519 were returned.

"The two major purposes of the study," writes Jackie, "were to learn if TI is successful in its goal of improving the speech communication competency and performance of adults, and, if so, what specific factors contribute to its success. And second, to determine how to apply the results of the study to academic speech communication education.

What did Jackie learn? Here are just a few of the major points:

- Nearly all of the people surveyed indicated that the single most important reason for the success of Toastmasters is the "learn by doing" approach used by all clubs. "Peer" evaluation was also rated very high.
- In addition to the two primary reasons for success, four other factors of major importance were also mentioned: 1) the opportunity for members to become involved in various club activities; 2) the relevance of the

program (over half of the members responding said that Toastmasters training had been a deciding factor in job advancement for them; 3) the excellent learning climate in the club; and 4) "autonomous adulthood," referring to the fact that the TI program adults are treated as adults, not students.

- Those who participated in the program not only were vocal, but were also quick to point out weaknesses and to suggest improvements. Their major concerns: a need for more specific information and simplification of the manuals, and for improved leadership training.

Based on this information, Dr.



**BRaille CLUB** — Jim Irvin, educational vice-president of the First Braille Club 341-52 in Los Angeles, California, explains the Toastmasters "standard of excellence" to club member Ann Rush (at lectern), the other 25 active members of the club, and to the 20 distinguished guests that attended a recent club party. "Good, capable people attract other good, capable people of the same fine caliber," he told them. The club, which meets at the Braille Institute in Los Angeles, is one of the few such clubs in all of Toastmasters that is comprised almost totally of people with some kind of visual handicap. The amazing thing about this unique club is that its members have learned to overcome the limitations of visual impairment, which recently earned them special recognition in a veterans' publication distributed in over 700 public and government buildings.

Frischknecht offered some specific recommendations for improvement among them: the revision and re-writing of both manuals; the development of a leadership training program of a parliamentary procedure program for use in conjunction with club meetings; and for improvement in the club officer's training program. Without exception, TI had already begun — or completed — the necessary work in each of these areas at the time the recommendation were made.

Why was Jackie so interested in doing her paper on Toastmasters International?

"I have long been an advocate of learning by doing. I very much appreciate the practical approach in learning, so long as it is well-rooted in theory. As a teacher and a librarian, I became very aware of the speech communication needs of my colleagues. I therefore decided to learn something about speech communication. After being introduced to TI by my major professor in graduate school, Dr. Frank E.X. Dance, I became very interested in TI's educational methodology, which appeared to work very well. I decided, therefore, to study it.

"What did I learn from the many Toastmasters who participated in the study? One inescapable fact to emerge from what seemed a veritable mountain of information is that Toastmasters are dedicated to and concerned about their organizations. Many Toastmasters took the time to write long comments on the questionnaires, several wrote letters, and a few telephoned me their concerns and feelings about TI. . . . Complaints were voiced, suggestions for improvement were offered. But without exception, the prevailing attitude of Toastmasters participating in the research was that TI is indeed a very successful organization.

"The overwhelming consensus of Toastmasters about TI's educational program is well expressed by a California Toastmaster who exclaimed, 'Toastmasters is super!'"



**GEORGE** — Dr. George Fischbeck (left), flamboyant meteorologist from the KABC-TV Channel 7 Eyewitness News team (Los Angeles) is welcomed to Palm Springs and the Governor's District Fall Conference by District Governor Howard Clark, DTM (right), and Administrative Lt. Governor Chris Gratopoulos, DTM (center). Dr. Fischbeck, whose lively style of weather reporting has made him a favorite in the Los Angeles area, helped make the conference a smashing success with his inspiring speech, "If You Want Succeed, Double Your Failure Rate."

## Sotelo Displaces Incumbent Water Board Election

**Marin County, CA** — Over the years, a great many people have credited whatever success they may have achieved to their involvement in the Toastmasters program. Few, though, have as strong a case as Ed Sotelo, ATM.

Ed, who currently serves as District 7's Area 9 governor, recently achieved what some consider to be a minor miracle in the political arena. He displaced an incumbent in a local water board election, and was the top vote-getter in the Richardson Bay Sanitary District election.

A member of two Toastmasters clubs (Mare Island Supervisors 2839-7, Vallejo; Marin 890-57, San Rafael), Ed and his family are residents of northern California's Marin County which, except for the unusually high amounts of rainfall received earlier this year, had experienced two years of severe drought. While these latest rains have almost alleviated the water situation in California, Marin County

residents will never forget the problems the drought caused. Neither will Ed Sotelo.

It was during the time that Ed was giving a tongue-in-cheek speech on how to find water that it was rationed in Marin County. Even though his talk won him the runner-up spot in the 1976 District 57 Fall Speech Contest, the subject had since lost all its humor for Ed; it now was a very serious situation.

As a result of some additional research he did, Ed became known as somewhat of an "expert" on the subject of water. Wherever he went in the area, he was called upon to give his "water locating" speech. But it wasn't until after he became a director on the Strawberry Community Council (where he is a homeowner) and continued his campaign to find better ways to recycle water that he decided to challenge the Sanitary District incumbents.

You already know the results. On election day, 77 percent of the voters who went to the polls selected Ed Sotelo over the front-running incumbent, a six-year veteran of the board.

A major victory for Ed . . . and for Toastmasters!

## NC Club Goes Into Prison With Speechcraft

**Newport, NC** — There's nothing very unusual about a club conducting a Speechcraft program; hundreds do it every year. But when that program is conducted for four men in a minimum

security prison in Newport, North Carolina, there's something very special about everyone involved.

This special group of Toastmasters make up the membership of the New Bern Club 2812-37, New Bern, North Carolina. The four men who participated in the program were inmates at the Newport Prison.

According to W.J. Edwards, a member of the club, contact was first made by another member working toward his DTM award, Jack Gibbert. Mr. Gibbert, through his ministerial duties, told the captain of the prison of the Speechcraft program during one of his visits. The captain was immediately interested, and even helped recruit potential Speechcrafters among his prisoners.

Ten men attended the first two sessions, but only four stayed with the program to completion. According to Mr. Edwards, fear seems to have played a part in the dropouts' failure to continue, since they came until being told that they would begin speaking at the next session.



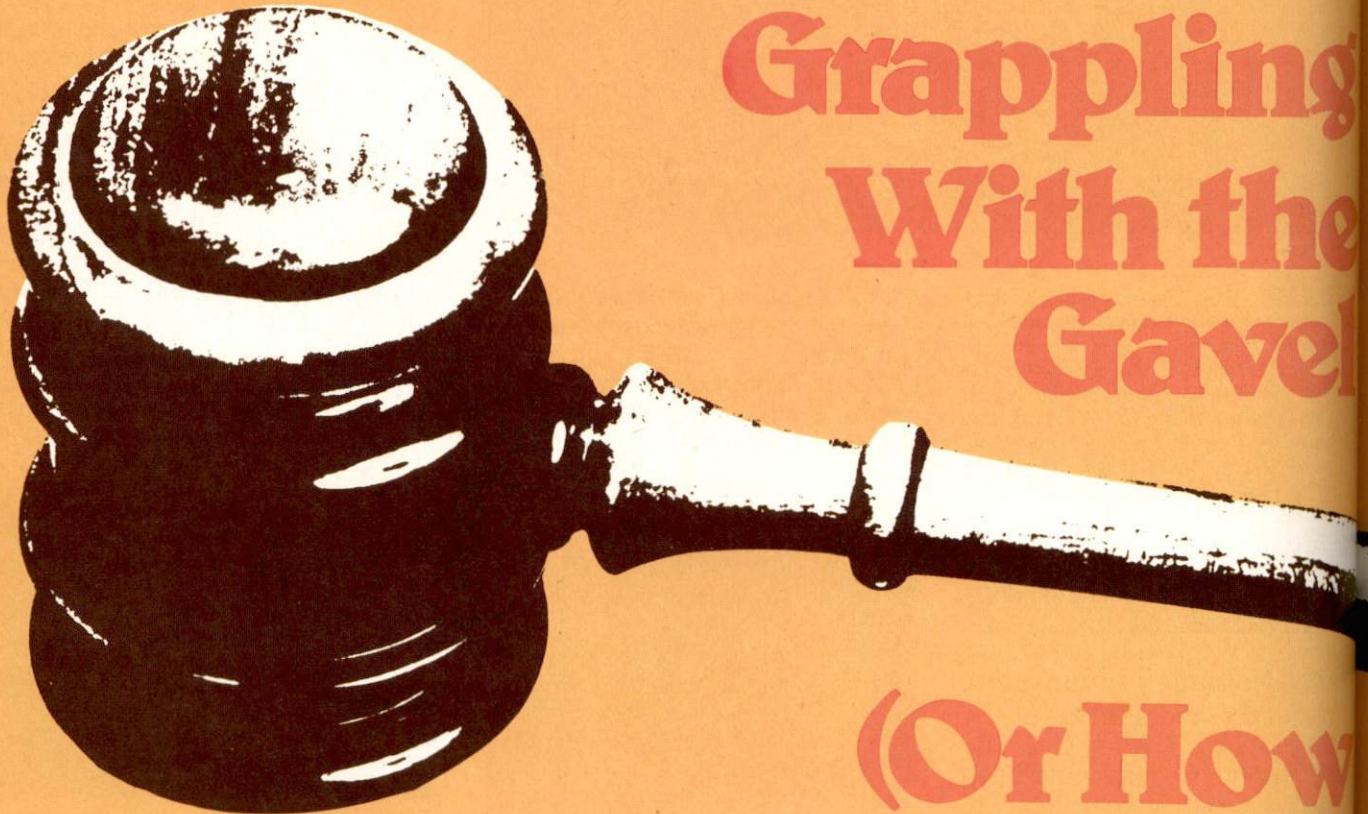
**SPEECHCRAFT** — Terry Norton, one of four inmates at North Carolina's Newport Prison to complete a recent Speechcraft program put on by the New Bern Club 2812-37, is presented his Speechcraft certificate by Jack Gibbert, ATM. Mr. Gibbert was the club coordinator of the program.

Nevertheless, four *did* go on to complete the training and are even considering forming their own club at the prison.

"This experience was most rewarding to those of us who took part in the program," said Edwards. "We saw men who in the beginning could only look down at the floor stand up and look us in the eye and talk about themselves. One Speechcrafter even told us the complete details of how and why he wound up in prison!

"We urge other clubs to look into the possibility of similar Speechcraft programs!" ■

*For years, the gavel has been a traditional symbol of power to those concerned with running effective business meetings. But the truth is, gavels are devoid of mystical powers, and no amount of rubbing or rapping will result in a successful meeting unless careful preparation precedes that opening crack of wood on wood.*



# Grappling With the Gavel (Or How to Conduct a Business Meeting)

by Judy Osgood

**T**he gavel," said the harried president handing the carved wooden mallet to his successor, "will help you keep order during meetings. It works best on knuckles and heads."

For years, the gavel has been a symbol of the power wielded by organizational leaders. Ironically, the individual who plans carefully for a meet-

ing rarely has to use it, while the one who fails to plan usually finds that no amount of pounding produces good results.

The truth is, gavels are devoid of mystical powers, and no amount of rubbing or rapping will result in a successful meeting unless careful preparation precedes that opening crack of wood on wood.

Meeting preparation is really a continual process, since planning for the second session begins while the

first is still in progress. (An example of this would be asking someone to gather facts to be presented at the next meeting.) It only takes one session for a new leader to discover that minutes spent in planning save hours in the long run by eliminating unnecessary, do-nothing meetings.

### Begin With the Agenda

Whether the leader is president of a large organization or chairing a small committee, he or she is responsible for preparing a game plan for each meet-

ing  
list  
wh  
T  
ca  
his  
pil  
O  
I  
ag  
list  
a  
clu  
sio  
sec  
I  
eve  
ab  
sec  
adv  
tim  
ing

V  
the  
pla  
pro  
sho  
sug  
the  
for  
pro  
oth  
list  
sec

I  
cho  
ver  
tion  
sur  
gro  
but  
the



These are called agendas. They list the plays to be made and indicate which team member will run each one. The leader who plans his agenda as carefully as Woody Hayes constructs his game plan is on the way to compiling a record of wins as impressive as Ohio State's.

Most leaders will prepare two agendas: a simple one for distribution listing all the topics to be covered, and a detailed one for themselves, including a plan for guiding the discussion and an estimate of how long each section will take.

Make two copies of the agenda for everyone. Mail the first so it will arrive about a week ahead of time; save the second to pass out at the meeting. The advance copy gives the members lead time for thinking about and researching the issues to be discussed.

opportunity to spread out by grouping the proper number of chairs in a circle.

The pioneers drew their wagons into a circle for protection. Group leaders do it to promote cohesiveness by putting everyone on an equal footing. When participants are seated at a rectangular table, those at the ends tend to dominate the meeting while those on the corners make very few contributions.

Everyone should have a hard surface to write on. If the group is too large to sit at one table or several pushed together, school chairs with writing arms make good substitutes. When neither alternative is available, clipboards will do the job.

Pencils and paper should be provided; not all members will come prepared. Each member should also receive a copy of important resource

like all other social events, they're more successful when the participants experience a sense of belonging.

### Warming Up

Since members who already know each other will want to exchange pleasantries when they arrive, the experienced leader allows a little time for catching up or getting acquainted before the work begins.

Coffee served on arrival tends to warm people up. Like many machines, they seem to function better after they've run on "idle" for awhile. Name tags or name cards placed on the table in front of each participant will facilitate discussion by eliminating the embarrassment of forgotten names.

In their book *Effective Small Group Communication*, Ernest and Nancy Bormann included the following example of underscoring the importance of

Why is this so important? Just ask the seven teachers who once met to plan for a workshop. The leader promised them the meeting would be short, but didn't ask them to bring suggestions for speakers. Without their resource materials, they were forced to pick speakers from a slim list produced from memory, or call another meeting. When no one on their list accepted, they were forced to call a second meeting anyway.

### Physical Preparations

If you have a choice of rooms, choose an attractive one that is well-ventilated and free of noisy distractions. When the weather's cold, make sure the heat will be turned on. Small groups function better in small rooms, but large rooms can be adapted for their use if need be. Just eliminate the

materials, such as proposed budgets. In addition, since it is far easier to remember, work with, and choose from visible lists of items under consideration, a chalkboard or easel should be available for the group's use.

The leader should also check ahead of time with anyone making a presentation to see if special equipment is needed. Make a list of supplies needed for the meeting, and whenever tape recorders, overhead projectors or slide projectors are required, be sure to include an extension cord and adapter.

Finally, don't assume that a room will be available. Reserve it and then confirm the reservation a day or two ahead of time.

Meetings, regardless of how we may feel about them, are social events. And

the warm-up time:

"One businessman in a communication seminar asked, 'How can you justify wasting the company's time socializing on the job?' To which another executive answered, as we would have, 'How can you afford *not* to?'"

So much more can be accomplished when the participants know each other and feel like part of the group.

If the group is one which will be meeting many times, the Bormanns also suggest that before the work begins each member should take a few minutes to introduce himself. In addition to breaking the ice, that maneuver gives each participant some insight into the other's perspective.

Once the coffee cups are drained, the leader begins the active role of

facilitator. It is his or her responsibility to guide those present through the agenda as rapidly and effectively as possible.

### The Guiding Light

While the leader will need to watch for non-verbal cues that indicate a quiet member wants to speak, and occasionally bring the group back to the right track with a comment like, "We've strayed away from our problem and need to get back to it," he will not need to make comments after every contribution. A nod of the head will suffice, except when the statement rambles so much that a clarifying summary is in order.

Each step will be easier if all the participants appreciate the importance of the job they've been asked to do. Since some of them may feel like the politician who said, "It's time for me to make a decision on something I know nothing about," it's best to begin by explaining the reason for the meeting, and the need for them to work together.

They may have been called to find a solution to one problem or to several. If only one, the leader's introduction should lead directly into a discussion of the facts involved. Otherwise, each problem should be introduced separately. In both cases, the question should be presented in a straightforward manner that doesn't include a suggested solution.

### Find the Cause

Before an answer can be found, the causes of the problem have to be defined. When multiple viewpoints are represented, the chances of real understanding increase.

For example, a western social service agency was experiencing difficulties with the man hired for their new office manager position. Each day the list of complaints grew longer. Finally the agency director was forced to call a meeting of key personnel to discuss the situation.

The personnel director said the man expected more of the employees than he produced himself. The comptroller said he wanted checks issued too quickly. The public relations department reported that he was creating a bad image for the agency because he was hard to locate when he wasn't in his office. And the executive secretary said he lost everything she sent to him.

Although the problem looked different from every point of view, when all

# The Leader's Checklist for Preparing a Meeting

*Keep this handy checklist in mind the next time you're asked to run a meeting. Simply put a check next to each of the steps listed below . . . and relax!*

- \_\_\_\_\_ Prepare agenda
- \_\_\_\_\_ Mail agenda to arrive a week in advance
- \_\_\_\_\_ Prepare a personal copy of agenda showing time allocated for each segment and plan for guiding discussion
- \_\_\_\_\_ Ask individuals to make special presentations
- \_\_\_\_\_ Reserve room
- \_\_\_\_\_ Confirm reservation
- \_\_\_\_\_ Check room for heating and ventilation
- \_\_\_\_\_ Arrange for refreshments
- \_\_\_\_\_ Purchase name tags or name cards
- \_\_\_\_\_ Contact members giving special presentations to determine special equipment needs
- \_\_\_\_\_ Arrange for additional copies of agenda, resource materials, and paper and pencils for all group members
- \_\_\_\_\_ Arrange for a chalkboard or easel
- \_\_\_\_\_ Take a tape recorder, or arrange for a secretary or group member to take minutes
- \_\_\_\_\_ Explain purpose and importance of meeting
- \_\_\_\_\_ Present each problem
- \_\_\_\_\_ Look for the causes of problems
- \_\_\_\_\_ Brainstorm for solutions
- \_\_\_\_\_ Evaluate suggested solutions
- \_\_\_\_\_ Select one or more solutions
- \_\_\_\_\_ Plan for implementation of solution
- \_\_\_\_\_ Keep track of time
- \_\_\_\_\_ Watch for non-verbal cues from quiet members who want to speak
- \_\_\_\_\_ Divert attention from monopolizer
- \_\_\_\_\_ Defuse arguments
- \_\_\_\_\_ Convince jokers it's time to be serious
- \_\_\_\_\_ Keep discussion on the track
- \_\_\_\_\_ Acknowledge contributions with a nod
- \_\_\_\_\_ Summarize when necessary

the facets were viewed together the solution presented itself. The man needed his own secretary. He was so bogged down in detail work that he couldn't get to the big problems he was hired to solve.

### Search for Solutions

Once the problem is defined it's time for a brainstorming session. Set a time limit and say, "Now, for 10 or 20 minutes I want you to suggest every solution you can think of, no matter how wild it sounds. In fact, the wilder the better."

That will do three things. First of all it will get the group past the initial stage of presenting all the old ideas that may or may not have worked somewhere else. Secondly, it will encourage novel solutions which might never appear if the participants were allowed to dwell on tired, old answers. And finally, it will encourage sensitive people to present ideas they might have withheld if immediate criticism had been allowed.

Forget your time limit if the clock says "stop" and good ideas are still

# JOKES for SPEAKERS!

*For Toastmasters, Business Executives, Club Officers, Banqueteers, or anyone who has to talk.*

An up-to-the-minute topical Joke-Bulletin with approximately 100 funny one-liners, stories and roast lines. Created by top Hollywood comedy writers. A great source of fresh professional material to humorize your speech for any audience; any occasion. Current issue: \$5.00. Send check or M.O. to:

## JOKES UN-LTD.

1357 Miller Drive, Dept. O-8, Hollywood, CA 90069

ing in. If not, ask for any more  
estions and then take a good,  
look at each item on the list.  
etermine by discussion whether  
not each idea is feasible. Can you  
y carry through with it? How far  
you expect it to go toward solving  
problem? In many cases it will help  
st the criteria required of a solution  
evaluate each idea in terms of  
ther or not it will fulfill the criteria.  
ometimes the best solutions come  
en someone says, "What if. . ." and  
their imagination run like Ben-  
Franklin did when he watched  
lightning in the sky.

ometimes multiple solutions are  
ecessary. Traditionally, universities  
e depended on fund-raising cam-  
paigns and increased tuition to meet  
rising costs. A conservative  
thern university, whose reputation  
slipped in the hands of an ineffec-  
e president, found these measures  
ren't enough to solve their financial  
problems. So they looked for new  
solutions.

lagging faculty salaries were raised,  
nd that created goodwill ambassa-  
ors out of formerly disgruntled em-  
ploys. A public relations conscious  
resident was hired, and he immedi-  
ely began the job of mending their  
broken fences." Finally, several new  
programs were instituted to broaden  
the university's base of student  
appeal.

Each step in the solution led to other  
steps, which collectively resulted in a  
new image for the school. The new  
image brought more students to the  
university, and alumni who have never  
contributed before dug into their  
pockets to help their alma mater.

### Prepare for Action

Many people think the meeting is  
over once a solution has been reached,  
but unless a plan of action is plotted  
before the final rap of the gavel, the  
chances of the problem being resolved  
are all dumped in the leader's lap.

Since the leader wields the gavel, it's  
his or her responsibility to keep the  
players moving until they reach their  
goal. And since action is called for,  
that means asking for volunteers, or  
appointing someone, or electing a  
committee to do what needs to be  
done.

When everyone in the group is  
expected to help, the results are often  
better if members are allowed to select  
the task they want to do. But regard-

less of how the work is assigned, the  
leader is still responsible for seeing the  
job is done. Asking for progress  
reports on assigned dates gives the  
leader an excuse to see if the work is  
being done without seeming to inter-  
fere.

### Playing Referee

Throughout the meeting the leader  
will have to exercise considerable skill  
in interpersonal relationships to direct  
the flow of member's contributions,  
and to keep the peace.

Usually the most difficult problems  
are created by the monopolizer who  
has a lot to say about everything.  
While the leader should normally  
address all of his comments to the  
group, unless he is asking one member  
for specific information, a question  
directed toward another individual  
can move the group's attention away  
from the non-stop talker. And if the  
leader knows the group includes a  
monopolizer, he can put time limits on  
contributions before the discussion  
begins.

Mary B. lectures frequently at  
writer's workshops and is adept at  
handling individuals who try to take  
over her question-and-answer periods.  
After recognizing the monopolizer  
twice, she looks right at the individual  
and says, "Now let's hear from some-  
one who hasn't contributed anything  
yet today." After that she refuses to  
call on that person again.

The argumentative "Archie Bunk-  
ers" of the world heat up tempers with  
their choice of language. Ironically,  
their comments are often valid, but it's  
hard to recognize that when they're  
couched in terms that make you mad.  
The leader's first job is to keep his own

temper. With that under control he  
should then try to cool down everyone  
else by rephrasing what's been said in  
simple terms, omitting those ex-  
plosive adjectives.

The joker in the group doesn't make  
everyone mad, but he does hinder  
progress by clowning when it's in-  
appropriate. David W. managed to  
gain the cooperation of the jester on  
his committee by saying, "Your humor  
was just what we needed to get us off  
on the right foot, Bill. Now that we've  
had a good laugh and relaxed, I think  
we're ready to face the serious prob-  
lems we've got to solve today. The first  
thing on our agenda is. . . ." Bill got the  
point.

The leader will assume a number of  
rolls, or wear a lot of hats, during the  
course of the meeting. Initially he is the  
preparator. When members create  
problems he may have to be a concili-  
ator. Always he is a facilitator guiding  
the discussion as the group defines  
their problems and searches for solu-  
tions. Finally, he is the activator who  
prods, if necessary, until the agreed on  
action is completed.

When the leader of a meeting does  
an effective job, the old story that  
committees are groups that keep  
minutes and waste hours somehow  
loses its meaning.

And when that happens, the sym-  
bolic power of the gavel is again  
restored. ■

---

*Judy Osgood is a freelance writer with  
a degree in speech communications.  
Her work has appeared in such  
magazines as Playgirl, Free Enter-  
prise, Skiing and Pacific Search.*

# Help Yourself to a Raise



Pre  
you  
disa  
war  
why  
N  
"Ho  
is a  
way  
con  
why  
tha  
five  
1  
2  
con  
3  
des  
4  
5  
E  
it e  
rais  
inv  
plin  
you  
to  
am  
sou  
you  
Be  
rais  
T  
wro  
"ou  
ing  
pro  
ten  
"W  
on  
"Be  
thin  
only  
Cor  
tive  
V  
rais  
If p  
per  
You  
dep  
a c  
"Ho  
APR

presenting a surefire five-step method to help  
get the raise you want, need . . . and deserve.

by David K. Lindo

When do you expect to get your next raise? And what are you doing to get it? If you're like many people who are often disappointed at "raise time," and really don't — or need — that raise in pay, you may not consider giving it to yourself? Now I know what you're saying: "How do I do that?" Admittedly, there is a trick to it. But I've found a secret way to give myself raises. It requires considerable work, and maybe that's why so few people know the secret. All that is required is that you follow these simple steps:

1. Do recognized work
2. Read, understand and apply company pay policies to yourself
3. Routinely update your position description

4. Maintain a personal data sheet
5. Justify your raise

By following these steps, you make it easy for your boss to "give" you a raise. But really, there's no giving involved. What is necessary is discipline on your part. You cannot expect your boss to do everything necessary to determine your raise. He needs ammunition, and you are his best source. Don't sit there and expect your boss to perform miracles for you. Be active. Get up and make those raises happen.

There is, however, a right and a wrong way to do this. Avoid the "outstretched hand" approach. Pleading for a raise "because you need it" produces nothing but annoyance and tension. One executive, when asked, "Why do you keep a bowl of goldfish on your desk all the time?" answered, "Because, it is relaxing to have something here that doesn't open its mouth only to complain or ask for a raise." Concentrate your efforts on the effective way. Follow the secret formula.

#### Do Recognized Work

What does the boss recognize at raise time — politics or performance? If politics, look out (maybe get out!). If performance, you've got work to do. You can easily find your standards of departmental performance. Complete a couple of assignments and ask, "How do these stack up?" Set per-

sonal objectives. Identify those you will do for the boss. Check them out. Do they comply with his program? Will he sponsor your activities? Will achievement of them really help his program?

On a periodic basis, monthly or quarterly, review objectives with your boss. Search him out. Make an appointment if you have to. You are a salesman trying to sell an important product. Don't become discouraged. Keep trying until you get in there. Sell.

You may be told you are missing the mark. Find out what you should change. Improve in the areas identified. If you disagree, logically build your case and present it. Do capitalize on the opportunity. Do not react emotionally. Remember, you were hired to make his job easier.

Try to get the boss thinking, "Yes, this is a productive, hardworking (insert your favorite adjective here) employee. He has my interest at heart. He is doing the right thing. He is making good decisions. His progress is measurable. He is working for my success." This positive thinking puts you a leg up on colleagues in his mind.

#### Read the Pay Policies

Many companies have documented their pay policies into a "Wage and Salary" manual. Get yours and read it. Have it explained to you. Find out such important points as:

1. Maximum increase per year for merit
2. Maximum increase for a promotion
3. Elapse time between merits
4. Grade categories and salary ranges
5. Promotion eligibility

In spite of policy, the financial condition of your firm will impact salaries. Know your financial facts.

Combine policy and financial facts. Have reasonable expectations. Apply this data to determine how much you can earn. A number below expectations may be a signal to change companies. On the other hand, it may mean you deserve a promotion.

#### What Do You Do?

What do you do? What does your boss think you do? What are you

supposed to do? Three different answers is a problem. Solve this problem and you increase your chances for a big raise.

Management consultants have done a good job installing the concept of position descriptions. However, companies don't generally keep them current. A position description (PD) identifies what each job contains. It helps eliminate duplication of effort and provides a basis of work evaluation. A PD is important.

Keep your position description current. Compare what you do to what it says you do. Make this analysis monthly. Whenever a new duty is assigned to you, rewrite your PD. If you volunteer and are accepted for additional work, update it. Personalize your PD. When a job is reassigned to another, or obsoleted, delete it. Always be measured on what you are doing. Why? Because if the boss doesn't know about your performance, then it didn't happen. Be sure the documentation supports you. When you update your PD have the boss sign it. This signifies he agrees to the change and approves it.

Perhaps you don't have a position description. Write one. Do it on your own. This document can help you. List your duties. Group them in terms of broad accountabilities. How? Your job can be outlined. Prepare a discussion list in outline form and personally present it to the boss for approval. Ask if you've missed anything — listed too much. Communicate with him. Get agreement. Once agreement is reached he should be willing to approve it.

#### Collect Your Personal Data

Who are you? What have you done? What special skills do you have? Does anybody know it?

Each of us has a personal history. You entered yours on the application form before you were hired. But that data is obsolete. The job application may never be seen again. So you have a need to keep the record current. You can do this by maintaining a personal data sheet. Update it every time something about you changes. Send a copy to your personnel de-

# IMPROVING YOUR SPEAKING SKILLS

- New York, April 5
- Hilton Head, S.C. May 25-26
- Cincinnati, June 21



Dave Yoho  
C.P.A.E.

Would you like to improve your speaking skills? I made that very decision many years ago and let me share with you what it has meant to me.

Today I receive upward of \$1500 for many speeches. I am recorded on cassette and my programs sell over \$1,000,000 annually. I became the president of a corporation that did over \$50,000,000. I have appeared on most major T.V. talk shows and had a six figure income when I was 30 years of age.

I will share with you my techniques on how to break the ice, get audience participation, make dull facts interesting, get rid of stage fright, and motivate your audience—these and other speaking skills are included in this course.

If you addressed a group as small as seven persons or crowds over a thousand, our course will assist you and, in addition, our manual will give you a method to set your goals and measure your growth.

These courses are attended by executives, managers, clergymen, lawyers, salesmen, as well as professional speakers. Many who have attended this program, as well as our other schools on "Closing The Sale" and "Creative Goal Setting," are already enjoying the benefit of improved skills, increased earnings, and higher performance.

Call or write us today and without obligation we will send you additional information—and, by the way, if you attend our entire course and it isn't everything you want it to be we will gladly refund your money.

**CALL TODAY**  
**703-280-4600**

Name \_\_\_\_\_  
Co. \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_  
Zip \_\_\_\_\_ Phone \_\_\_\_\_

Surfa-Shield Institute, 3918 Prosperity Avenue, Fairfax, Virginia 22030.

partment and your boss. Include data for:

1. Education
2. Work experience
3. Skills
4. Publication credits
5. Speaking credits
6. Memberships
7. Honors or awards

Did you recently earn a college degree? Put it down. Include the date. Some firms will promote you in grade for earning a degree. Have you been to a seminar or completed some vocational training in person or via an extension mail class? Put it down.

How many positions have you held at your firm? Make a list. For each include time spent and major duties. It's your resume at your firm. At each promotion, cut off the old job and insert the new one. Depict your progress in visible steps.

Have you published an article for a professional journal? Given a speech to a trade association? If you have, put them down. Not everyone can accomplish this personal recognition.

Has your company given awards for special achievement? Cost reductions? Patents? Enter them, too. Demonstrate that you are benefiting your company in as many ways as you possibly can.

Active membership in professional or technical groups — like the American Management Association, Toastmasters, AIEE — are important to you too. Professional associations are a source of information and a stimulus to growth. List the ones to which you belong. Indicate the benefits you obtain from your membership.

A well-prepared data sheet can remind your boss that you are a real asset to him. By continuing to work to improve the elements listed, you can update it frequently. Each update shows your boss your progress, thus making him more conscious of your ability and professional growth.

### Write Your Own Raise

The person best qualified to write your performance evaluation should be you. Since performance evaluations become the basis for promotional and merit increases, if you've documented points one to four you are now ready to help yourself to a raise.

Actually, you've been helping yourself right along. By close communication and positive response on objec-

tives achievement, you've been doing recognized work. You understand the pay policies so you have reasonable expectations. You have reached agreement on your duties, and you've demonstrated a well-balanced approach to your career. Help the boss one more time. Do his staff work. Write the justification for your raise. Stick to specifics, no glowing generalities. The justification may include three sections.

From your completed objectives and most recent data sheet, list your achievements since your last performance review. Based on what you know, indicate how these achievements benefit the company. This section should be honest and objective.

In section two, indicate skill areas where you can improve. And make a commitment right in the justification letter to enhance your abilities further.

In the final section, recommend the amount of salary adjustment. Your study of company policy will pay off here. State why the amount is reasonable. Refer to the appropriate policy statements or pay tables to assure confirmation.

### On to Payroll

Your boss will appreciate the time you've taken to do a thorough job. You saved him time. If he agrees, that is left to do is sign the form. From there on it's just up to the payroll department.

If, however, he disagrees, you agree to have a concrete basis for discussion. Resolve the differences. If you feel you lose, try to go to a third party for an evaluation. If you are at fault, identify problems and change. Otherwise, you may want to consider asking for a transfer . . . or quitting.

The data you have prepared is a very useful asset. Whether you stay in your department, at your firm, or elsewhere, it is always available for reference. Keep your documentation up to date. And you should never have to ask for a raise again. ■

*David K. Lindo is a freelance writer with over 17 years of management experience with three Fortune 500 firms. He has written, prepared and delivered hundreds of presentations for all levels of management. His special interest is helping others with their career planning and development.*

## Your Guide to Writing for "The Toastmaster"

by Michael J. Snapp, Editor

"Me? Write for *The Toastmaster*? No, I couldn't do that. I have enough trouble just writing out my shopping list!"

Sound familiar? It should. You've all probably said it at least once since you've joined Toastmasters. And even if you've never actually said it, it's probably entered your mind a time or two. The problem? It seems that many Toastmasters have the mistaken idea that, to write for a magazine such as *The Toastmaster*, you have to possess the vocabulary of a Norman Mailer, the wit of a Woody Allen and the writing skill of Ernest Hemingway. Well, as the famous song says . . . it ain't necessarily so!

You don't have to be a professional writer to have your article featured in *The Toastmaster*. All you need is something to say, a way to say it, and a strong desire to share what you have learned about communication and leadership with the 60,000 Toastmasters around the world.

So getting into the magazine is easy; thousands of Toastmasters have already done so.

And you can do the same!

In general, member submissions to *The Toastmaster* can be divided into three categories: articles, "how-to" features and club/area/district news ("People"). The following are a few of the basic requirements of each:

- **Articles** — Full-length articles submitted to *The Toastmaster* usually

run from 1000 words (3 typewritten, double-spaced pages) to 3000 words (10 or more). They're written in a lively "how-to" style, avoid heavy theory, and utilize specific examples and illustrations to support their general statements.

Like any good speech, a good article has an opening, a body (supported by examples) and a conclusion. It should deal with some aspect of the communication and leadership process, and direct its major emphasis to the individual member's self-improvement efforts. Recent articles, for example, have dealt with such diverse subjects as time management ("Time Management or Time IS a Sacred Cow!"), after-dinner speaking ("It's Not All Spotlights and Gravy") and stage fright ("You're Not Alone!").

- **"How-to" Features** — Although somewhat shorter than our regular articles (500 to 1500 words, or 3 to 5 typewritten pages), it is just as important in our monthly "how to's" to develop your ideas fully, using specific examples and illustrations to support whatever general statements you may make.

What exactly are "how-to" features? They are short articles, submitted by people just like you, that share successful programming ideas or speaking techniques that have worked in your club with other Toastmasters. As you can see, the major emphasis of this feature is to share ideas, techniques and programs with others — ideas, techniques and pro-

grams that work! (See back issues of *The Toastmaster* for "how-to" examples.)

- **Club/Area/District News** — Every other month, *The Toastmaster* carries a section called "People," in which we highlight, with stories and/or photos, outstanding or unusual accomplishments by Toastmasters or Toastmasters clubs around the world. This information can be of any length, but there must be something that sets it apart from any other Toastmaster or club, something that makes it a little out of the ordinary. Recent inclusions, for example, have concerned themselves with a Toastmaster who leads a group of people called "Helping Hands," a volunteer group that helps senior citizens with home repairs; with a Colorado club and an annual trip they make up Pikes Peak; and a Hannibal, Missouri, pastor (and Toastmaster) who followed the legend of Mark Twain, the famous writer, from Fredonia, New York, to Hartford, Connecticut.

Photographs? Unlike many other magazines, we don't have a staff of freelance photographers covering events for us; we are totally dependent on you. We need photographs of unique or interesting events (unfortunately this does not include officer installations, charter presentations or many award nights). Try to capture your fellow Toastmasters "in action." Be creative. Shoot some pictures outdoors. Think of pictures that will illustrate what Toastmasters is all about and show it at its best. If a picture is indeed worth a thousand words, it stands to reason that it is worth the same amount of planning and thinking.

We at *The Toastmaster* are ready and willing to help you get your material into print. While it is impossible to promise that every manuscript and picture we receive will find its way into one of the monthly 32 pages, we do promise to read everything you send us with an open mind.

Even if it is your weekly shopping list! ■

# Three good reasons for you to be in Vancouver this August for Toastmasters' 47th International Convention

**The Hyatt Regency Hotel  
August 16-19, 1978**



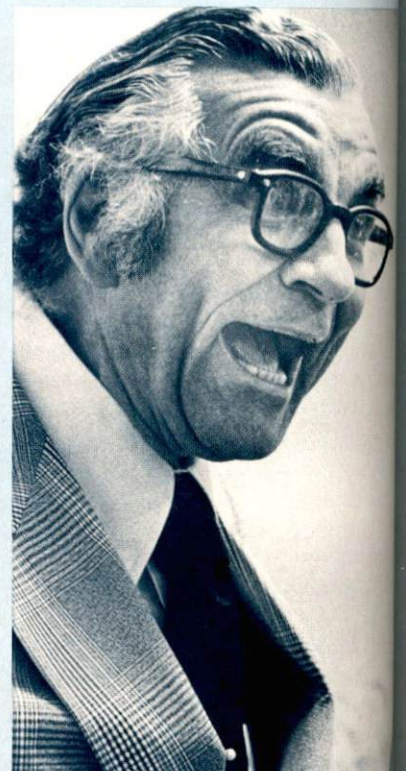
**Vancouver,  
British Columbia, Canada**



**Merlyn CUNDIFF**



**George JESSEL**



**Cavett ROBERT**



# Body Language: The Power Behind the Words

by Merlyn Cundiff

Of the three types of communication known to us today — the written word, the spoken word and non-verbal communication — the third is by far the oldest. But in spite of this, many hail it as a new and exciting science, giving such power to various aspects of it as Kinesics, Body Communication, Territorial Encroachment, Spaceology, and many others. Actually, long before man learned to talk or write his primary means of making his thoughts, demands, threats and fears known was through body communication. Furthermore, rather than discarding this method, he has clung to it tenaciously, and only added other methods as a supplement.

In ancient days, for example, kneeling or lying prostrate was a symbol of surrender or recognition of authority. The subject always knelt before the king or ruler, just as vanquished armies would lie down in acknowledgement of surrender. Later, the symbol became raised hands over the head to show that there were no concealed weapons.

Victory, on the other hand, was communicated to the populace by arranging a triumphant entry into the city, with the victors riding horses or chariots. The conquered walked on foot in front or followed behind in chains. Our modern parade today is an outgrowth of this triumphant entry.

## The Lady Fair

And have you ever wondered why a man who accompanies a lady down

the sidewalk walks on the street side, keeping her next to the building? This is a symbol of protection. In years past, practically all streets were muddy and had pockets of water. Naturally, passing horses and carriages would splash this mud and water up on the sidewalk. By putting himself between the lady and the street, a man was protecting the woman from the splashes of water and mud.

Similarly, in walking down an aisle at church, or in escorting a lady at a party, it is customary for the man to have his escort on his left arm. This custom, too, had its origin during an earlier period when a man wore a sword for protection. By having his lady fair to his left, his right arm was free to reach for his sword as protection at a moment's notice.

Not long ago, when lecturing to one of my classes on the subject of Kinesics, I asked the students to write on the board as many non-verbal body communications as possible which are used today.

Starting with such simple symbols as saluting, tipping a hat, opening a door for another, pulling back a chair, shaking hands, throwing a kiss, waving goodbye, bowing one's head, pointing a finger, covering the eyes, puckering up for a kiss, shaking a fist, stamping a foot, winking an eye, smiling, frowning, showing one's teeth and hunching one's shoulders, over 100 were written on the board in less than 20 minutes. And what's more, I'm sure they could have gone on for hours.

It is said that words are the fingers that mold the mind of man. Others tell us that one picture is worth ten thousand words. Actually, all of us realize that the more methods of communication we can put into effect, the more articulate we can be. We must, therefore, learn to be expressive in as many ways as possible.

## Closing the Sale

During many of my seminars on persuasive communication people will ask the age-old question: "Merlyn, how can I be sure of the proper time to cause people to act?" In selling we call it the close.

Please remember this: When we attempt to persuade a person he is usually on his guard. He is very cautious about anything he says for fear he is committing himself. However, he is not cautious about his body language. Because of his efforts to

conceal his feelings verbally he is often more articulate in his non-verbal communication than under ordinary circumstances. This is why it is so important for us to be able to read the language of Kinesics just as clearly as we can interpret words.

Have you ever attempted to persuade a person to commit himself, or give his consent to some line of action, and actually seen a positive decision given even though he didn't speak a word? It happens many times. Unfortunately, however, we sometimes miss the cue.

The most articulate sign a person can give that indicates he is no longer undecided but has made up his mind is the gentle stroking of his chin with his thumb and forefinger. Usually this is accompanied by a slight relaxed smile. Any indecision by a person, conversely, is often accompanied by a strain which is usually written on his face. When a decision is finally made, the tension is released, and usually a slight upward curling of the lips is evident. When this occurs the period of persuasion is over — now is the time for action. Delay no longer!

I've often seen communicators continue their efforts to persuade after a decision has already been made and definitely expressed by actions. I've even seen some of them continue to the point where they cause their respondent to reverse his decision. The communicator who continues persuading after the respondent has non-verbally made a decision is similar to a hunter who kills his deer and then pumps more shots into the dead buck.

## The Eyes Have It

Above all else, get in the habit of watching the eyes of people you are seeking to persuade. If a person looks you straight in the eye in a pleasant manner without trying to stare you down, you can rest assured that this person is interested and perhaps will give you a fair consideration. However, if the person is shifty-eyed and refuses to look at you directly, or if he drops his eyes, beware! This person will also be shifty in his verbal communication. Don't rely too strongly on what he says to you.

I've had occasion to see many respondents look up at the ceiling or cast a glance upward and rapidly blink their eyelids. This, to my way of thinking, is a clear sign that they are considering your proposition serious-

*Merlyn Cundiff is an internationally known author, lecturer and recording artist. Currently the president of Planned Achievement and a director of the Phoenix Summer Sales Seminar, she conducts, along with Cavett Robert, over 100 Humaneering Seminars annually throughout the world. Her brilliant presentations in the field of communication have made her one of America's most sought after speakers, taking her into all 50 states and 32 foreign countries.*

ly. In most cases, this communicates the fact that they have already decided in your favor on the big issue. They are merely considering the details such as when, where and how many. If you doubt this at all, study such a situation the next time it happens and you will find that among the dozen or more common methods of body communication, this is one of the most reliable. Very seldom does it fail.

There are, however, others to watch out for. Raising one's eyebrow, for example, often indicates disbelief, while raising both eyebrows shows surprise. Winking an eye can be flirtatious, but if the person is too far away to communicate verbally it can mean "I agree with you 100 percent," especially if the wink is accompanied by a slight nod of the head and a smile.

### Folded Arms

We have heard it said many times that folded arms mean "I do not buy either you or what you sell." When I first started speaking on the circuit I would often look out over my audience and feel almost panicky when I saw a number of folded arms. Later on, when I began studying Kinesics, I realized that it is the manner of folding one's arms that indicates resentment and signifies that "I am locking you out."

Remember: If a person's arms are folded firmly and high upon his chest, this is a gesture of refusal. If he leans forward while in such a position it indicates even stronger resentment. If he goes further and has a frown or scowl on his face, the combination even might indicate to some degree an attitude of belligerence.

If, on the other hand, the person folds his arms gently and loosely across the lower part of his body, this usually signifies relaxation and a good mood. Add to this a smile and you have your respondent or member of your audience in a jovial mood.

Not all body communications, however, are to be taken too seriously.

### Playing the Body Game

For example, since my associate, Cavett Robert, and I must, of necessity, spend much time in airports while traveling the country giving "Humaneering" seminars, we have formed a habit of watching people walk in and

out of airports. We play a game of trying to read all we can about them from the manner in which they walk.

If we see a person walking unsurely, for instance, with his shoulders humped and head down, we can be fairly sure that he is discouraged, disappointed or is living in a world of pessimism.

Not long ago we were sitting in the Dallas/Fort Worth Airport talking with a school teacher. She was extremely interested in body communications and explained to me that the school was using my book, *Kinesics, The Power of Silent Command*, as a textbook.

She started playing the game with us, reading the personalities of people by their manner of walking. Suddenly, a man came through the swinging doors, head up high, shoulders back, smile on his face. In fact, he had so much enthusiasm he was practically running instead of walking.

The lady beamed and said, "Now, take a look at a man like that. There is a successful man, a positive man, a man who really knows where he is going, and I am sure he is in a hurry to reach his goal."

She was right. He was headed straight for the restroom.

### Interpreting the Signs

While it's obvious that all body communications cannot be taken too seriously, it is at least well to be able to interpret them. For instance, do you ever try to understand the emotion of a person who rubs his nose while you are making an effort to get a decision from him? In most cases this is an indication of disapproval, disagreement or even resentment. Of course, the energy with which a person does this often tells us a great deal about the extent of his disapproval or resentment. When we observe such conduct it is well for us to consider carefully our next move. We have been told very clearly that the person is definitely not in the frame of mind to okay a contract or declare himself in favor of something.

Or can you recall ever having seen a person suddenly throw his hand over his eyes? This, of course, usually indicates that he is ashamed of something. It's a way of non-verbally apolo-

gizing to you for some thoughtlessness.

Or suppose you have forgotten something and you want to be demonstrative about it. What do you do to show the other party that you did not remember? Many of us slap our forehead and even close our eyes. This is, in reality, a combination of showing that we have forgotten and asking for forgiveness.

And what if a person holds his hands in front of his chest with the fingers of each hand touching the same fingers of the other hand? This exudes confidence. This person is fortifying his remarks by saying, in body language, "I know what I am talking about. I am something of an authority on what I am telling you."

This is a characteristic pose of my doctor. I have observed it on many occasions and do not resent it at all. In fact, I have now begun to watch for it, and am even a little disappointed if he does not do it at least once during my appointment. If you want to see it for yourself, go to a conference where there are several panelists sitting at a table on the platform. I give you a full guarantee that if you observe carefully you will see an exhibition of this more than once.

One of the most important facts to remember in the study of body communication is that change of physical position usually indicates a change of mental attitude. Sometimes this change is in favor of the persuader, but sometimes it is against him. In any event, the moment that a person uncrosses his legs and leans forward or folds his arms and leans back, or puts his hands behind his head and looks up — or makes any other obvious changes in physical position — this is a cue that a mental shift has just also taken place.

### The Meaning of Color

Colors, believe it or not, can also have a dramatic effect on people, and often play a major role in non-verbal communication. Consequently, it is important to understand what each of the individual colors convey.

What is your favorite color? Red? Blue? Green? Yellow? Brown? Which is it?

If you selected red, you're an asser-

erson with strong desires and a  
ng for action — a pleasing per-  
ity with a lot of energy.  
ou selected blue, you have a  
need for a calm, tension-free  
ence. Tranquility has a vital  
ct upon your personality. You're  
servative, responsible, and a sensi-  
person. You make a loyal friend.  
ou picked green, that indicates  
ility and balance. You're a good  
ten, the respectable neighbor, and  
concerned parent. Your reputa-  
is highly important to you.

If yellow was your selection, you are  
erful and lighthearted, an adven-  
er, and likeable. You are inclined to  
intellectual, idealistic, and highly  
maginative. You have a well-con-  
lled temper.

Brown indicates a steady, reliable  
character — a good business person.  
ou have a natural talent and shrewd-  
ess for managing money. You have a  
eed for security and a sense of  
elonging so that you place great  
emphasis upon home and family.

Extroverts favor bright, warm colors  
like red, orange and yellow. Introverts  
like subdued colors such as blue and  
green.

**Watch What You Buy**

Color has a strong influence on  
marketing, also. A recent research  
company tested detergents in three  
differently colored boxes to see the  
reaction of the purchaser. One box  
was bright yellow, the second box was  
light blue, and the third was combined  
yellow and blue. The results were as  
follows: Women felt the detergent in  
box number one (yellow package) was  
too strong. The detergent in the  
second box (all blue) was too weak.  
However, the detergent in the yellow  
and blue box was perfect — same  
detergent, but different packaging.

One manufacturer packages car-  
rots in a plastic bag that has bright  
orange stripes on it to make the  
carrots look fresher. They sold 54  
percent more than the plain packaged  
carrots, yet the price was the same.

As you enter the gourmet section of  
the supermarket, note how many of  
the high-priced gourmet foods are  
packaged with black labels.

Chocolates, in summer months, are  
not the fastest selling item — espe-  
cially in my hometown of Phoenix.  
Several mints are packaged in green to  
make us think of coolness.

A friend told me they were changing

# TOASTMASTERS: PUT YOUR MONEY WHERE YOUR MOUTH IS!

(AND SAVE UP TO \$77.00)

For anybody who wants or has to give speeches, here at last is an offer you can really get your teeth into. In these five dynamic albums from the country's leading speakers, you'll learn how you too can get the edge on your club or company meetings. Professionally produced and distributed by General Cassette Corporation, the nation's leading motivational cassette producer, you'll find yourself listening or referring to these tapes, time and time again.

**SPEAK** by Bill Gove & Cavett Robert. A contemporary and classic dialogue by two of the nation's leading professional speakers. This six cassette album tells you how to plan, organize, write and deliver speeches to audiences of every kind and size. **6 Cassette Album.**

**SPEAK EASY** by Christopher Hegarty. A cassette program designed as a guide to teach better public speaking and communication skills. Mr. Hegarty is one of the nation's outstanding speech and communication authorities. **6 Cassette Album.**

**MASTER PUBLIC SPEAKING** by Dr. George Hall. The only audio course offered by a former student of the famous Edmond Shaftsbury. Dr. George Hall of London, now a prominent speaker in the U.S., Canada and Europe,

studied under Shaftsbury in 1921 near the time when such notables as Churchill and Roosevelt were Shaftsbury students. **4 Cassette Album.**

**CLOSING THE SALE** by Dave Yoho. Considered by many to be one of the most dynamic and versatile speakers in America, Mr. Yoho is a master sales technician and motivator. President and founder of his own 50 million dollar a year sales organization and recipient of a gold record for his best selling record "Don't Tell 'Em—Sell 'Em" (included in this album). A program you'll want to hear again and again to reinforce your sales ideas and techniques. **6 Cassette Album.**

**SUCCESSFUL SELLING** by John Grogan. From the top group of sales and marketing executives comes Mr. Grogan. "Strong, Dynamic, sophisticated..." — words used by his sales audiences throughout the country. Telephone selling, strategy in persuasion, big time selling tips, and more. **4 Cassette Album.**



**GENERAL CASSETTE CORPORATION**

1324 N. 22nd Ave.  
Phoenix, Arizona 85009  
(602) 257-1880

**YES, I'LL BITE!**

Please send me the following cassette albums immediately:

- #169 SPEAK — \$49.00
- #287 SPEAK EASY — \$59.50
- #292 MASTER PUBLIC SPEAKING — \$45.00
- #283 CLOSING THE SALE — \$59.50
- #135 SUCCESSFUL SELLING — \$39.00
- All 5 ALBUMS ONLY \$175.00 (SAVE \$77.00)

Toastmasters may deduct \$10 off each single album list price.

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY/STATE \_\_\_\_\_ ZIP \_\_\_\_\_

I am also interested in other cassette programs, please send me your FREE catalog.

Dealer Inquiries Invited.

I plan to pay by:

- Check  BAC  A. Express
- Master Charge

CARD NO. \_\_\_\_\_

EXPIRES \_\_\_\_\_

SIGNATURE \_\_\_\_\_

TM378

the colors in their hospital. The maternity wards will be a soft shade of lilac. Mothers are much happier than with white or sharp-colored walls. Too much whiteness can make a patient uncomfortable. The colorful atmosphere is more homelike, and increases a patient's chances for a speedy recovery.

Operating rooms use varying shades of green. Why? It's said that the surgeons and nurses find the color reduces tension and eyestrain.

Red, being a strong motivating color, is often used to decorate restaurants. Psychologists claim people eat and drink more in this environment.

I think you will agree that colors not only reveal more about a person's personality, but also influence people's actions materially. The same can also be said for clothes.

### You Are How You Dress

Your manner of dress tells more about you than one might realize. Your first impression is often a lasting one, so don't overdress or underdress for any occasion.

Recently, Cavett and I both were invited to take part in a program for the Arizona division of the National Secretaries Association. When we arrived, we commented to each other on how strange it was that all of the ladies were dressed, without exception, as one would dress for an official business meeting. There were no low cut blouses. We could not find one dress with a short skirt. There was not a single example of a dress with a flirtatious connotation.

When we commented on this fact to the chairperson, she smiled and said, "You see, this is the first meeting of its kind where the secretaries are entertaining the bosses' wives."

So do you suppose this could have had anything to do with the conservative attire? Maybe the secretaries did not want to give the impression that their bosses were having too much fun. You draw your own conclusion.

Space does not permit me to enumerate other facets of body communication, but why not start today forming the habit of observing body gestures carefully. It will mean little to you, however, if you do not also study their meaning. If you only take the time

to master the subject of non-verbal communication, you will be amazed to

find how much you can improve your communication skills. ■

## How to Make People Laugh

by George Jessel

**A**s I find myself again soon to be in the company of a most distinguished group, I pause to reflect. For here among you Toastmasters I feel a warmth of fraternal closeness. I am not only among friends, but also in an atmosphere that seemingly fits my character.

Yes, my life has truly been a life of words. Not only to make a good impression, to announce something or to be an engaging conversationalist, but actually to make my living as a speaker.

Of course, I have been an actor on the stage, in the movies, and on television, too. I've also produced movies and written books. But the thing that has given me a feeling of professionalism has been my role as a speaker.

I have been on many a dais, too many even to number, in cities and towns throughout the world. In most instances, as the principal speaker. Subsequently, I've found that it is

*George Jessel's career actually began 65 years ago when, as a young boy, he sang in a trio called "The Imperial Trio" with Walter Winchell. After making the rounds of Tin Pan Alley and being spotted by songwriter/producer Gus Edwards, his talents began to flood every side of show business, beginning with vaudeville and then expanding to musical comedy, Broadway, motion pictures and writing. Designated the "Toastmaster General of the United States" by President Harry S. Truman, Jessel has dined with presidents, kings, prime ministers and heads of state. He still travels endlessly on behalf of charity and the Armed Forces; he lectures, he writes, he sings, he acts, he makes television appearances, and is now the host of "That Wonderful World of Vaudeville."*

important on such occasions that the program be planned so as to give the audience a well-balanced program. Something that will be pleasing to them, not offensive. Something relaxing, not tiring. And there is no better way to relax an audience and put it in a receptive mood than lightening up a speech from time to time with humor.

There are a number of ways to turn even an incidental remark into a laugh producer. You don't need to be as adept a humorist as I am (after all, I do make a living at it). Your audience doesn't expect as much of you as they do of me. In fact, just because you are not a professional comedian, they will find your mildest attempts quite funny. People enjoy humor, and they will like you more for making them laugh.

### The Surprise Twist

There are, of course, many different types of humor. Few, though, are more effective than the surprise twist.

This type of humor consists of starting out with a thought apparently leading in one direction, and concluding it unexpectedly in another. A good example of this is a remark Milton Berle is reputed to have made when composer Dick Rodgers asked him to star in a TV show. When Rodgers asked Berle how much money he would want, he replied, "Dick, I'm so flattered that you want me that money will be the very last thing I think of — before I get to sleep tonight."

Another example of the surprise twist: "The girls are so beautiful. It's sad to think that 20 years from now they'll all be five years older."

That is really a double twist. First there is the transition from the beauty of the girls today to the sad thought of the changes that will take place in a few years, and then the humorous reminder that they will all lie about their ages anyway. This is also an example

taking an idea that has been joked out for centuries — women taking years off their age — and presenting it in a new context.

### The Big Letdown

One of the most effective uses of the surprise twist is anticlimax, or building to the big letdown. For instance, Alexander Woollcott's famous quip: "All the things I really like to do are either immoral, illegal or fattening."

And John Mason Brown's critique of an actress' performance: "Tallulah Bankhead barged down the Nile last night in *Cleopatra* — and sank."

Or Mark Twain's remark: "To be good is noble; but to show others how to be good is nobler and no trouble."

Experiment with this technique yourself by starting out with a thought that seems deep, inspiring or noble, and then let it come to a full stop and go into reverse.

### The Tall Tale

Exaggeration, they say, is typically American. When it is carried to absurd lengths, it becomes funny, as in the bragging of Texans and midwesterners. A Nebraskan, boasting about the amount of marijuana grown in his state, is reputed to have said, "If Nebraska ever catches on fire, half of Kansas will turn on."

Texas has been defined as "miles and miles of miles and miles." It has been said of Texas that it occupies all of the continent of North America except the small part set aside for the United States, Mexico and Canada.

Natives of other parts of the country have also been known to use exaggeration with effect. Former Mayor John V. Lindsay of New York City is credited with this remark on the subject of water pollution: "If someone falls into the Hudson River, he won't die by drowning; he'll be poisoned." This is an example of overstating the truth to the point of absurdity, without losing track of the basic fact — the river is polluted.

### Look for the Absurd

Reread your manuscript or your prompt cards and mentally rehearse your delivery. When you reach a point where you find yourself getting bored, stop there and work out a way to get a laugh. Try to think of something ridiculous that has happened to you which is relevant to that portion of your speech. Set down on a piece of paper a number of straight sentences that you had planned to use, and see if

you can't find one that can be twisted around for absurd effect. Bring in some sort of contrast, unexpected turn or mild shock. And of course, check through the categories of humorous remarks in the various joke books for an appropriate story.

Evan Esar, in his *Comic Dictionary*, defines absurdity as "anything so contrary to reason that is laughable. Remember Victor Borge's uncle, the doctor, who discovered a cure for which there was no disease."

Art Buchwald concluded a piece on "adult" movies with a supposed conversation between himself and his wife:

"What was the point of that Mountie kissing his horse?" she inquired.

"Oh, come on. Haven't you seen a man kiss a horse before?" he said.

"On the lips?"

Goodman Ace, at the height of the hijacking of planes to Cuba, reduced that problem to the absurd: "The way hijacking is flourishing now, and with the breakdown of the service on suburban trains in New York, any day some distraught commuter will be on a Florida-bound plane shouting, 'Scarsdale! Scarsdale!'"

Notice how, even in this absurdity, he pointed up another serious problem — the deterioration of service on suburban railroads.

I have used the following introduction at a number of dinners and have found it is almost always well received: "I'm sure you'll agree with me that this was a fine dinner we had tonight, although you can never tell about a person's food preferences. I'm reminded of the two cannibals who were having lunch. One of them said, 'You know, I can't stand my mother-in-law.' The second replied, 'So just eat the noodles.'"

### Analyzing Humor

We laugh at jokes and humorous remarks without giving much thought to why they are funny. Too close a study of humor takes some of the fun out of it; but it does enable one to see the skeletal structure and how it produces the laugh.

Art Buchwald's story, for example, had a surprise twist, since kissing a horse is assumed to be a harmless gesture, but he turned it into something suggestive. He exaggerated also in insinuating that movies have become so perverse they would show a man making love to an animal. The

## club, sales and political meetings SURE NEED HUMOR!



IF YOU'RE INVOLVED, SEND FOR THIS BOOK

### "UNACUSTOMED AS I AM"

... gives you 238 pages of good, current humor. Indexed for easy use. A bonanza for busy chairmen and editors. Good reading for anyone with a sense of humor.

Pointed material to fit any occasion, compiled by the International President of a world-wide service club for his own personal use and just now published.

• Send check for \$4.45 plus 50¢ mailing or your BankAmericard number. Indiana residents add 4% tax.

### THE LORU COMPANY

P.O. BOX 300-D, NORTH WEBSTER, IN 46555

## Spring into Action

Help get your club into action with TI's special spring membership and community promotion campaign.

*Spring into Action* will recognize those clubs with membership gains in April and May, with special recognition for the top club in each district.

- Each club adding five or more new members will receive a growth award ribbon for the club banner.

- Each club adding ten or more members receives a "Best Speaker of the Day" trophy, compliments of *Spring into Action*.

- The top club in each district (the club with the highest membership gain in April and May) earns a special "Best in District" award ribbon.

*Spring into Action* awards are sent automatically to qualifying clubs, but please allow six weeks from the close of the contest for processing.

pairing of a man with a horse, however, is such an extreme exaggeration that it is not shocking, but merely amusing. The punch line is short and snappy, and should get a quick reaction.

Goodman Ace's joke turned a story about hijacking of planes to Cuba into an entirely different train of thought, the difficulty the commuter has in making the short hop to the suburbs. He used exaggeration to get his laugh, along with absurdity. What could be more ridiculous than a man hijacking a Miami-bound plane and forcing it to fly to Scarsdale?

### Borrowing Gags

You can gradually build up a file of humor by adding to any collection of funny stories any examples you come across in newspapers, magazines and on TV shows. You can use them as is or, if you wish, change them a little to fit them into the particular spot you have chosen for them. For example:

"The biggest obstacle to preparing a speech today is knowing where to put in a pause for hecklers."

"All the things we enjoy most are either immoral, illegal or high in cholesterol. If someone falls into the Houstonic (or Mississippi, or Potomac, or Swanee, or whatever your local waterway), he won't have to worry about drowning, because he'll die of poisoning first."

"You ladies are so attractive. It's sad to think that 20 years from now you'll be five years older."

"The way hijacking is flourishing, and taking into account the breakdown of service on suburban trains, any day some distraught commuter will be on a Florida-bound plane shouting 'Larchmont!' (or Bryn Mawr, East Orange, or whatever your local suburb is)."

### Insult Humor

Insult humor is very popular today, and there are some comedians who specialize in it. They can get away with it because they are known as insult specialists, and the audience expects it from them.

The ordinary speaker should exercise caution in its use. Be sure that your gag is really funny as well as mildly insulting, and — most important — know your audience. If they are

members of a group who know you well, like fellow workers, club members, friends and neighbors, you have little to worry about. If the audience is more mixed, then be careful about insulting *them*. Use the insult against someone else, to whom they can feel superior. Among friends, the following are permissible.

"If I said anything I'm sorry for, I'm glad of it."

"You don't have to be crazy to talk like that, but it helps."

"I never forget a face, but in your case I'll make an exception (which Groucho Marx said in one of his movies)."

"How much would you charge to haunt a house?" Fred Allen asked a radio performer.

If you are in doubt, you can use the following indirect insults:

"They're a very nice couple — he never goes anyplace without his wife, but his wife will go *anyplace*."

"He's never been known to steal a thing — we watch him too closely."

"She could dish it out — but she couldn't cook it."

"When she wants to punish the kids she sends them to bed with dinner."

Writer Dorothy Parker was known for her insult humor. On hearing that Calvin Coolidge had died, she said, "How can they tell?" And on being told that a society woman was "awfully kind to her inferiors," she inquired, "Where does she find them?"

Marcello Mastroianni is said to have deflated the ego of a pretty girl reporter when he said, "You know, you remind me of Joanne Woodward." When the girl smiled with pleasure, he added, "You also remind me of Paul Newman."

### Self-Insult

There is no better way of ingratiating yourself with an audience than by putting yourself down in a humorous way.

You might say of some important personage, "I told Mr. Hughes how to run his business, and you know what happened? We parted good friends. He got into his private jet and I took the bus home."

Joey Adams, upon receiving a doctorate from a Korean university, deprecated his achievement by say-

ing, "I've been made a doctor so many times that I'm starting to resent socialized medicine."

### Irreverence

Humor with a religious angle can be extremely funny, and it is especially appreciated by religious people themselves, as long as it does not offend their beliefs. You may recall that Bishop Fulton J. Sheen referred to his clerical dress by comparing himself to Superman.

You might tell about the little boy who explained why he didn't say his prayers every night: "Some nights don't want anything."

Or you might ask: "If a missionary is supposed to go to heaven and a cannibal is destined for hell, what happens when a cannibal dies after making a meal of a missionary?"

You might quote Mark Twain's "More men go to church than want to."

Or you could say, "Adam was a lucky man because when he told a joke, he knew nobody had ever heard it before."

You can also poke fun at respectable figures, such as heads of state, prominent businessmen, sports figures, or anyone in authority.

If you don't want to lampoon a person, you can make fun of institutions that are sometimes pompous and can stand deflation, such as: the government, the Army, the theater, the opera, the ballet, art galleries, professional sports and big business.

### Believe in Yourself

At first the insertion of humor in your talks will be a mechanical thing, deliberately done. After a while, with practice and experience, it should become second nature. Your subconscious will begin automatically turning out the humorous twists that you must work to achieve at first. The main point is to develop faith in your own ability to make others laugh, and build up your faith with repeated public demonstrations of that ability.

The times that you people get together must be a pleasant departure for all of you. It is good to share a common interest, and I know nothing better that you could be doing.

I will look forward to meeting all

who plan to attend the Toastmasters International Convention in Vancouver. I am pleased and delighted that you have invited me. ■

## The Three-Step Persuasion Process

by Cavett Robert

The process of persuasion is the keystone and arch upon which all civilization rests. It accounts for our orderly system of living. If this were not true, man would still be using the ancient club to get by physical force the necessities of life. At one time brute force was the only method of satisfying needs and wants. Under these uncivilized conditions all life was simply a struggle for survival, and it belonged only to the "best" — the so-called "giants" of the day.

We have progressed far from the days of the caveman. To some extent the principle known as the "survival of the fittest" affects our civilization even in modern times. But those who survive today — those who have the greatest share of the rewards of life — are not necessarily people of physical prowess. There are individuals who have learned the art of persuading others to think and act as they desire. Persuasion is an art which each of us can develop if only we are willing to study and learn basic principles and put them to use. To live successfully we must

Cavett Robert is certainly no stranger to those Toastmasters who were in Toronto for last year's International Convention. The 1972 recipient of TI's Golden Gavel Award, he has well earned the reputation as the "Number One" speaker in America in the field of human engineering and motivation. He is the author of several books, over a dozen inspirational records and is a frequent contributor to The Toastmaster. For over 20 years he has conducted courses in personal development for many of the nation's outstanding companies. During the past several years, he has spoken to over a dozen business conventions and conducted over 100 seminars in the field of human engineering.

be able to sell our ideas to others.

### A Lifetime Effort

We are engaged in the effort of persuasion from the moment we are born until we draw our final breath.

No one is more gifted in this quality than a tiny baby. He persuades us to feed him or change him by crying. When he wants to be picked up and loved he smiles and coos. What a sales pitch! Who can resist?

The little boy sells his teacher with an apple. The young blade, swept up by the first blush of love, presents his case to his sweetheart with candy or flowers.

Years ago a man would work on his proposal of marriage for days or even weeks (the most important sale of his life). I'm afraid this sale is often a little more casual today. But it's still a vital sale, regardless of "who sells who."

What man has not spent sleepless nights mentally rehearsing his approach to the boss in an effort to persuade him that a salary raise is in order?

As parents we give major importance to focusing all of our powers on instilling character in our children and on teaching them right living.

I'm sure you agree with me that the process of persuading people to think and act as we desire is the very essence of our existence. It is the balance wheel that gives stability not only to our entire economic system, but to life itself.

And yet, in spite of the fact that the extent to which we cause others to think, believe and act as we desire affects our lives more than any other single quality we possess, only a very few of us give this matter any great amount of study or consideration.

### The Basic Formula

I shall give you a very simple three-step formula, which, if followed, will enable you to accomplish this. Study this process carefully and practice it. If you master it your entire life can be changed overnight.

This article is not written for only those who make their livelihood selling products or services. We have books upon books which gives dozens of sales formulae — "the attention, interest, confidence, persuasion and action" method. We read of the "make-the-point, pose-the-problem, offer - the - solution - and - appeal - for - immediate-decision" methods. I am not belittling any of the many patterns

Continued on page 28



Put your club on the silver screen. . .

With Toastmasters' Membership and Extension Slide Presentation — "Introducing Toastmasters"

This unique 40-slide show is the best way to introduce Toastmasters to a civic group, business association or prospective new club! The show comes with professionally-prepared slides and a script booklet so you can give the presentation your Toastmasters best.

Order your *Membership and Extension Slide Presentation (376)* today. Each set is \$15.00, plus 15% postage and handling. California clubs add 6% sales tax. (Please include club and district number with each order.)

## MOVING?

If so, we'll need your change of address. Please give us your old address as well as your new by attaching an address label from a recent issue of THE TOASTMASTER in the space shown.

ATTACH YOUR ADDRESS LABEL OR PRINT YOUR OLD ADDRESS HERE:

(INCLUDE CLUB AND DISTRICT NUMBER)

Name (print) \_\_\_\_\_ District No. \_\_\_\_\_  
Club No. \_\_\_\_\_  
New Address \_\_\_\_\_ City \_\_\_\_\_ Zip \_\_\_\_\_  
State/Province \_\_\_\_\_  
If you are a club, area, division or district officer, indicate complete title: \_\_\_\_\_

Mail this to:  
Toastmasters International  
2200 N. Grand Ave., P.O. Box 10400  
Santa Ana, CA 92711

While there's no truth to the rumor that Murphy's Law was passed expressly to test today's up-and-coming speaker, it is a good idea for you to be prepared for the things that can go wrong.

# Beware of Murphy's Law!

by Barney Kingston, ATM

You all know Murphy's Law. Inexorably, whatever you do, anything that *can* go wrong most assuredly *will*.

As neophyte speakers, it is well to be prepared for the things that can go wrong. After all, it's probably a good bet that Murphy's Law was passed expressly to test the courage — and endurance — of the up-and-coming speaker. So let's examine some of the problems — and solutions — for various situations that can often haunt speakers as they make their way through the clubs, auditoriums and lecterns of the land.

## Your Time Is Up!

A few years ago I was invited to talk to a group of salesmen on the subject, "Your Future Is What You Make It." In one of our earlier conversations, the promoter told me I would be the principle speaker; while everybody else had five to ten minutes, my time was budgeted at 45.

The affair started at 8 p.m., and they wanted to end at 10 p.m. on the dot. Unfortunately, there were a lot of windbags that night and practically none of them stuck to their allotted times. As I stepped to the lectern, I noticed it was 9:40, which meant I had 20 minutes to give a talk that I had timed for 45. It was then that I made up my mind that there was no way I could stick to the schedule.

On being introduced, I said, "Ladies and gentlemen, I was invited to speak to your group three months ago. At the time I was told I could speak for 45 minutes. I was asked to speak on the subject, 'Your Future Is What You Make It.' I have divided my talk into three sections: 'your past,' 'your

present' and 'your future.' Because all the speakers tonight cut into my time, I see that I have time enough only for 'your past' and possibly 'your present.' But if I end the talk at 10 p.m., I'll never get to 'your future,' which was the main purpose of my talk tonight. So I'd like to see a show of hands. All those who want me to end my talk at 10 p.m. and leave after talking about your past and your present, but skipping your future — the reason I came here — raise your hands." (There were none.) Then I asked, "All those who want me to give the complete talk, 'Your Future I What You Make It,' raise your hands." It was virtually unanimous that I go beyond the 10 p.m. deadline.

*What's the solution?* If a similar situation arises, and the chances are good you may never be invited to speak to that same audience, don't hesitate to go over the head of the promoter. The audience came to hear your talk; don't disappoint them. Place the onus where it belongs — on the promoters of the affair for not being able to get the other speakers to stick to the time limit.

It is impossible to condense a 45-minute talk to 20 minutes, especially on the spur of the moment! And if you try, you're sure to disappoint everybody, including yourself. I have seen a speaker in a similar situation say, "I see we're running late. It's been a long evening and you've heard eight speakers. I was supposed to start at 9 p.m. and I see it is now 10:50. So I'll do you a favor and say thanks for inviting me to speak before this enthusiastic group. But because of the lateness of the hour and the miserable weather outside, I'll wish you all safe driving and hope you'll invite me back when we'll have more time!" That speaker got a stand-

ing ovation . . . and I understand he was invited back to give the same talk.

## Watch That Introduction

Sooner or later (mostly sooner) you will be introduced with the wrong name or the wrong speech title. The amateur speaker will pay no attention to this. He will just get up and start speaking on the scheduled subject as if nothing had happened. (Besides, he doesn't want to embarrass the Toastmaster of the evening!) But the seasoned veteran knows better!

You are doing the Toastmaster, the audience and yourself no favors by not correcting a wrong introduction. If you are talking on the subject, "How to Cut Your Insurance Costs in Half," and the Toastmaster announces your subject as, "Burial Insurance Is a Great Buy," obviously referring to the speech after yours, it makes no sense to go into your talk as though nothing had happened. In addition, since most affairs of this nature provide the audience with a program of subjects and speakers, going on with your speech even though the wrong title has been announced will only confuse your audience.

*What's the solution?* Try to turn negative into a positive. In such a situation you might say, "I want you to know when I agreed to talk on the subject, 'How to Cut Your Insurance Costs in Half,' I wasn't thinking about burial insurance being the answer!"

Correct the incorrect title of your talk immediately and be sure to give the subject of your talk in the process. If your name happens to be Dick Jones and you are introduced as Pea Smith, be sure to set the audience right about your name. Perhaps something like, "My name is Dick Jones, but if you give me the same reception



at the end of my talk that you gave Pete Smith, you'll make me happy." A speaker who is more concerned with the Toastmaster's embarrassment than he is in correcting such a slip is bound to fumble his way to disaster.

### Amateur or Pro?

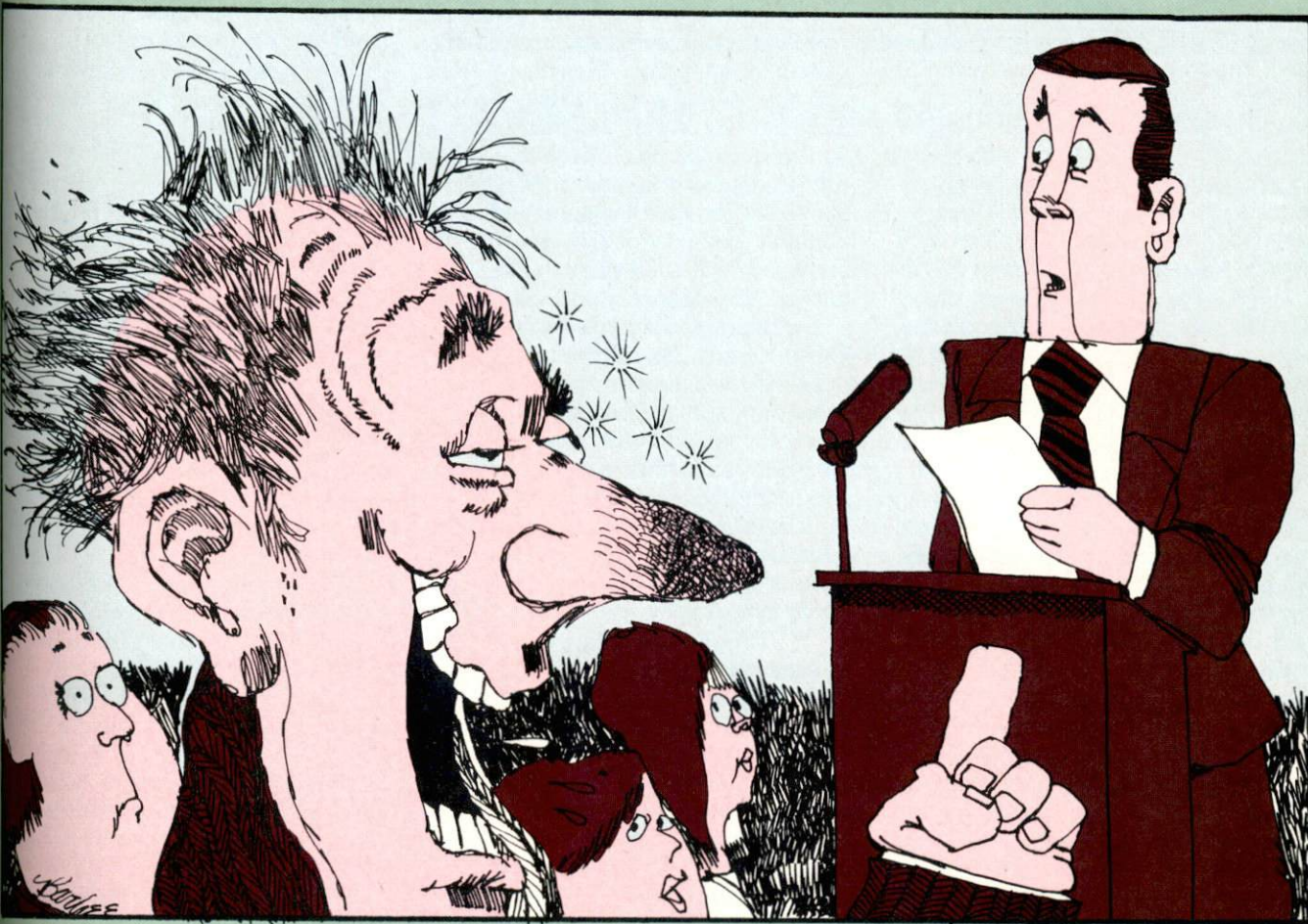
Somewhere in your Toastmasters career will come the exciting moment when an organization will extend an invitation to be their principle speaker! Oh, the thrill of it all! This is your big moment. Just imagine having hundreds of people paying \$10 to see you

terrific. Would you please visit us a couple weeks from today, on a Saturday, around 10 a.m., and let the program committee hear an outline of your talk?

You're thrilled at the opportunity to stand under the spotlight of your first main event, so you labor night after night to whip up the all-important outline. Since headquarters for Good Samaritans, Inc., is in Madison (about 250 miles away) and the weather outlook calls for a blizzard, you decide to take off early Friday evening.

You are taken to a mammoth assembly hall which could easily hold 500 people, but the pressure is considerably eased as you take your place up on the podium and see the 15 members of the committee below. Your 15-minute outline is met with a standing ovation. "Barney," the director of programming says, "you really know how to move people. I'm sure you'll be a big success."

He invites you into his office. After a lot of talk about the worthy purpose of the affair, he gets up and shakes your



— the main eventer — speak. In retrospect, your thoughts flash to all the talks you gave before all sorts of service organizations, and you realize that it was all worth it. You're ready for the big time.

The director of programming writes you a letter and suggests you speak on the subject, "Man Does Not Live By Bread Alone." He says you can speak up to an hour, adding that he's inviting you because a mutual friend, Harry Belmont, who is president of Good Samaritans Inc., heard you speak on a similar subject and says you would be

Somehow you make it, but just barely.

Snow conditions are so bad you decide to spend the night at a motel on the edge of town. Bright and early Saturday morning you wake up and the blizzard is all but forgotten as you ask for directions. Luckily, it's only six miles from the motel, so you allow a good hour for skidding and wheel spinning through ten inches of the white stuff. But, you rationalize, the warm and enthusiastic greeting you'll receive from the program director and the committee will surely make it all worthwhile.

hand with gusto. "We're looking forward to seeing you — exactly two weeks from today." As a sort of afterthought he says, "By the way, I forgot to mention, we want you and your wife to be our guests for dinner."

Guests for dinner?

When you don't express your joy at these glad tidings your host inquires if there is a problem. You say that you hope he won't be offended, but you felt you should have at least \$250 for your expenses and compensation for all the effort you had put into the hour's talk.

The director of programming looks

as if he had caught you with your hands in the church's poor box.

"Mr. Kingston, I'm sorry to have you take such a commercial attitude. I thought you were a member of a non-profit organization, and that Toastmasters were considered amateurs."

You tell him you are not speaking as a Toastmaster, or as a member of the organization, but as an individual. You also remind your host that there is no such thing as an "amateur" or "professional" in the speaker's league. And, you say, you felt that since he was charging admission to the affair you had a right to expect a reasonable fee. When he tells you he is going to contact Toastmasters International's World Headquarters to see if they approve of one of their members accepting money for speaking engagements, you tell him you were so disgusted at his attitude that you wouldn't speak at his affair for \$500!

*What's the solution?* If you're giving a major talk before an audience that has paid to get in, you're entitled to compensation. The only difference between a pro and an amateur is the guy who has confidence in his ability to ask for money!

### **Expect a Crash!**

If you have a desire to accept major speech engagements, you must be prepared for the inevitable. Almost any time you speak a waiter is bound to drop a tray, a tipsy member of the audience is sure to heckle you, or something will go wrong with the sound system. Unless you are prepared for every emergency, there's a good chance your speaking career may be ended at that very moment.

When a waiter drops a tray, don't keep talking as though nothing has happened; something *did* happen. You've lost your audience, for the moment at least, and unless you get them back on the track quickly your talk could wind up as second fiddle to a memorable crash.

What can you do? The best thing to do after such a crash is to stop talking, smile, and only after you have the attention of the audience, say something along these lines: "I had hopes my talk would be well received tonight, but I had no idea it would be such a smash!" You'll get a great hand from the audience because many in the crowd appreciate the problem in such a situation.

Similarly, when a drunk is making a

nuisance of himself you might stop for a moment and say, "I can't hear you. Will you stand up and speak louder so everybody can see how clever you are." I heard Jack E. Leonard, the late comedian, make such a retort to a drunk once at Chicago's famed nightclub, Mister Kelly's. It not only stopped the heckler cold, but won a wild round of applause. Just remember: The audience is with you in such a situation, and if you don't stop the drunk he could ruin your talk completely.

Finally, if you are in a large room or hall and the PA system goes off suddenly (and this happens all too often), don't panic. Step away from the microphone, get closer to the audience (if you can) and call attention to the obvious. "You probably know the PA system conked out. Maybe my voice was too loud and somebody who couldn't sleep turned it off. But the show must go on! If you can't hear me just watch my lips — you won't miss anything anyway." And speak as though nothing happened — but speak slower, articulate your words more and, above all, speak in a natural voice. If people have to make an effort to hear you, chances are they'll get more out of your talk!

*What's the solution?* Practice these situations in your own Toastmasters club. After all, there's nothing like being prepared!

### **Where Did They Go?**

A few years ago I was invited to talk before a group in a large Midwest city. Everything was spelled out in advance in a phone call by the chairman of the program. As I had two months to prepare myself, there was no problem with the talk.

When the big day came I drove the 250 miles or so to the place where I was supposed to talk — a gymnasium. I was thrilled when I saw the great many flags, the red, white and blue bunting, and the great number of welcome signs. But I knew something was wrong when I noticed the guy they were welcoming was not me! It turned out to be a POW from the area who was being honored. In the excitement of the event, nobody from the organization bothered to tell me that there had been a change of plans and my talk was off!

*What's the solution?* Since that happened to me I've solved the problem quite neatly. Whenever I am extended an invitation to speak I ask

the program chairman to confirm everything in a letter — to include the time, day, place, and his home and business phone. Then, a day or two before I'm scheduled to speak, I call to confirm that everything is still on.

### **Know Your Audience**

About ten years ago I worked up a hilarious 30-minute talk, "Seven Easy Ways to Outwit Your Wife." And, frankly, while it wasn't filthy, it was a bit on the risqué side in spots. While I must admit that I didn't get that many laughs with it, for some reason I thought it was funny as the dickens and used to almost choke on my own cleverness. That's why I thought everybody would surely love to hear this masterpiece.

In any case, somebody from my district's speakers bureau gave my name to a program director. He asked if I would like to address some sort of Sunday Evening Club of young people. Naturally, I cheerfully accepted — even though there was no money in it. I drove up to the address given and it turned out to be a large church! That's when I began to have some doubts.

I had even more when, after being introduced, there was no applause. Being a funny man, I acknowledged the lack of a greeting with my usual "What, no applause?" While I did manage to get a few titters of appreciation at the start, when I got to the ribald part of the talk I noticed a decided drop in the temperature. But by this time, wrapped up in my own cleverness and chuckling at what I imagined was humor, I wasn't too conscious of the fact that most of them were not only sitting on their hands but were also hurling rather grim looks my way.

Finally, when I sat down to a tremendous round of silence the Toastmaster said, "It is a policy of the Sunday Evening Club to give applause at the end of the talk . . . when it is deserved." At the time I thought the guy a pompous buzzard, but a few hours later when I had cooled off and did some thinking I realized I deserved what I got.

*What's the solution?* Always fit your talk to the audience. What might be a big success at Dinty's Bar might not be as big a hit with the Ladies' Sewing Society. So use some common sense and avoid the risqué!

### **Make Sure It Works!**

One time in my Toastmasters club

giving a contest speech entitled, "Crosses of the Mind." In order to get drama and attention at the start, I had a wooden cross made and had saturated it with gasoline. I anchored the cross in a metal stand and placed it on a small table a few feet from the barn. At the proper cue I had one row in the back of the room turn off the lights while another in front lit the cross. As I started to say, "What kind of cross does a coward bear who has to wear a white hood and let a flaming cross speak for him in the dead of night?" the cross was lit and flames shot to the ceiling, scaring the wits out of everybody in the front rows of bleachers.

Today, nobody remembers what I said that night, but several Toastmasters who were there still kid me about my attention-getting gimmick, and the speech that also went up in flames.

I remember another situation that occurred in our club about 15 years ago. We had a fellow with a soft voice who was always being criticized for putting everybody to sleep. His evaluators kept telling him, "Bob, you need to get attention at the start! If you lose your audience at the beginning they'll sleep through the rest of your talk."

So one unforgettable evening as Bob was introduced, he stepped up to the lectern, whipped out a monstrous revolver, pointed it at the audience and shouted, "Nobody's gonna sleep during my talk tonight!" And he pressed the trigger!

There was a loud bang and everybody dropped to the floor — hoping nobody had been killed. Fortunately for all of us, the bullets were blanks. But Bob got the attention he wanted! In fact, many years later during an old-timer's banquet several of us kidded Bob about the great success of his opening. Everybody laughed; we all remembered the gun being fired to get attention. But nobody could remember — not even Bob — a single word or thought of the speech. Not even the title.

*What's the solution?* First, make sure your exhibit or gimmick works. But make sure it is not contrived to get attention for attention's sake. Secondly, don't let your gimmick dominate your talk to the extent that the only thing memorable is the gimmick! Leave your impression with your words — not with flames or bullets.

So beware of Murphy's Law! Recognize the fact that whenever you're speaking — whatever you're saying — anything that can conceivably go wrong probably will.

Public speaking can be fun . . . if you prepare for whatever Murphy's Law deals out! ■

---

Barney Kingston, ATM, is merchandizing director for Salesman's Opportunity Magazine. A member of the Speakers Forum Club 371-30 in Chicago, Illinois, Mr. Kingston is a frequent contributor to The Toastmaster.

---

# The Idea Corner

---

## The Regionals: A Great Learning Experience

This month, we'd like to deviate a little from the usual format of *The Idea Corner* to let you know about something that will be going on this June that could be of great interest, and great value, to all of you — the *June Regional Conferences*.

What exactly is a Regional Conference? To begin with, all districts in the United States and Canada are divided into eight geographic regions. Each year, one district from each region is chosen on an alternate basis to serve as host for the June meeting. While these meetings are of great importance to club, area and district officers (because of the officer training sessions conducted there), they are also of great benefit to YOU!

The June Regionals provide you with a unique learning experience — one of the finest that Toastmasters has to offer. They offer you a rare opportunity to meet with other Toastmasters in your district and region to discuss common problems or successes, to share ideas on club programming or speaking techniques, and to participate in a variety of fine educational programs designed to enrich and enhance your Toastmasters experience (see your district officers for the dates of the "open" educational sessions).

You'll be given a chance to hear some of the finest speakers in the Toastmasters organization as representatives from your region's districts vie for the opportunity to represent you in the International competition in August. In addition, you'll participate in the selection of your region's International Director candidates, and be given the opportunity to meet and talk with representatives from your Board of Directors and World Headquarters management team.

Use the easy guide below to determine when and where your Regional is going to be held, mark it on your calendar, and become part of one of the finest learning programs Toastmasters has to offer . . . the June Regionals!

- *Region 1* — June 9-10; Hilton Inn; Oakland, California (Host District: 57)
- *Region 2* — June 23-24; Griswold's Inn; Claremont, California (Host District: Founder's)
- *Region 3* — June 2-3; Four Seasons; Colorado Springs, Colorado (Host District: 26)
- *Region 4* — June 16-17; Holiday Inn; Fargo, North Dakota (Host District: 20)
- *Region 5* — June 9-10; Abbey Resort; Lake Geneva, Wisconsin (Host District: 35)
- *Region 6* — June 23-24; Christopher Inn; Columbus, Ohio (Host District: 40)
- *Region 7* — June 16-17; Quality Inn; Washington, D.C. (Host District: 36)
- *Region 8* — June 2-3; Jekyll Island Motel; Jekyll Island, Georgia (Host District: 14)

See you at the Regionals! ■

of salesmanship we find in every library today.

The three-step method which I offer is as applicable to a proposal of marriage, a request for a YWCA donation, an invitation to play a game of golf, or a request for a zoning ordinance as it is to the sale of pots and pans, insurance or a bicycle.

Before giving you this formula I ask you to pause for a moment and ask yourself two questions.

How many times during the last 24 hours have you made an effort to persuade a person to think or act in a certain way?

If you make your livelihood through the sale of a product or service I am sure the times are many, but regardless of what are your endeavors in this life I believe you will be surprised if you consider how often in your dealings with people you are called upon to persuade, to convince and to sell your ideas.

Second, is your approach made in any organized pattern? Do you simply voice your ideas or desire, or do you present them so that they will be considered carefully? If you simply walk through life asking people to think or act in a certain way, without carefully planning your strategy or even following a definite formula, believe me, you will live in a constant state of disenchantment. You will be a creature of circumstances, not a creator of circumstances. Things will happen to you — you will not happen to things. You will never be the cause; you will always be the result. People will be your problem, not your opportunity.

But if you take the time and effort to consider why people think and act as they do — if you are willing to embrace a three-step formula and use it on all occasions — you will marvel at the magic of life and how people react to your persuasive powers with almost hypnotic response.

Now for the three-step formula:

### **Are You Understood?**

First, be sure you are understood. This sounds simple and elementary, doesn't it? And yet lawyers admit today that over one half of all the

controversies that arise among people are caused not by differences of opinion or even inability to agree, but rather by lack of understanding. If this is true, think how much misunderstanding exists in our daily lives regarding the simple process of making ourselves understood.

Just how articulate are you? Are you sure you are making your thoughts clear to others? Don't be too sure about it. A friend of mine recently came to me in great distress. He had just heard a playback over a tape recorder of a speech he delivered at a company meeting. He explained sorrowfully that his audience had completely missed his message. He had been full of his subject matter and well informed on his assignment, but he had spoken as though his audience knew as much about his subject matter as did he. Consequently, his talk was full of blind spots of understanding. It had needed many foundations of enlightenment and bridges of explanation. His technical approach had been far over the heads of his listeners. Actually, his audience had not failed to get his message. The failure was on his part. He had not presented his ideas properly — just another example of a breakdown in communication.

The same holds true in individual conversation. Remember this always. People are not persuaded by what we say, but rather by what they understand. How often, in trying to impress people, we only confuse them.

### **Simplicity Is the Key**

The great immortal creations in literature and even in the Bible not only have the brilliance of brevity but also the dignity of simplicity. For instance, the Lord's Prayer consists of only 57 words, none more than two syllables. The Declaration of Independence, which revolutionized the thinking of the New World, can be read by a fourth grader in less than five minutes. If Lincoln had started speaking his Gettysburg Address in his simpler words of splendor at the same moment our usual present-day after-dinner speaker begins his oration, Lincoln would be on his horse riding away into oratorical immortality before our average speaker has even

said grace over his introduction.

Why do we forget the grandeur and greatness of simplicity when we approach the field of communication?

Words are the fingers that mold the mind of man. Furthermore, man's mind is so much more pliable when our approach is direct and unperplexed. It does not respond to confusion. A confused mind hardens just as cement does.

Since our first concern in the art of persuasion is to be sure we are understood, let's concentrate briefly on the one point for a moment.

We can say practically the same thing in two different ways and the meanings are diametrically opposed.

If I told a lady, "You are truly a vision," she would smile and be complimented. However, if I told her she was a "sight," I had better prepare to duck.

If I said to a lady, "When I look into your eyes, all time stands still," she probably would have made a good friend, if I really meant it. And yet I told that same person that her "eyes would stop a clock," I assure you she is not a likely candidate for distinction in her opinion.

A young theological student asked the Bishop if he were permitted to pray while smoking.

The reply was, "Yes, my son, it is right to pray regardless of what you are doing."

Another student asked the Bishop if he were permitted to smoke while praying.

The answer was, "Good grace, no, it would be highly sacrilegious."

While words are the fingers that mold the mind of man, they still must be the proper words, and never too long. They must be simple words that can be understood.

Yes, I repeat that our initial approach to this vital subject of the art of persuasion, which can affect our lives so materially, is to be sure at all times that our listeners understand us and that we are making ourselves clear.

### **Persuade Yourself**

The second ingredient so necessary to complete the recipe for causing others to think, believe and act as we desire is that we ourselves must think, believe and act in a like manner.

cannot give that which we do not have. We cannot be convincing unless we ourselves are first convinced. We cannot instill enthusiasm in others unless we ourselves are enthusiastic. I once asked the general manager of a large corporation how he selected a man for a difficult assignment. He said that first of all he looked for a man who was convinced that the job could be done.

"This quality," he continued, "will generate all the remaining qualities necessary for its accomplishment."

Enthusiasm over a project is highly contagious — it spreads faster than a disease. It is the acid test of all we do whether it be joining in a project to straighten the Leaning Tower of Pisa, raising funds for a boys' camp, electing a mayor or selling a vacuum cleaner. It is a controlled excitement.

This ability to believe and feel deeply, to merge ourselves into a great cause, is one of man's noblest attributes. If we are gifted with such a quality we should be thankful. If not, we should seek to acquire it.

And so, when considering the art of persuasion let's remember that in order to successfully cause others to think, believe and act as we desire, not only must we communicate clearly and understandably, but above all else we ourselves must have a compulsive dedication to that which we are presenting. We must be so full of belief and enthusiasm that it runs over the top and spills all over those we are seeking to convince. When this is done the contagious quality is sure to take effect.

And finally we approach the third quality so necessary to complete our formula for success in the field of persuasion.

### Finding the Hot Button

If you are attempting to cause me to believe or act in a certain way, please tell me what it will do for me — how it will serve my interests, not yours. Unless you are bringing me some benefit or solving some problem of mine, directly or indirectly, I am afraid you will not find within me a responsive note, a vulnerable spot, a hot button. Unless you can show some advantage to me I am missing or some benefit to me I can enjoy, then regardless of your enthusiasm I promise you I shall remain complacent.

If you ever attempt to sell me a home, explain what it will do for me.

I'm not concerned about the anxiety of the owner to dispose of it or the need of the broker for a commission. Please be concerned about serving me and solving my problem. If my problem is solved, automatically the problem of the owner and the broker will be settled.

Remember, we can't prosper except in bringing prosperity to others. We can't become rich except through enriching others.

In order to convince a person, in order to cause him to think, believe or act in a certain way, we are not required to pierce the circle he draws around himself, or scale or break down the wall of protection he builds. If we are truly imbued with the spirit of service, if our greatest concern is his interest, all we must do is to draw a larger circle — build a larger wall around him — and his circle or wall will simply dissolve or crumble in our larger protective structure.

A jellyfish cannot crush an oyster. But, by surrounding it, all that is alive of the oyster dissolves within the jellyfish and the oyster is no more.

If our motives are honorable, if our prime concern is to perform some service for another, any resistance which we encounter simply fades away and is erased by our dominant concern for his welfare.

### The Open Emotion

Many emotions can be faked and camouflaged, but our sincere interest in helping others is not one of them. Unless our compulsion for service exceeds our passion for gain — unless the dollar we earn is just a by-product of the service we render, well, there are not going to be enough of those dollars to make any difference anyway. Many years ago I heard a man make a statement that if our prime consideration in any endeavor is simply to make money, dollars will slip through our fingers as though we were trying to pick up a handful of water. But, he continued to say, that if our major concern is to solve another's problem, pretty soon dollars would come around and beg to play in our backyard just to see what kind of fellow we are.

One of the greatest stories I ever read was one I found written in French. It was during college and we were translating French stories. Today I am sure I couldn't order from a French menu, but at that time I had a little

more knowledge of the language.

The story was entitled, "The Servant of the Kingdom."

The king's cupbearer was walking in a dense forest near the palace one day.

He was approached by a giant genie who said, "You have been a good man and I can give you one wish, but be careful before you make it because you can have only one."

The man thought for a while and said, "All my life I have served others. In fact, I'm known as the 'Servant of the Kingdom.' In the future I'd like for people to wait on me and serve me for a change. Yes, that's what I want — I want the tables turned. In the future I want people to do for me."

The genie said, "Are you sure this is what you want? My powers are limited to granting only one wish."

"Yes, yes," was the eager reply.

Sure enough, when the man came back to the castle there was a footman to open the door for him. When he tried to serve the king, someone else had taken his place. Regardless of how hard he tried, he could do nothing for anyone — everything was done for him.

The first month the newness of the experience amused him. The second month it became irritating. Finally, during the third month it became unbearable.

So, he went back into the forest and after much search found the genie.

He approached him thus, "I've decided that having people wait on me and do for me isn't as much pleasure as I thought. I'd like to return to my original station in life. Again, I want to be the 'Servant of the Kingdom' and do for other people."

The genie said, "I'm sorry but I can't help you. I explained that I had the power to grant only one wish."

The man said, "But you don't understand. I want to serve other people. I find it is far more rewarding to do for others than to have others do for me."

Again the genie said, shaking his head, "I am without power to help you."

In desperation the man begged, "But you must help me — you *must!* Please let me do for others. I'd rather be in hell than not be able to serve my fellow man!"

The genie, as he vanished, said sorrowfully, "Where do you think you have been, my friend, for the last 90 days?" ■

# Hall of Fame

## DTM's

*Congratulations to these Toastmasters who have received the Distinguished Toastmaster certificate, Toastmasters International's highest member recognition.*

**Raymond E. Brooks**  
Crownmasters 1133-4, San Francisco, CA

**Tom Hawkes**  
Paul Bunyon 922-6, Brainerd, MN

**Rex Davenport**  
Keystone 3139-16, Tulsa, OK

**Frederick B. Weigel**  
Anchor 1110-36, Washington, D.C.  
Plaza 3776-36, Hyattsville, MD

**John E. Frank**  
CSC 2561-36, Falls Church, VA

**Manfred Szameit**  
Yawn Patrol 1187-41, Sioux Falls, SD

**Justin G. Ballou**  
Saturday Morning 2840-47, Jacksonville, FL

**Kenneth E. Clinton**  
Jose Gaspar 3668-47, Tampa, FL

**Marcia A. Taylor**  
Tuesday Toasters 3004-63, Kingsport, TN

**William H. Sanders, Jr.**  
West End 2661-66, Richmond, VA

## ATM's

*Congratulations to these Toastmasters who have received the Able Toastmaster certificate of achievement.*

**Donald E. Waller**  
Whittier Breakfast 3280-F, Whittier, CA

**Lawrence V. Campbell**  
Bechtel 3589-F, Norwalk, CA

**Jay L. Weight**  
Bechtel 3589-F, Norwalk, CA

**James O. Bass**  
Tustin 3733-F, Tustin, CA

**Nello F. Scatena**  
Westchester 869-1, Los Angeles, CA

**Clifford Kurtzweg**  
University 304-2, Seattle, WA

**Edmond Goldstein**  
Spacespeakers 1018-2, Kent, WA

**Augi Gustillo Jr.**  
Davis Monthan Saguaro 16-3, Tucson, AZ

**Ralph B. McKenzie**  
San Marcos 70-3, Chandler, AZ

**Nicholas S. Grippe**  
Camelback 1631-3, Phoenix, AZ

**Edna M. Doley**  
Voice of Motorola 2083-3, Scottsdale, AZ

**Phyllis A. Quail**  
Tele Talk 3016-3, Phoenix, AZ

**Peter N. Wegner**  
Roadrunners 3850-3, Tucson, AZ

**Ed Landgraf**  
West Valley Orators 107-4, San Jose, CA

**King P. Yee**  
Belmont 530-4, San Carlos, CA

**Richard S. Lawrence**  
Bechtel 1771-4, San Francisco, CA

**Keith E. Gregoire**  
Los Habladores 1952-4, Sunnyvale, CA

**Wayne O. Hall**  
Pajaro Valley 2373-4, Watsonville, CA

**John A. Keith**  
Yuma-Kofa 196-5, Yuma, CA

**Harvey E. Seibert**  
Convail 3745-5, San Diego, CA

**Ronald V. Bardal**  
Engineers 185-6, Minneapolis, MN

**Marvin E. Diers**  
Daybreakers 814-6, Edina, MN

**Bill Stoller**  
Sundial 2586-7, Portland, OR

**Richard E. Siemens**  
U.S. Bureau of Mines 2598-7, Albany, OR

**Stanley A. Myrda**  
O'Fallon 994-8, O'Fallon, IL

**James D. Sheetz**  
McDonnell Douglas 2389-8, St. Louis, MO

**John P. Rumph**  
Apple Capitol 1503-9, Wenatchee, WA

**Logan K. Smith**  
Vigo 332-11, Terre Haute, IN

**Glen P. Stout**  
Murat Shrine 1211-11, Indianapolis, IN

**Harry L. Waldrop Jr.**  
310 North 2195-14, Atlanta, GA

**Rosa M. Lane**  
New Frontier 3096-14, Atlanta, GA

**W. Blair Walkington**  
Key 3723-15, Salt Lake City, UT

**Vinson L. Cook**  
Capitol Hill 709-16, Oklahoma City, OK

**Dominick J. Nunziato**  
Mid-Del 2257-16, Midwest City, OK

**Laurence F. Campbell**  
Westinghouse Friendship 1054-18, Baltimore, MD

**Alvin S. Mintzes**  
Woodlawn-Security 2929-18, Baltimore, MD

**Ronald E. Rath**  
Hawkeye 617-19, Cedar Rapids, IA

**Harold D. Klaassen**  
Capital 1412-19, Des Moines, IA

**Jerry A. Holloway**  
Bootstraps 2863-22, Kansas City, MO

**Craig A. Gude**  
Road Toasters 1761-24, Lincoln, NE

**E.C. Darlington**  
Mid-Cities 989-25, Hurst, CA

**W.R. Dodds**  
Mid-Cities 989-25, Hurst, CA

**Henry T. McIntosh**  
Pikes Peak 3044-26, Colorado Springs, CO

**Gerald F. Weinberger**  
Gates 3413-26, Denver, CO

**Patrick J. Murray**  
Northwood 1329-28, Pleasant Ridge, MI

**Chris A. Hiller**  
Maumee Valley 1637-28, Toledo, OH

**Edward L. Pohlman**  
Maumee Valley 1637-28, Toledo, OH

**Garrald H. Howland**  
John Barreto 3129-29, Ft. Walton Beach, FL

**Archie Watt**  
Chehalis-Centralia 1290-32, Chehalis, WA

**Harry A. Drottz**  
McChord Star Lifter 1594-32, McChord AFB, WA

**John W. Packham**  
Daybreakers 3332-33, Westlake Village, CA

**Howard A. Linebaugh**  
Capital City 2953-35, Madison, WI

**John R. Beatty**  
Harnischfeger 3895-35, Milwaukee, WI

**Edna K. Roistacher**  
Old Georgetown Road 1766-36, Bethesda, MD

**Linda L. Watkins**  
New Southwest 3314-36, Washington, D.C.

**Dr. Lloyd G. Herman**  
NIH 3421-36, Bethesda, MD

**David A. Roberts**  
Gold Mine 241-37, Concord/Kannapolis, NC

**William R. Witzel**  
Blue Bell 397-38, Blue Bell, PA

**J. Theodore Meeker**  
Pottstown 826-38, Pottstown, PA

**Gary B. Buell**  
Redding 197-39, Redding, CA

**Jack White**  
Paradise 299-39, Paradise, CA

**Darwin G. Britzman**  
Sioux Falls 210-41, Sioux Falls, SD

**Ted J. Thoms**  
Sodak 224-41, Sioux Falls, SD

**Edward J. Slater**  
Wascana 577-42, Regina, Sask., Can

J.Q.  
Day  
Fras  
Natu  
Mar  
Ken  
Rich  
Nort  
Jeffe  
Arth  
Pan  
Anth  
Mac  
Will  
Morr  
Cha  
New  
Jose  
Pan  
Arm  
Impe  
Hard  
Wint  
Raou  
Satel  
Robe  
Ft. S  
Char  
Ft. S  
Geor  
Burba  
Richa  
Bristo  
Jame  
McKi  
Larry  
High  
Jack  
Big M  
C.F.  
Bened  
Josep  
Conco  
Edwa  
Mare  
Robe  
Aiken  
Richa  
Rock  
Frase  
Trilliu  
Leon  
Marsh  
Ne  
165-F  
Santa  
County  
Chestr  
APRIL

**Warnick Jr.**  
Break 1033-44, Lubbock, TX

**A. Lansberry**  
Lansberry Gassers 1875-44, Amarillo, TX

**Landmark**  
Cape Fear Valley 1468-45, Augusta, ME

**ard O'Rourke**  
Northern Brookhaven 2413-46, Port  
erson, NY

**W. Tully**  
Am 3333-46, International Airport, NY

**thony J. Cimino**  
Arthur Airport 3382-46, Islip, NY

**liam B. Smith**  
Morristown 3540-46, Morristown, NJ

**Charles P. Rabaut Jr.**  
New Castle 1135-47, New Castle, IN

**Joseph A. Alfred**  
Am Management 1652-47, Miami, FL

**men C. Tarjan**  
Polk 3101-47, Winter Haven, FL

**Arnold A. Lanigan**  
Winter Park 3674-47, Winter Park, FL

**Paul D. Smith**  
Satellite Beach 3921-47, Satellite Beach, FL

**Robert B. Graham**  
Shafter 248-49, Honolulu, HI

**Charlie Young**  
Shafter 248-49, Honolulu, HI

**George M. Stockford**  
Burbank 125-52, Burbank, CA

**Richard P. Reilly**  
Bristol 3153-53, Bristol, CT

**James D. Montoya**  
Kinley 467-54, Champaign, IL

**Harry P. Beck**  
High Noon 505-56, Houston, TX

**Jack H. Wooten**  
M 2145-56, San Antonio, TX

**F. Wildasin**  
Indictus 3518-56, San Antonio, TX

**Joseph L. Kimmel**  
Concord 2056-57, Concord, CA

**Edward Sotelo**  
Island Supervisors 2839-57, Vallejo, CA

**Robert T. Anderson**  
Aiken 1355-58, Aiken, SC

**Richard D. Berkland**  
Rock Hill 2040-58, Rock Hill, SC

**Fraser McAllan**  
Mississauga 3419-60, Mississauga, Ont., Can

**Leon D. Ingerham**  
Marshall 868-62, Marshall, MI

## New Clubs

**65-F Speaker Seekers**  
Santa Ana, CA — Tues., 12:00 noon, Orange  
County Assoc. Retarded Citizens, 2002 W.  
Chestnut St., (835-3511).

**1672-4 I.I.'s Have It**  
San Francisco, CA — Wed., 11:45 a.m.,  
Industrial Indemnity Co., 255 California St.,  
(986-3535). Sponsored by Crownmasters  
1133-4.

**593-5 The Single Speakers**  
San Diego, CA — Sun., 6:30 p.m., State Mutual  
Savings & Loan, 123 Camino de La Reina,  
(280-6870). Sponsored by Federales 1823-5.

**1940-9 Executives**  
Spokane, WA — Mon., 7:00 a.m., Gateway  
Hotel, E. 923 Third, (535-4641).

**1177-11 The Courier-Journal and Times**  
Louisville, KY — Thurs., 11:30 a.m., The  
Courier-Journal and Times, 525 W. Broadway,  
(582-4711). Sponsored by Communicators  
1129-11.

**2933-23 Gallup**  
Gallup, NM — Thurs., 7:30 p.m., Holiday Inn,  
W. 66 Highway, (722-4133). Sponsored by  
Sandia 765-23.

**1513-26 KCD**  
Windsor, CO — Mon., 4:45 p.m., The Fire  
House Restaurant, (686-7611, ext. 2856).  
Sponsored by Fort Collins 375-26.

**3504-31 AMMRC**  
Watertown, MA — Wed., 12:00 noon, Army  
Materials & Mechanics Research Center,  
Arsenal St., (923-3564). Sponsored by  
Raytheon, Equipment Division 2621-31.

**1088-32 Trident**  
Bremerton, WA — Wed., 11:30 a.m., Mentor  
Bldg., 5610 Kitsap Way, (373-5673 or 478-3477).  
Sponsored by Bremerton 63-32.

**1816-35 Speakez's**  
Kohler, WI — Fri., 12:00 noon, Kohler Co.,  
Training Room 2, (457-4441). Sponsored by  
Toastmasters 57 1758-35.

**77-36 Crown of Laurel**  
Beltsville/Laurel, MD — Tues., 7:00 p.m.,  
Prince George's County Memorial Library, 507  
Seventh St., (572-5362). Sponsored by  
Agricultural Research Center 3039-36.

**1811-37 Albermarle**  
Albermarle, NC — Tues., 7:00 a.m., Heart of  
Albermarle Restaurant, South First St.,  
(982-8119). Sponsored by Gold Mine 241-37.

**3255-40 Mound**  
Miamisburg, OH — Tues., 4:45 p.m., Monsanto  
Research Corp., Mound Facility, (866-7444).  
Sponsored by Dayton 405-40 and Down  
Towners 747-40.

**1667-47 Temple Terrace**  
Temple Terrace, FL — Tues., 7:00 p.m.,  
Frisch's Big Boy Restaurant, 6945 N. 56th,  
(681-3454). Sponsored by Jose Gaspar 3668-47.

**1548-56 Vet-Set**  
Houston, TX — Wed., 11:20 a.m., Veterans  
Administration, 2515 Murworth St., (226-5131).

**2556-56 Shell**  
Deer Park, TX — Tues., 11:30 a.m., Shell Oil  
Co., DPMC, (476-7398). Sponsored by  
Daybreakers 839-56.

**579-57 Valle Nogales**  
Walnut Creek, CA — Tues., 4:15 p.m., Safeway  
Stores, Inc., 2800 Ygnacio Valley Rd.,  
(944-4494).

**3644-58 Metro**  
Greenville, SC — Thurs., 11:30 a.m., City Hall,  
Civil Defense Room, (242-1250). Sponsored by  
Liberty 1365-58.

**3320-60 Black Walnut**  
Kitchener-Waterloo, Ont., Can — Wed., 7:30  
a.m., The Mutual Life of Canada, 227 King St.,  
S., (888-2245). Sponsored by Kitchener-  
Waterloo 2432-60.

## Anniversaries

### 40 Years

**Inglewood 114-1**, Inglewood, CA  
**Everett 117-2**, Everett, WA  
**Chula Vista 108-5**, Chula Vista, CA

### 30 Years

**Shriners 590-6**, St. Paul, MN  
**Dico 595-7**, Portland, OR  
**Fort Dodge 597-19**, Fort Dodge, IA  
**Crookston 600-20**, Crookston, MN  
**Diablo 598-57**, Walnut Creek, CA  
**Cavalier 596-66**, Hampton, VA

### 25 Years

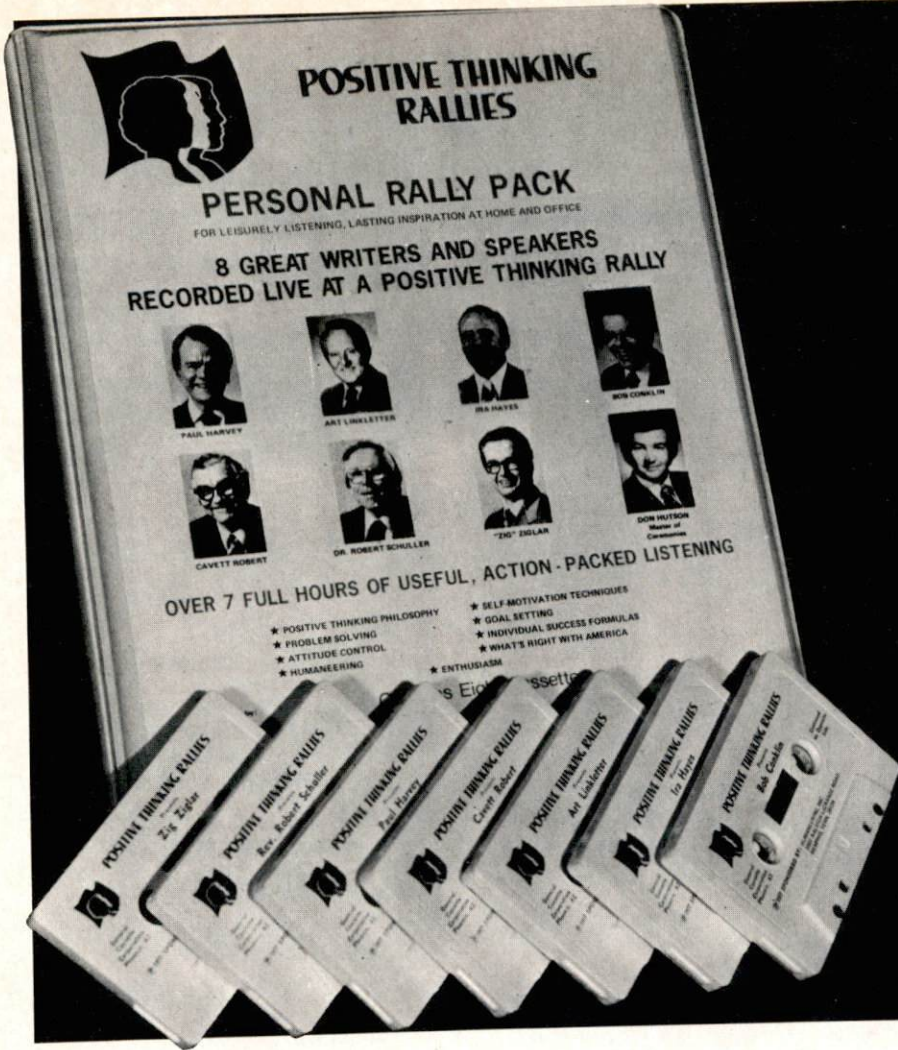
**Downtowners 2713-2**, Seattle, WA  
**Santa Cruz 150-4**, Santa Cruz, CA  
**Plus-Factor 1229-8**, St. Louis, MO  
**Frankfort 2712-11**, Frankfort, IN  
**St. Marys 1309-13**, St. Marys, PA  
**Eriez 2705-13**, Erie, PA  
**Richardson Evening 2690-25**, Richardson,  
TX  
**Crystal Lake 2724-30**, Crystal Lake, IL  
**Trinity 1123-32**, Tacoma, WA  
**Jenkintown 2684-38**, Jenkintown, PA  
**Worthington 1028-40**, Columbus, OH  
**Triangle 1223-40**, Covington, KY  
**The Y Toastmasters Club 2478-42**,  
Edmonton, Alta., Can  
**Wall Street 2720-44**, Midland, TX  
**Orlando 1066-47**, Orlando, FL  
**Teaspoon 2698-62**, Newberry, MI  
**Fountain City 1266-63**, Knoxville, TN  
**Thursday Thirty 1530-63**, Chattanooga, TN  
**Speakeasies 2750-64**, Winnipeg, Man., Can

### 15 Years

**Pacifica P.M. 1618-4**, Pacifica, CA  
**Scottish Rite 943-6**, Minneapolis, MN  
**Early Razors 3311-22**, Hutchinson, KS  
**Sleeping Giants 1296-26**, Steamboat Springs,  
CA  
**Outer Banks 2847-37**, Manteo, NC  
**Holmdel Speakers 1849-46**, Holmdel, NJ  
**Morristown 3540-46**, Morristown, NJ  
**Harbor City 3042-47**, Melbourne, FL  
**Auckland 3593-72**, Auckland, NZ

### 10 Years

**Tartan 162-6**, St. Paul, MN  
**Panorama 1373-9**, Kettle Falls, WA  
**Keystone 3139-16**, Tulsa, OK  
**Breakfast Forum 1897-17**, Missoula, MT  
**DESEAA 2240-18**, Wilmington, DE  
**Raytheon, Equipment Division 2621-31**,  
Waltham, MA  
**John F. Kennedy Center for Special  
Warfare 3825-37**, Ft. Bragg, NC  
**East Memphis 2233-43**, Memphis, TN  
**Tulia 129-44**, Tulia, TX



**OVER  
8  
FULL  
HOURS**

of useful,  
action-packed  
listening.

Rally Pack Includes  
Eight Cassettes

## **NOW! HOLD YOUR OWN POSITIVE THINKING RALLY ANY TIME YOU LIKE IN THE QUIET AND PRIVACY OF YOUR HOME OR OFFICE**

POSITIVE THINKING RALLIES Personal Rally Pack includes live speeches before packed-house audiences. Eight great motivational/inspirational speakers tell listeners how to make decisions that can change their lives for the better - immediately! Each cassette tape captures the wit and wisdom of the speaker as well as the enthusiastic audience reaction. Each time you listen you are there, at the rally, living the experience over and over until the words and ideas begin to take hold in your daily life.

Combine POSITIVE THINKING PRINCIPLES with FREE ENTERPRISE EFFORT and watch good things happen to you, your family, your business associates. The speeches

at POSITIVE THINKING RALLIES by these great men have helped many. Now they are yours to analyze and use any time you like, in the privacy of your own home or office.

The eight cassettes in this Rally Pack include: Paul Harvey, Art Linkletter, Earl Nightingale, Bob Conklin, Cavett Robert, Ira Hayes, Dr. Robert Schuller, Don Hutson and Zig Ziglar. Use their ideas and suggestions to change your life for the better. Become better organized, more productive, happier and more successful. Order your POSITIVE THINKING RALLIES PERSONAL RALLY PACK TODAY!



Produced by:

**HUMANEERING, INC.** 5802 Raleigh LaGrange Road Memphis, Tennessee 38134

**COMPLETE PERSONAL RALLY PACK  
CONTAINING 8 CASSETTES RECORDED LIVE  
AT A POSITIVE THINKING RALLY ONLY \$45.00**

Call Toll-Free to place your order 1-800-238-5879