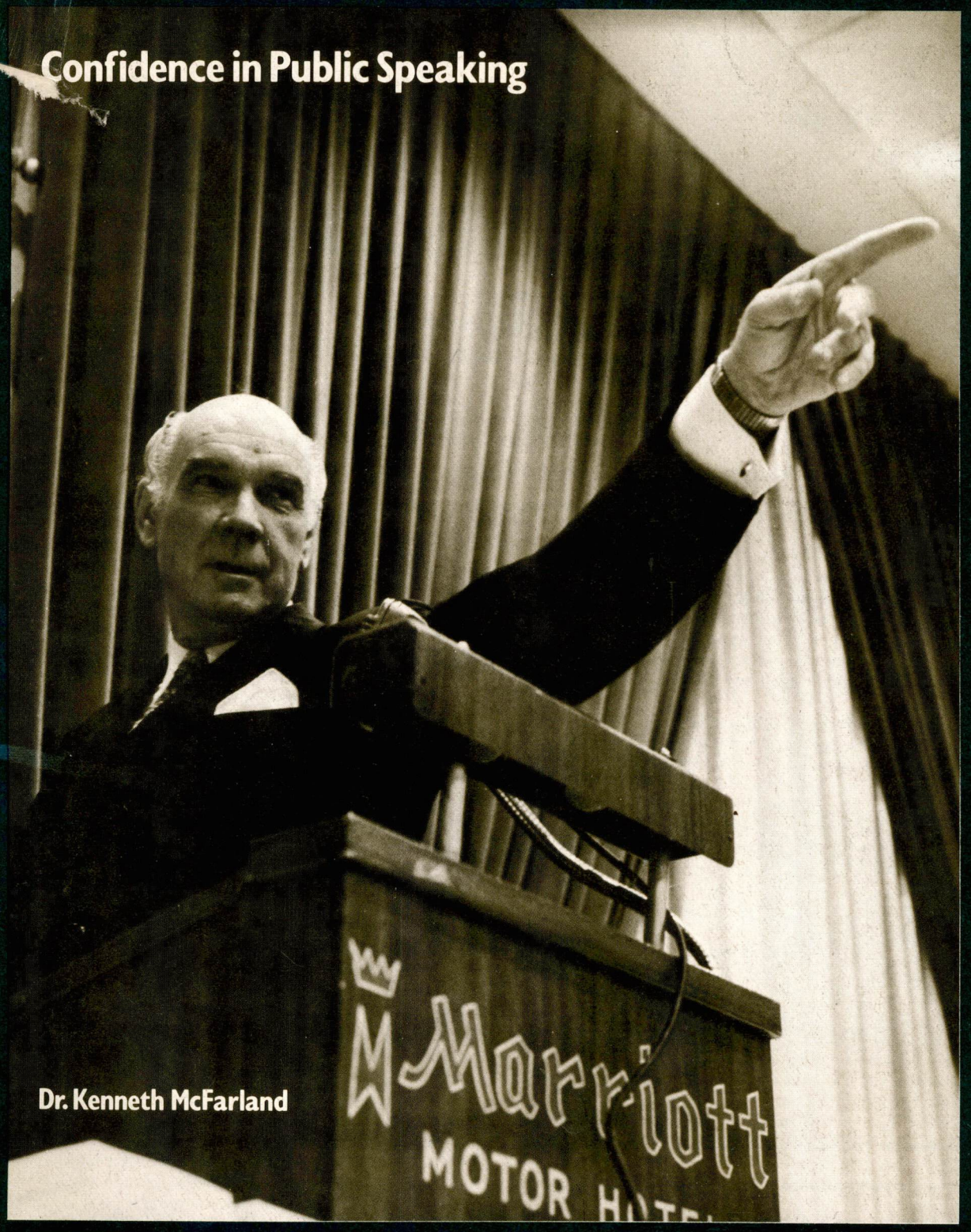
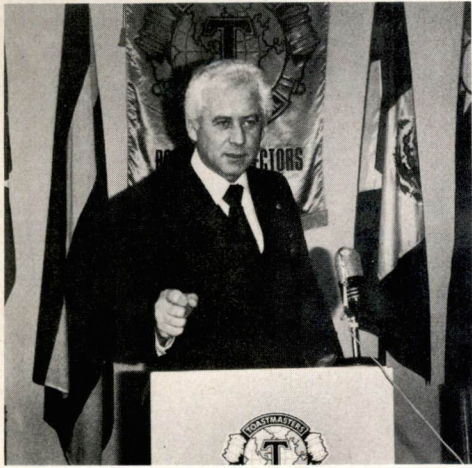


## Confidence in Public Speaking



Dr. Kenneth McFarland



## Be Selflessly Selfish

During a recent officers training program, as I was encouraging participants to use the Club Management Plan, one of the club presidents said: "Let's face it — this is a selfish organization. I'm only in it to improve my own skills. Why should I waste time on that thing?"

Thinking back, I can't count the times I've heard people make that same statement — it's a selfish organization! Certainly, I have selfish motives for being a Toastmaster. I'm in this organization to learn, to grow, to become a better communicator and to develop my leadership skills. Selfish? You bet!

But after reflecting on that club president's statement, it also occurred to me that if everyone was selfish — as selfish as his statement made him sound — there would be no instruction, no possible means for personal growth through Toastmasters' programs.

If my fellow members were totally selfish, they would attend meetings only when assigned a speech. And in their selfishness, they would assume that their fellow members would be present to evaluate that speech and give them guidance. But would people who joined Toastmasters for purely selfish reasons be present to perform that assignment? What would happen if we were all so selfish that we only showed up for our speaking assignments? Where is the growth in that?

No, the club president was wrong. Toastmasters are not selfish — they can't afford to be. Their own development demands they not be.

Without the sharing of skills that takes place at our meetings, our educational program wouldn't exist. Without the selfless participation of members, growth doesn't happen. Communication skills encompass much more than the act of speaking. We forget sometimes that real communication also involves listening and evaluating what we hear.

What kind of a Toastmaster are you? Do you give of yourself when you participate in Toastmasters programs? You will get the most out of your involvement in this organization only by being selfless in your selfishness. The full potential of the program lies in participation at all levels — club, area, division, district and even beyond that. The more you participate, the more you gain!

What are the means of growth as a member? They include the following:

- *Fulfill your assignments, whether as a speaker, evaluator, table topics master or session leader.* Different skills are learned in each position and the selfish member can't afford to bypass even one of those speaking experiences.
- *When called upon, serve as an officer.* Your leadership skills can

be enhanced as you help others reach their self-development goals.

- *As an officer, selfishly take advantage of programs and information offered by Toastmasters International.* For more than 50 years, Toastmasters' leaders have been developing opportunities for personal growth for members. Use the new Success/Leadership Programs to improve your leadership skills. They can't be done alone — you need each other to gain their benefits. Use the manuals that have been prepared to pace you through your communication development individually. Participate in district activities — why not gain the knowledge your officers are eager to share? Promote the use of the Club Management Plan because it assures *your* growth — not just the club's. Accumulating all those points may seem like a waste of time, but the process of maintaining those records keeps your club on a course that makes it possible for each member to get the most out of Toastmasters' programs.

- *Be more than just a member of a club.* Be a member of your area — encourage your members to visit other clubs. There's a wealth of information in those other groups. Why not fill your cup with their knowledge, too? Serve as an officer beyond the club if you want to reach your full leadership potential. As an area governor, you can share ideas with several groups, thus *selfishly* promoting your own development. And beyond the area level you'll find even greater opportunities for leadership experience.

In my years as a Toastmaster, my most selfish contribution has been my involvement as a district officer. Through that experience, I have gained many friends outside my own district, and that camaraderie is a selfish motive that keeps me active at the district level. Now I have the means to gain ideas and insights from talented people all over the world. If that isn't selfish, I don't know what is!

Be selflessly selfish as a Toastmaster. You're a member of an exclusive group — one that has only your best interests at heart. So don't hesitate to pursue your self-interests openly. Just remember that it's in your best interests to help others, too. Only by sharing your skills can you receive the gift of knowledge from your fellow members.

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# The Toastmaster

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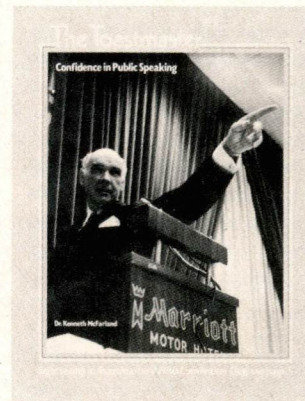
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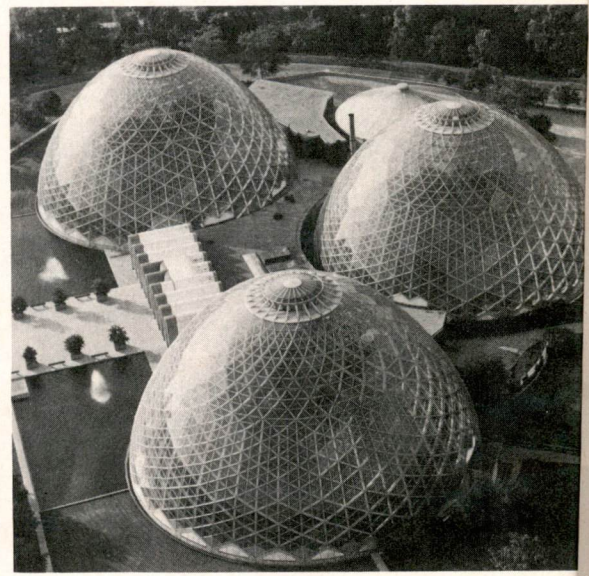
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## COVER

*Many of us suffer from the fear of public speaking, but we can all learn to make stage fright work to our advantage if we're willing to make those first awkward and often embarrassing attempts to communicate with an audience. In this issue of The Toastmaster, Dr. Kenneth McFarland, one of the greatest public speakers in America, tells you how to accomplish that by developing a quality you'll find in every eloquent speaker — confidence. The immortal speeches of history have invariably been confidently spoken, Dr. McFarland says. With preparation, persistence and a concentrated effort to build in your strengths by building out your weaknesses, you can also become a confident speaker who wins attention and respect from every audience.*



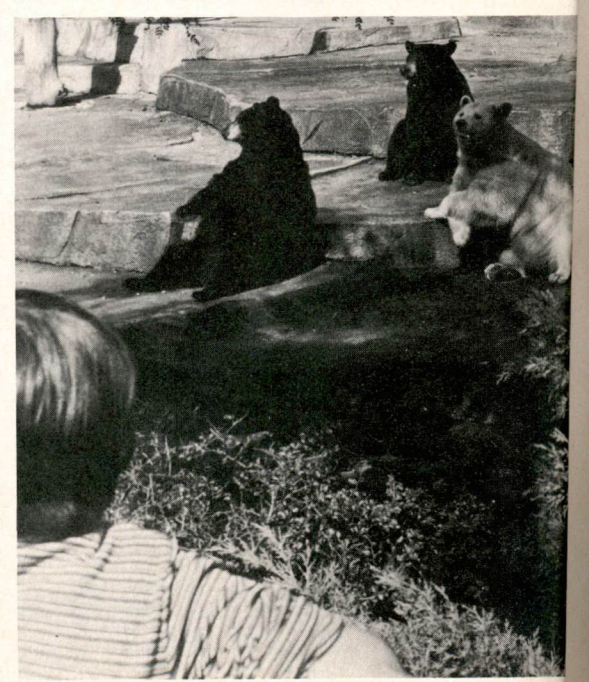


Bradford Beach, Lake Michigan (above).

**WELCOMING TOURISTS** — The City Hall Tower (right), one of many historic landmarks in Milwaukee, is the place to go for daily reports on special activities and events in the Greater Milwaukee area. Information is just a phone call away on the Fun Line (799-1177), which can be reached anytime for ideas on where to go and what to do.

**SPECTACULAR SEASONAL DISPLAYS** — Have you ever walked through an arid desert and a tropical forest in the same day? Milwaukee's Mitchell Park Conservatory (far right, center) may be the only place in the world where you can find such diverse climates in the same vicinity. Each 85-foot high glass dome has the climate and exotic plants of a different part of the world. Sunken gardens and picnic areas are favorite spots in the summer, while winter visitors enjoy ice skating on the park's rink.

**EXOTIC ANIMAL LIFE** — The Milwaukee County Zoo (below, right) is internationally famous for its natural and cageless environment. Consistently rated as one of the world's greatest zoos, its animals appear to roam at will in natural habitats separated by hidden moats.



In many ways, touring Toastmasters' 1980 Convention city is like taking a trip to Europe. . .

# MILWAUKEE: Where Cultures Mingle

**W**hen you think of Milwaukee, do you automatically think of beer? If so, you're no different from most people, because Milwaukee is as famous for beer as Detroit is for automobiles.

But this year, for Toastmasters all over the world, Milwaukee takes on an added significance, for in August the city will host the 49th Annual Toastmasters International Convention.

As those who attend the convention will discover, Milwaukee expends as much effort toward being a convivial host as it does toward purchasing fine beer. In fact, Milwaukeeans have a name for their special brand of hospitality — *gemutlichkeit*. You'll see and hear this German word often in Milwaukee, but if you ask for a translation, you'll get a different one from almost everyone you meet. Generally, however, it connotes a feeling of contentment and

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## Milwaukee is a vibrant urban center with a small town atmosphere.

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well-being, and it reflects Milwaukee's relaxed, easygoing ambience.

To many Milwaukeeans, *gemutlichkeit* is a byproduct of the city's best-known industry, and the informal attitude of its residents has been attributed in part to their fondness for beer. Some observers have even suggested it is remarkable that Milwaukee's breweries are able to produce more beer than is consumed locally.

Milwaukee has made beer since the mid-19th century. Other cities had breweries in those days, but two important factors helped propel Milwaukee toward its present-day status as beer capital of the world. First, the city received a heavy influx of immigrants from Germany. Some of the newcomers were experienced in the art of making fine beer, while almost all of them were enthusiastic beer drinkers. Second, a lucrative export market developed when most of Chicago's breweries were destroyed in the great fire of 1871.

Of the many neighborhood breweries that operated during the 1850s, three have survived — Miller, Pabst and Schlitz. All offer free tours, which are climaxed by a taste or two of the product.

Of course, there is much more to Milwaukee than beer. In fact, beer isn't even the city's biggest industry. Milwaukee enjoys a diversified economy based on manufacturing, finance and shipping. With a metropolitan area population of nearly 1.5 million, it is Wisconsin's largest city, as well as the state's commercial hub.

Milwaukee is a vibrant urban center with skyscrapers, freeways and daily jet connections all over the United States. Yet at the same time it has managed to retain something of a small town atmosphere. This is evident not only in the friendliness and hospitality of Milwaukee's people but also in its clean streets, neatly manicured lawns and European-flavored neighborhoods, which are little changed from the 19th Century. In addition, Milwaukee is the safest large city in the United States, according to government statistics.

### Historic Landmarks

The Marc Plaza Hotel, scene of this year's convention, is conveniently located in the heart of downtown Milwaukee. From here, the visitor is within easy walking distance of an array of interesting attractions and historic landmarks.

A few blocks to the west is the campus of Marquette University, site of the oldest building in the Western Hemisphere devoted to the Christian faith. St. Joan of Arc Chapel is a reconstruction of a 15th Century stone chapel in France; many of the original materials were used in the reconstruction.

Two short blocks north of the hotel is the civic complex of three connected buildings called MECCA — short for Milwaukee Exposition Convention Center and Arena. Just west of MECCA are tranquil MacArthur Square, named for onetime Milwaukeean General Douglas MacArthur, and the ornate Milwaukee County Court House.

On the south side of MacArthur Square is the Milwaukee Public Museum, one of the finest museums of its

type in the United States. Visitor involvement is stressed at the museum's displays, which center on natural history, social history and the fine arts. Of special interest is a section called "Streets of Old Milwaukee," where gaslit lanes meander past turn-of-the-century shops and homes. The museum's newest exhibit is the "European Village," which contains homes and cottage shops representing 32 Old

## Getting to the Convention

The beer capital is on the main line of many transportation routes and is within an easy drive from much of "mid-America." Keep the ever-changing energy situation in mind, however, and make your travel plans early, especially if you want to take advantage of discount fares. Consider these travel alternatives:

- **By Air** — Several major carriers fly into Milwaukee's General Mitchell Field, including Braniff, Eastern, Hughes Airwest, Northwest Orient, Ozark, Republic, United and Western. Members outside the United States will find convenient connections available from Chicago and other gateway cities.

- **By Rail** — Amtrak offers frequent direct service to Milwaukee from Chicago, as well as from Seattle, Duluth and Minneapolis, with connections nationwide.

- **By Bus** — Bus service is provided by Badger, Greyhound, Royal Coaches and Wisconsin-Michigan Coaches.

- **By Highway** — Milwaukee is connected with United States and Canadian points by several major highways, including interstate routes 94 and 43. Auto ferry service across Lake Michigan is provided by the Chessie System.

No matter how you get there, Milwaukee will be an experience you will not soon forget.

See page 31 for convention registration and hotel reservation forms.

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tallest building in the state. Or, for a view across water, take a two-hour cruise on Lake Michigan with the Iroquois Boat Line.

At Mitchell Park Conservatory, visitors can explore three glass domes containing displays of exotic vegetation. There's a tropical dome, another with desert plants and a Show Dome, which features dazzling seasonal displays. Each dome is 87 feet high and encloses 2½ acres.

Wisconsin's single top tourist attraction is the Milwaukee County Zoo. Here, predator and prey roam within sight of one another, separated by cleverly hidden moats. The zoo's most famous resident is Samson, one of the world's biggest gorillas. The Children's Zoo gives youngsters a chance to feed and pet some of the tamer animals. For those with tired feet, a miniature train tours the zoo grounds.

Outdoors enthusiasts will find excellent facilities in and around Milwaukee. The county has a fine park system, which includes several golf courses open to the public. In addition, there's swimming and fishing in Lake Michigan, numerous bicycle trails and plenty of public tennis courts. And for fans of spectator sports, the Milwaukee Brewers play at County Stadium.

### Top Quality Restaurants

Milwaukee's hospitality by no means neglects the palate. Local residents love good food almost as much as beer; as a result, visitors are often pleasantly surprised to discover that Milwaukee is one of North America's top restaurant cities.

As one might expect, German restaurants are among Milwaukee's gastronomic highlights. A well-prepared *rouladen* or *kassler rippen*, accompanied by a stein of the local brew and capped with delicious *strudel*, makes for a hearty, enjoyable dining experience. But Milwaukee's cuisine isn't exclusively Teutonic; the city's multi-ethnic makeup assures the visitor a variety of international delights, as well as familiar dishes such as fresh seafood and Midwestern beef. Another pleasant surprise comes when the check arrives: compared to other large North American cities, Milwaukee is refreshingly inexpensive, so don't plan to diet here.

Toastmasters planning to attend this year's convention may wish to consider either arriving early or staying after the convention because Wisconsin is a fine place to vacation. Those who get to Milwaukee early can sample the Wisconsin State Fair, which begins August 14 in suburban West Allis.

There's no doubt about it. With Milwaukee's traditional hospitality and Toastmasters International's exciting convention schedule, the 1980 convention promises to be a time of learning, fellowship and . . . *gemutlichkeit!*

World cultures that comprise much of Wisconsin's population.

A block east of MECCA is another historic landmark — the Milwaukee County Historical Society Museum. During the city's horse-and-buggy days, this building housed the Brewers Bank. Right behind the museum is Pere Marquette Park, a triangular splash of green on the west bank of the Milwaukee River. Father Jacques Marquette, a French Jesuit missionary and explorer, reputedly camped here in 1674.

Just across the river is the ultra-modern Performing Arts Center, nucleus of Milwaukee's cultural life. Presentations include drama, symphony, ballet and opera. Prior to the PAC's completion in 1969, the city's cultural focus was the Pabst Theater, one block to the south. This 1893 vintage theater was scheduled for demolition after it had apparently outlived its usefulness, but nostalgic citizens helped save it. Today, after having been extensively remodeled, the Pabst hosts musical, dance and drama presentations.

A stone's throw from the Pabst Theater is Milwaukee's favorite land-

mark — the ornate, Flemish-style City Hall. Built in 1893 at a cost of just over \$1 million, this unique structure stands 393 feet tall, capped by a bell tower and clock. A 10-ton bell was used until 1922, when its excessive noise struck a discordant note with the citizenry.

Milwaukee's excellent bus system brings most of the attractions outside the downtown area within easy reach. Buses run at frequent intervals throughout the day and evening.

## Residents enjoy good food almost as much as beer.

The Milwaukee Art Center, located in a striking building designed by famed architect Eero Saarinen, enjoys a scenic setting on the shore of Lake Michigan. A special feature of this art museum is its telephone-tape system, which describes the artists and their works.

After viewing Milwaukee from street level, you can get a birds-eye look at the city by the observation deck atop the 42-story First Wisconsin Center —

## Getting Organized for a Smooth Delivery

**Q** *I have been asked to make a presentation on my achievements as a stockbroker for a group of recent college graduates. Can you offer some suggestions that will help me organize my thoughts and make a smooth presentation?*

**A** Since the opening is the most important part of a speech, start by developing a good icebreaker — a story that will help the audience identify with your message.

To decide on what material to use in the body of your speech, make a list of all the points you'd like to mention. Think of all the successes you've experienced at work and the funny incidents that have happened in your office, even if they didn't happen to you. Then select the best stories, including some examples of your failures as well as your successes.

Organization is crucial to the success of your talk. The logical place to start is with what happened first, when you graduated from your training. Then amuse your audience with the stories of what went wrong before you discuss your accomplishments. Scatter the facts and statistics between anecdotes; too much straight information in one dose might cause your listeners to daydream.

When giving your talk, you can hold the audience's interest by maintaining strong eye contact. It is difficult to be inspiring if you're reading. Write the outline headings of your talk on 3x5 cards and try to memorize the ideas in order. It also helps to put your key points on a flip chart. The audience will think the chart is for them but it will also help you remember your speech. To avoid losing your train of thought during your presentation, ask the audience to write down their questions and save them for the end of your presentation.

If you take these steps when preparing and delivering your talk, you should feel as confident at the lectern as you do in your work as a stockbroker. Remember, the most important thing is organi-

zation. Be prepared, and you will succeed.

*These suggestions have been contributed by Patricia Fripp, motivational speaker, owner of Markham Style Innovator Barber and Beauty Shop in San Francisco, California and member of Cable Car Toastmasters Club 1243-4.*

## Welcoming New Members

**Q** *Are there some guidelines for a quick and efficient induction ceremony that will provide a warm welcome for the new member?*

**A** The induction ceremony is an important opportunity to motivate new members. Show them how much you value their involvement in Toastmasters by seating them at the head table and welcoming them with applause. The president should introduce them with a short speech on the benefits of Toastmasters training. The introductory speech should also stress that the induction ceremony is not only a welcome into the club but also an exchange of pledges.

The president might say, "We in this club pledge to you our comradeship, our encouragement and our support. We shall listen to you with attention, evaluate your efforts with care and advise you with discretion. We assure you, also, of the service of Toastmasters International."

Reminding the prospective member that his or her application pledges certain responsibilities, the president should outline what is expected of club members. Attendance, dues, preparation for meetings, fellowship and loyalty are among the topics that could be covered. A mentor should be introduced to the new members, but remind them that all club members are eager to assist them.

After these remarks, a lapel pin and a Communication and Leadership manual should be presented to the new members. At this time, the new members may want to say a few words, but they

should not be pressured to do so.

With that, the ceremony is completed. In a simple proceeding, each new member has felt the warmth of fellowship that is the essence of Toastmasters.

*These suggestions have been contributed by Joe Garmeson, former chairman of the South African Council. He's a member of CIS-Johannesburg Club 1150-74 and City Club 1324-74, both in Johannesburg, South Africa.*

## The Member as a Guest: Club Visits Provide Learning Opportunities

**Q** *In my job, I am required to travel frequently, so I miss a lot of club meetings. What can I do to make up for that lost time?*

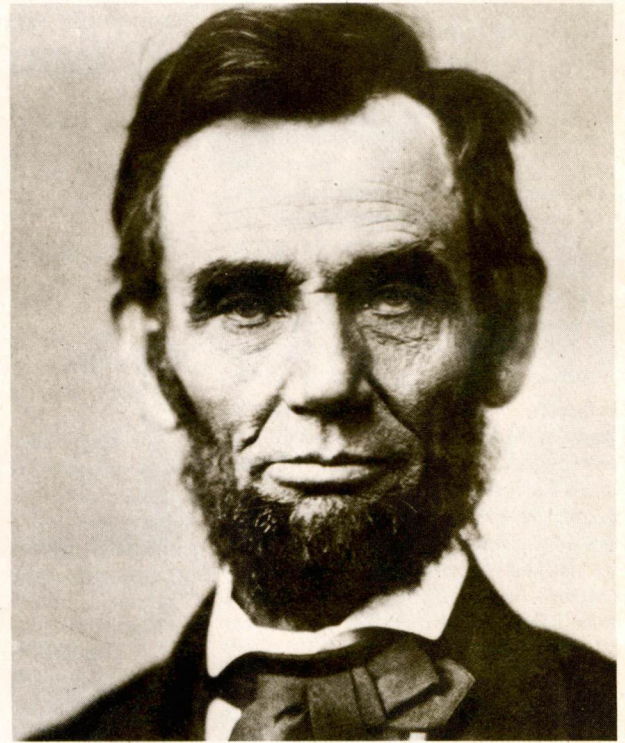
**A** Toastmasters is different from many organizations in that we have always stressed participation more than mere attendance. Therefore, our organization doesn't require or expect members to attend nor do we ask members to visit clubs in the areas where they are traveling. But, required or not, there's a lot to learn from visiting other clubs, particularly those in different cultures.

Just because you're a member doesn't mean you can't be a guest. Using Toastmasters Annual Club Directory, you can easily find out what cities on your itinerary have Toastmasters clubs and what phone number to call for more information.

You can also use the directory to locate the district governor for the area you are visiting. He or she can provide up-to-date information on new clubs that have been formed. Or, you may want to call or write Toastmasters' World Headquarters for club information. If you write, be sure to do so at least six weeks before the start of your trip. *Send your questions to Toastmasters International, Publications Department, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711, Attention: Speakers Forum. Please send your name, address and club and district number with your question. —Ed.*

# EVERETT AND LINCOLN AT GETTYSBURG

by Thomas Montalbo, DTM



## Lincoln's Gettysburg Address

Four score and seven years ago our fathers brought forth on this continent a new nation conceived in liberty and dedicated to the proposition that all men are created equal.

Now we are engaged in a great civil war testing whether that nation or any nation so conceived and so dedicated can long endure. We are met on a great battlefield of that war. We have come to dedicate a portion of that field as a final resting place for those who here gave their lives that that nation might live. It is altogether fitting and proper that we should do this. But in a larger sense we can not dedicate — we can not consecrate — we can not hallow this ground. The brave men living and dead who struggled here have consecrated it far above our poor power to add or detract. The world will little note nor long remember what we say here but it can never forget what they did here. It is for us the living rather to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced. It is rather for us to be here dedicated to the great task remaining before us — that from these honored dead we take increased devotion to that cause for which they gave the last full measure of devotion — that we here highly resolve that these dead shall not have died in vain — that this nation under God shall have a new birth of freedom — and that government of the people, by the people, for the people shall not perish from the earth.



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## Two historic speeches — why one was forgotten and the other survives more than 100 years later.

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**M**ore than a hundred years ago, Edward Everett and Abraham Lincoln gave speeches on the same day, on the same platform, on the same subject, to the same audience. The occasion was the dedication of the Gettysburg National Cemetery on November 19, 1863.

Everett, then the nation's leading orator, was the first speaker. He talked for two hours. Then Lincoln spoke for two minutes. Everett's speech has been long forgotten, but Lincoln's is still remembered. Why did one die and the other survive? A comparison of the two speeches provides the answer as well as many pointers for today's speakers.

Everett's 15,000-word address is too long and covers too much ground. Although it's a storehouse of information on many subjects, it is burdened with unnecessary details. Its language, though polished, suffers from a stilted, flowery style.

In sharp contrast, Lincoln's address is short and to the point. With about 275 words, Lincoln focuses on one main idea and presents it in clear, forceful language. So concise are his thoughts and words that if you're bold enough to edit them, you'll upset the mood and tone of the address. For example, if you change the Biblical phrase "four score and seven" to "eighty-seven," you start the speech too abruptly, spoil the flow of the opening sentence and lose the rhyme of the vowel sounds "four" and "score."

### Everett's Flaws

Everett begins his address with this paragraph: "Standing beneath this serene sky, overlooking these broad fields now reposing from the labors of the waning year, the mightily Alleghenies dimly towering before us, the graves of our brethren beneath our feet, it is with hesitation that I raise my poor voice to break the eloquent silence of God and Nature. But the duty to which you have called me must be performed; grant me, I pray you, your indulgence and your sympathy."

Then, in some 600 words, he describes how Greece honored the war dead 23 centuries ago. He starts: "It was appointed by law in Athens that the obsequies of the citizens who fell in battle should be performed at the public expense, and in the most honorable manner." He ends: "Their names were inscribed upon ten pillars, erected upon the monumental tumulus which covered their ashes . . . the venerable

mound still marks the spot where they fought and fell."

Everett's introduction and his story of the funeral and burial rites in ancient Greece suggest four "don'ts" for speakers:

- *Don't use too many words in one sentence.*

Everett's opening sentence has 52 words. Many sentences in his address are as long or longer, ranging from 50 to 180 words and punctuated with semi-colons, dashes or parentheses. Communication experts say long sentences shouldn't be used because they're generally hard to understand.

- *Don't use too many adjectives and adverbs.*

Eleven of these modifiers clutter Everett's first sentence. As many or

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### Everett's speech was ". . . beautiful, but cold as ice."

---

more overload sentences throughout his speech. Unnecessary in most cases, adjectives and adverbs tend to weaken the words they modify.

- *Don't use unfamiliar words when more common ones exist.* For "obsequies," Everett could have substituted "burials"; for tumulus, "tomb"; for venerable, "ancient."

• *Don't sound apologetic.* Note how Everett says he hesitates to speak and asks the audience to bear with him. This kind of apology does nothing to strengthen your speech, and it may weaken the impact of your message.

About a dozen subjects find their way into the body of Everett's address, including the following: causes of the American Civil War, maneuvers in the battle of Gettysburg and events before and after it, tribute to the war dead and survivors, secession and states' rights, the history of wars fought in England and Europe in previous centuries and possible reconciliation between North and South.

Everett's elaborate and scholarly handling of most of his subjects might interest some historians but not a general audience. Besides, he fails to achieve the unity required of a well-organized speech. As he builds up the body with major blocks of material for each subject, no central theme cements the blocks together to form a unified whole.

Everett uses transitional sentences such as "Let us contemplate for a few moments the train of events which culminated in the battle. . ." and "Let us now rapidly glance at the incidents of

the eventful campaign." Despite his good intentions to stay within general time limits, he drags out each subject. Aware of this tendency, he apologizes with statements such as, "Pardon me, my friends, for dwelling on these wretched sophistries." But then he continues to speak without restraint.

As Everett begins to tell the story of the battle of Gettysburg, he says: ". . . it would be impossible for me to comprise, within the limits of the hour, such a narrative as would do anything like full justice to the all-important events. . ." That's true. Still, he uses some 4000 words to give a detailed description of the battle and to pinpoint the movements of the opposing armies. And after all that, he says: "Such most inadequately recounted, is the history of the ever-memorable three days . . . I must leave to others, who can do it from personal observation, to describe the mournful spectacle presented by these hillsides and plains at the close of the terrible conflict."

The conclusion of Everett's speech goes on and on and on to about 450 words. He says: "And now, friends, fellow citizens of Gettysburg and Pennsylvania, and you from remoter States, let me again, as we part, invoke your benediction on these honored graves." Then he lingers on the spots where the soldiers fell and describes the plains, fields and streams.

Even when you expect him to close after he quotes from the funeral oration of Pericles, the Athenian statesman, Everett continues with another hundred words until he finally ends: ". . . wheresoever throughout the civilized world the accounts of this great warfare are read and down to the latest period of recorded time, in the glorious annals of our common country, there will be no brighter page than that which relates The Battles of Gettysburg."

Typically, Everett diluted his conclusion with too many words. If he had used only the beginning and ending words quoted above, he would have wrapped up his address with a far more effective closing.

The overall impact of Everett's address was perhaps best described by the eyewitness who said it was "like Greek sculpture — beautiful but cold as ice." Without a unifying idea, the speech's many subjects become digressions that fail to sustain interest. Nor are there any memorable phrases or

sentences. Books of quotations show no excerpts. And it's hard to find a copy of the oration.

On the other hand, Lincoln's Gettysburg Address is printed complete or in excerpts in all collections of speeches and books of quotations. It appears in full even in *Webster's New Collegiate Dictionary*. In addition, it has inspired a number of imitations and parodies.

### Lincoln's Powerful Language

Lincoln felt deeply about what he said at Gettysburg. His words come not only from his lips but from his heart. "Great speeches are as much a part of a man as his eyeballs or his intestines," author E.B. White says. Poet William Butler Yeats put it this way, "He that sings a lasting song thinks in a marrow bone." And according to poet Frederick Goddard Tuckerman, "What is drawn from the heart alone bears the impress of immortality."

Long before Gettysburg, Lincoln passionately advocated democracy. When he was 29, he said of the Founding Fathers: "Their ambition aspired to display before an admiring world, a practical demonstration of . . . the capacity of a people to govern themselves." Time after time, in speech after speech, he returned to this theme, even more often after the coming of the Civil War. When Fort Sumter fell, he told Congress the issue between North and South involved "the question of whether . . . a government of the people, by the same people can, or cannot, maintain its territorial integrity against its own domestic foes."

This passion for the Union compelled Lincoln to speak out in plain yet powerful language at Gettysburg. There, his eloquence stems from his fiery emotion. Much of the speech's power comes from strong nouns. Its movement flows from active verbs used in quick succession. That's how he gives vitality to the sentences and makes them march.

Lincoln's sentences are short. Half contain 10 to 21 words. Others range from 24 to 29 words. His last sentence is long — 82 words. But it's easy to understand because it's a carefully structured list, starting with a main thought and continuing with four "that" clauses, all related to each other.

Simply yet superbly organized, his 10 straightforward sentences move chronologically. The first cites a past event. In the second he speaks of the present and reveals his central theme. The introduction now complete, he devotes the next seven sentences to the body of his talk and develops his theme. Each sentence leads logically to the conclusion.

In crescendo fashion, the series of four clauses in the final sentence accumulates dramatic force, builds up momentum and creates a snowball effect toward the climax, where Lincoln

vows "that government of the people, by the people, for the people, shall not perish from the earth."

Contrasting with the abundance of nouns and verbs in Lincoln's address is the scarcity of adjectives and adverbs. This adds vigor to his speech. Over 70 percent of his words have only one syllable. Even today, almost all his words are familiar and in common use.

Noteworthy, too, is Lincoln's tendency in the Gettysburg Address to convey his thoughts in human terms whenever he can. The speech is studded with nouns and pronouns such as "fathers . . . men . . . we . . . our . . . they . . . people."

Lincoln doesn't linger over any detail. Nor does he circle around a thought. He condenses his views into the fewest possible sentences and words. He once wrote, "This is not a long letter, but it contains the whole story." So it is with his Gettysburg Address.

Short as it is, Lincoln's speech shows repetition of single words, phrases and clauses. His purpose was not to create a rhetorical effect for its own sake. He believed repetition helped people understand and remember what he said. Once he confided he was never satisfied when expressing a thought

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## Lincoln expressed his ideas in clear, forceful language.

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until he "bounded it north, bounded it south, bounded it east and bounded it west." He also said he was determined "to be so clear that no honest man can misunderstand me and no dishonest one can successfully misrepresent me."

So Lincoln was particular about *how* he spoke his thoughts — what words he used and how he put them together. His use of repetition in the Gettysburg Address provides both clarity and emphasis. That technique takes various forms: key words, alliteration, assonance and parallelism.

The key word "dedicate" for example, is so used that nobody could fail to realize his address concerns a dedication. Repeated half a dozen times the word "dedicate" sounds like a refrain and has the effect of an incantation. Another key word "nation," repeated five times, is used in the same way. Note also his repetition of the same words in this short sentence: "But, in a larger sense, we cannot dedicate — we cannot consecrate — we cannot hallow — this ground." Lincoln also repeats "people" three times in parallel prepositional phrases.

In using alliteration, repeating the same initial consonant in two or more words, Lincoln sprinkles the words

around so that you're hardly aware of the repeated consonants unless you look for them. Notice how he does this in his opening sentence: "Four score and seven years ago our fathers brought forth on this continent a new nation, conceived in liberty and dedicated to the proposition that all men are created equal."

Lincoln also uses assonance, repeating the same vowel sounds in such phrases as, "Four score . . . on this continent . . . cannot consecrate . . . our poor power . . . so nobly . . . will little . . ."

Lincoln's parallelism is easily seen in the often quoted phrases, but appears more subtly when he repeats words to tie sentences together like an echo, as in, ". . . We are engaged . . . We are met . . . We have come . . . It is for us the living, rather . . . It is rather for us. . ."

Especially effective is his use of antithesis, contrasting ideas with parallel structure, as in these examples: ". . . those who here gave their lives, that that nation might live"; "The brave men, living and dead"; ". . . to add or detract"; "The world will little note, nor long remember. . ."

Intense emotion influenced Lincoln's selection and arrangement of words. Moreover, his respect for words, skill of language and insistence on clearness gave unforgettable expression to his compelling convictions. Under the stress of the raging war and its unbearable sufferings, his passion for the Union and his passion for clarity merged and poured forth at Gettysburg.

To get the full impact from Lincoln's words you must hear them spoken. Reading them in cold print is exciting, but hearing them quickens the pulse. As he once said, "When I read aloud, two senses catch the idea: first, I see what I read; second, I hear it, and therefore I can remember it better."

This comparison of the two Gettysburg Addresses reveals many pointers for today's speakers. But probably the best lesson for all is the one suggested by Edward Everett himself. The day after the Gettysburg ceremony, he wrote to Lincoln, "I should be glad if I could flatter myself that I came as near to the central idea of the occasion in two hours as you did in two minutes."

So if you want your speech to be remembered, above all, be brief and to the point. Study Lincoln's Gettysburg Address, and follow his lead. 🗣️



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# Spelling with Imagination

by Vivian Buchan

If you doubt that spelling is important, consider this sad tale:

In 1970, the Philadelphia Phillies plucked outfielder Kevin Ruznak right out of the hands of the New York Yankees. The Yankees thought they had drafted the Ohio State ballplayer, but baseball Commissioner Bowie Kuhn handed the prize over to the Phillies. Why? Because the Yankees had put in their bid for Kevin *Ruznak*. If they had spelled his name right, they might have gained one of the most

sought-after college players in baseball.

Many of my former students at the University of Iowa were flunked out simply because they couldn't spell. In my department, essays were given "F's" if spelling errors exceeded a specific number. Many people are terrible spellers. Yet anyone can learn to spell correctly.

I don't believe we can teach spelling by saying, "Learn the rules, and you'll be okay," for the exceptions to those rules are more confusing than clarifying.

However, I do believe anyone can learn to spell better by tackling the problem in a personalized way. You may be a better speller than you think you are. Unless it's a very complicated word, you probably make just one error in the arrangement of the letters.

## Gimmicks and Catch Phrases

For example, let's take the words *receive* and *deceive*, which are commonly misspelled because people can't remember if the *i* or the *e* follows the *c*. There is a rule about this, but you don't need it

## Test Your Spelling Skills

In each of these 60 pairs of words, one spelling is correct. They are commonly used words, and commonly misspelled. Score yourself; answers are on page 12.

- (a) accommodate (b) accomodate
- (a) concensus (b) consensus
- (a) seige (b) siege
- (a) seize (b) sieze
- (a) weird (b) wierd
- (a) weild (b) wield
- (a) exhorbitant (b) exorbitant
- (a) exhuberant (b) exuberant
- (a) exhilarate (b) exhilarate
- (a) guage (b) gauge
- (a) chisler (b) chiseler
- (a) marshal (b) marshall
- (a) dispel (b) dispell
- (a) supersede (b) supercede
- (a) category (b) catagory
- (a) quandry (b) quandary
- (a) propeller (b) propellor
- (a) publicly (b) publically
- (a) battalion (b) battallion
- (a) recommend (b) recomend
- (a) their 's (b) theirs
- (a) priviledge (b) privilege
- (a) ecstasy (b) ecstacy
- (a) inoculate (b) inoculate
- (a) restaurateur (b) restauranteur
- (a) alright (b) all right
- (a) seperate (b) separate
- (a) embarass (b) embarrass
- (a) harass (b) harrass
- (a) missile (b) missle
- (a) proceed (b) proceed
- (a) preceed (b) precede
- (a) repetition (b) repitition
- (a) existence (b) existance
- (a) vaccuum (b) vacuum
- (a) grammar (b) grammer
- (a) insistent (b) insistant
- (a) nickle (b) nickel
- (a) dissension (b) dissention
- (a) perogative (b) prerogative
- (a) rediculous (b) ridiculous
- (a) occurance (b) occurrence
- (a) developement (b) development
- (a) occassion (b) occasion
- (a) pronunciation (b) pronounciation
- (a) drunkenness (b) drunkenness
- (a) sacrelegious (b) sacrilegious
- (a) desireable (b) desirable
- (a) irresistibile (b) irresistible
- (a) inadvertant (b) inadvertent
- (a) achieve (b) acheive
- (a) dependant (b) dependent
- (a) commitment (b) committment
- (a) judgment (b) judgement
- (a) indispensable (b) indispensable
- (a) perseverance (b) perserverance
- (a) allotted (b) allotted
- (a) antequated (b) antiquated
- (a) cemetery (b) cemetary
- (a) calander (b) calendar

to spell those words correctly.

I'm a firm believer in gimmicks, catch-phrases or silly ideas we can use to remember how to spell a word. I use them often, and they work: Let's take those two troublesome words and simply think of the *c* as a piece of cheese between two crackers, making up a sandwich — *ecc*. That takes care of which letter follows the *c* in those two words.

Two other words that cause confusion are *separate* and *desperate*. Many people find it hard to remember which word has an *a* following the *p* and which one has an *e*. Here's a little story that will clear up that confusion once and for all. Old Tom was a miner who lived alone with his dog Sep, whose greatest joy in life was chasing rats. Whenever old Tom saw a rat, he'd call out, "Sep, a rat! Sep, a rat!" Just think of that story when you're spelling *separate*, and you'll never misspell that word or *desperate* again.

Other words that cause trouble are the pronouns *there*, *their* and *they're* because they sound alike but have different meanings. To determine when to use the proper one, simply think of the words as they are without the letter *t* in the beginning. Remove the *t* and you have *here*, a reminder that this spelling is used when you're referring to a location. In the second *their*, you come up with *heir* when you take away the *t*. The fact that an *heir* is someone who possesses an inheritance should prompt you to use *their* when denoting ownership. That leaves *they're*, which should be used in place of *they are*.

What about *principle* and *principal*? My students laughed when I told them the *principal* of their school was a *pal*, but they did grasp the idea that *principal* is the word to use when referring to something or someone of importance. That makes *principle* the noun that refers to a code of conduct, a law or a doctrine.

- |       |       |       |
|-------|-------|-------|
| 1. a  | 21. b | 41. b |
| 2. b  | 22. b | 42. b |
| 3. b  | 23. a | 43. b |
| 4. a  | 24. b | 44. b |
| 5. a  | 25. a | 45. a |
| 6. b  | 26. b | 46. b |
| 7. b  | 27. b | 47. b |
| 8. b  | 28. b | 48. b |
| 9. a  | 29. a | 49. a |
| 10. b | 30. a | 50. b |
| 11. b | 31. a | 51. a |
| 12. a | 32. b | 52. b |
| 13. a | 33. b | 53. a |
| 14. a | 34. a | 54. a |
| 15. a | 35. b | 55. b |
| 16. b | 36. a | 56. a |
| 17. a | 37. a | 57. b |
| 18. a | 38. b | 58. b |
| 19. a | 39. a | 59. a |
| 20. a | 40. b | 60. b |

Let's look at *stationery* and *stationary*, two other sound alikes that trouble many people. Remember that you use a pen to write on an *envelope*, which means that *stationery* refers to paper. Think of something *fastened* down as being anchored and you remember that *stationary* is the word used when you're referring to something that doesn't move.

I always had a problem spelling *phenomenon* until I worked up a gimmick for a student who was an avid baseball fan. I said, "Larry let's pretend you're playing ball and you say, 'Gee, no men on base.' We'll change that to read, 'Phe no men on,' and there you have *phenomenon*." I never write that word myself until I say that little sentence.

Another stumbling block is *maneuver*. Does the *e* or the *u* come first? One of my students, a farm boy, consistently misspelled that word. So one day I said, "Tom, picture yourself riding one of your horses. See in your mind the horse's mane. Where is it? In front of you, isn't it? Okay, now when you spell *maneuver* after this, think of that *mane* in front of *u*."

Another commonly misspelled word is *prejudice*, often seen written as

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## Poor spelling can hurt your chances of getting a promotion.

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*predjudice*. First, there is no prefix *pred* . . . it's *pre*. The word *prejudice* means to pre-judge something. If we'd think of that definition, we would automatically know there is no *d* in the prefix.

### Enunciation

Some people are poor spellers because they mispronounce words or speak in a slovenly manner. The words are so distorted it's impossible to spell them correctly.

How can a person who says *identity* spell *identity* right. How can you remember the correct spelling for *candidate* if you say *canidate*? I recently overheard a man ask another man he'd met on the street, "Jeet?" The answer: "Jesdid." Apparently, they understood each other, but I wondered how the first man would write, "Did you eat?" and how the second would write, "Just did."

Another reason we can't spell some words correctly is because we *look* but don't *see* what we're looking at. I spent some frustrating time searching through the dictionary trying to find out how to spell *cholesterol*, for I was ashamed to call the library reference desk. Finally I found it in a medical report. I'd read that word a dozen times in papers and magazines, but I'd never really *seen* it. I'd looked at it and

recognized what it meant but paid no attention to the spelling.

It's a mistake to underestimate the importance of correct spelling. Some of my students used to say, "I don't care if I can't spell. Someday I'll have a secretary who'll know how to spell and she can do it for me."

That may happen. But first you've got to prove somewhere along the line that you're literate. If you consistently misspell common words in memos or letters to associates or clients, you create the impression that you're either illiterate or indifferent, neither of which is a commendable trait. This could be one reason some capable and ambitious people don't receive the coveted promotions they seek.

You've probably forgotten every spelling rule you were taught in school. And you're probably better off without them. Working with students who could glibly recite rules but couldn't apply them convinced me that personalized devices and gimmicks are far more effective than any rule book.

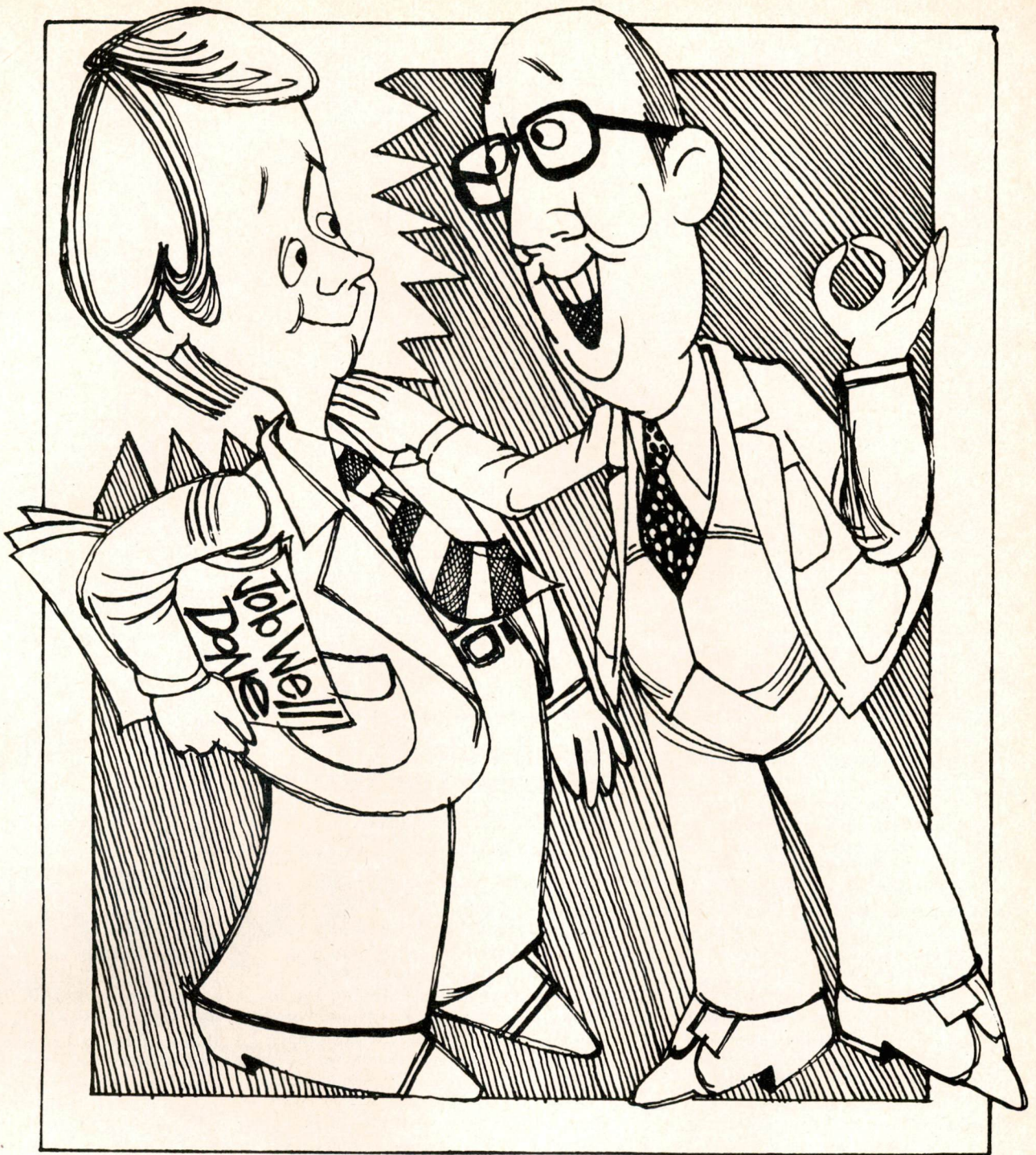
When you visualize the word you have trouble spelling, make the correct image so strong that it will travel from your mind to your hand and onto the paper. Spruce up your enunciation and pronunciation so you're speaking clearly and correctly. Use your imagination to create gimmicks that will help you remember how to spell words that confuse you.

You'll be surprised at how quickly you can master the spelling of words that have bewildered you in the past. Your list of troublesome words will shrink day by day as you master the spellings of new words you didn't have the courage to use before.

Words are needed for communication, and a lot of our communication depends on the *written* word. Even one misspelled word in a letter or memo can give the receiver an unfavorable impression of you. Sometimes we aren't even aware that we're misspelling a word, so don't be bashful about asking others to check your work for spelling errors. Admitting you're a poor speller is the first step toward becoming a good one. People who can spell accurately weren't born knowing how to do it. They made themselves good spellers. And you can do it, too. 🗣️



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# PEOPLE NEED PRAISE

Promoting  
self-improvement through  
positive feedback.

by Mike LeFan

**T**oward the end of his life, Benjamin West described how he became a painter. As he remembers it, he was being cared for by his sister, Sally, on that eventful day. With no adults in the house, he felt free to explore, and his curiosity led him to several bottles of colored ink. Following his first creative impulse, he started "painting" Sally's portrait, nearly repainting the kitchen in the process. When his mother returned, finding him

# How to Accept a Compliment

As important as it is to know how to give praise to others, it's almost as important to know how to *take* praise. Here are a few guidelines:

- *"Thank you" is the best response to a compliment.* When you feel really complimented, you might say, "Thank you very much. I appreciate your kind words."

- *Avoid a compliment swapping contest.* Compliments are not a debt to be repaid. Just accept them for what they are. When you're praised beyond what you know you deserve, use that as a lesson on what you should strive to become.

- *Consider praise from others as a spur to even greater efforts, not a reward with intrinsic worth.* When you get flattering praise, avoid conceit by asking yourself where you're still falling short. When you get deflating criticism, avoid depression by reminding yourself of your commendable successes.

- *Don't disdain praise.* If you appear too modest, you'll look like you're fishing for another compliment.

- *Don't belittle praise.* Allow people the satisfaction of praising you. When someone says, "What a pretty shirt," don't insult their opinion by responding, "This old thing? I bought it at a garage sale!"

- *Finally, don't take praise too seriously.* As Adlai Stevenson said, "Flattery is okay if you can handle it right. It's like smoking cigarettes. Quite all right, as long as you don't inhale."

Sometimes it may seem like nobody notices your daily achievements. Maybe you never miss a day of work, you love your family and provide for them, but you wonder if anybody pays any attention to what you're doing. If you're doing a good job and you're dependable, don't worry. *You are appreciated.*

Your employer, your fellow employees and your family all see what you're doing — and they like what they see. Maybe they don't pat you on the back as often as they should, but that's because we all tend to concentrate on problem areas. They're thankful they don't have to keep checking on you all the time. If you're not receiving the praise you deserve, it doesn't mean your efforts are not being seen and appreciated.

absorbed in his art, she said nothing about the mess he had made. Instead of scolding him, she looked over her son's shoulder and said, "Why, it's Sally!" Then she kissed him. "My mother's kiss that day made me a painter," West said many years after he became a famous artist.

Such powerful expressions of love and support are rarely forgotten, yet many of us forget to offer positive feedback to our business associates, friends and loved ones. Too often, we criticize, scold or condemn people when they make mistakes and fail to compliment them when they succeed. But how much more we could accomplish if our words of praise equaled or outnumbered our words of criticism.

You can make your own informal — yet revealing — survey by counting the negative and positive remarks you make to your family, friends and work associates. What's your ratio of criticisms to positive comments? If you're typical, the negatives far outweigh the positives. Yet, it takes many positive remarks to overcome the effects of just one negative statement.

People who don't get enough praise will seek it out, often in odd ways.

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## Honest praise can generate initiative and cooperation.

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Children who don't get the time and attention they want or need from their parents will get that attention one way or another, often by doing something they know will draw strong discipline. Adults do the same sort of thing. We all crave attention, and we're going to get it — one way or another. It is said that the opposite of love isn't hate, but apathy. We can't tolerate being ignored, so either we get positive feedback from those around us, or we behave in ways designed to elicit any kind of feedback — even negative.

Folk wisdom says that an ounce of prevention is worth a pound of cure. Likewise, an ounce of praise can do more than many pounds of "constructive criticism." As Martin Luther once said, "Spare the rod and spoil the child — that is true. But beside the rod, keep an apple handy to give him when he has done well."

### Praise Promotes Growth

A young secretary in a large office was trying to do well on her first job. She was a self-starter, quick to grasp new duties, and she typed nearly error-free copy. But she typed slowly, and because of the large volume of work each day, she was always behind. Her employer like her and valued her other

skills, so he didn't want to dismiss her. Instead, he decided he'd try to get her to take typing classes.

"You're the most accurate typist I've ever had," he told her one day. "If you had more speed, you'd be the best secretary I've ever seen."

Pleased, the young lady thanked him and went about her work. The employer continued to tolerate her slow typing and commended her work as often as possible. Within a few weeks, he noticed that less typing was stacking up toward the end of each day and he complimented the secretary.

"Thank you," she said. "I decided I would have more time for the important work around here if I could type faster, so I enrolled in a typing class at the college."

From that day on, this secretary became more and more valuable to her employer, and she eventually became his executive secretary. Why did she become a top-level secretary? Because her boss complimented her abilities instead of criticizing her deficiencies. We don't often change because someone points out our faults. And we tend to resent people who criticize us. If you want to help others, offer them praise and encouragement. As Augustus Hare observed, "The praise of others may be of use in teaching us, not what we are, but what we ought to be."

Anyone who wants to lead or influence others should learn to give praise. Encouragement builds self-confidence, but criticism makes us self-conscious and ineffective.

### When and How To Praise

How should you offer praise to others? Here are some guidelines:

- *Praise performance — not personality.* Praise people for their achievements and efforts. High praise for our character puts us on the spot — can we live up to that standard in the future? It also makes us feel guilty when we know that we aren't as noble as we appear to be. When people tell us how "good" we've been, when in reality we've been nourishing hostile feelings, we tend to deny their compliments through "bad" behavior.

For example, while considering a job offer from his employer's competitor, a young executive met the company president in the hall one morning. "Great to see you," said the president. "We're really please to have you with us. You're a good company man. Keep it up." After that compliment, the young man began neglecting his work and even cost the company an important account. Why? Because he had been angry with his employer for not giving him a raise that would have made it easy for him to turn down that new job offer. When the president told him he was a "good company man," the young executive felt a need to "deny" the compliment.

So, instead of complimenting character, your praise should relate to work well done, honest efforts (even if they failed) and definite progress.

• *Praise people for successes they were responsible for rather than qualities they can't control.* Complimenting a speaker on the mellow tone of his voice might create conceit. But if you praise that speaker for the warm way he spoke of a certain person, or for the diplomatic way in which he addressed a difficult topic, you aren't likely to make him arrogant. Instead, your praise will generate initiative, cooperation and a giving spirit.

• *Praise sincerely.* We can sense sincerity, and nobody will be fooled very long by phony flattery. "When you praise," said Sir Richard Steele, "add your reasons for doing so; it is this which distinguishes the approbation of a man of sense from the flattery of sycophants and admiration of fools."

• *Praise initiative.* When people do more than expected, when they see tasks that must be done and do them without being told, they deserve a special commendation. This will help them become more self-reliant. Attempts as well as accomplishments deserve praise. When you compliment someone who has tried but failed, you motivate him or her to keep trying. The

fact that a person mustered the courage to try is often more important than whether or not he succeeded.

• *Praise quickly, the sooner the better.*

Praise is most effective when offered spontaneously. Instant feedback reinforces positive behavior. If you postpone praise, it may lose its impact. Praise is communicated in many ways. Your attitude is as important as your words. The way you stop what you're doing to listen, the way you share in the success or failure, the effort you make to speak your praise, your tone of voice — all of these communicate either encouragement or discouragement.

People who are appreciated learn to be appreciative. They acquire higher and higher levels of confidence and ability. One of the greatest personal rewards we can get for the deeds we do is to have others know about our good work and applaud us with praise. 🗣️

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**MONEY BACK GUARANTEE**

The "Dean of American public speakers" reveals the confidence-building techniques that made him successful.

# CONFIDENCE IN PUBLIC SPEAKING

It is not necessary to banish fear in order to gain confidence. A wholesome fear of failure is one of the best guarantees of success. In *Moby Dick* we find Captain Ahab declaring, "I will have no man on my boat who does not fear a whale." Seasoned and successful actors begin to worry when they no longer have "butterflies" in their stomachs prior to a performance. It is like the kangaroo who told the psychiatrist, "Doctor, I'm worried because I don't feel jumpy anymore."

Virtually all studies pertaining to the subject seem to agree that confidence is not only a basic ingredient in successful public speaking, but it is also a key component in success generally. It is, therefore, appropriate that the treatment given this element should be rather broad in scope.

In tracing the derivation of the word "confidence," we find it originally meant to "believe with." Or, as we say these days, to "get with." What is it we are supposed to get with? This is not good sentence structure but it is a highly significant question.

If you wish to achieve confidence in the field of speech, you must first get with yourself. It should be obvious that no matter how far you go you must start where you are now. This may first seem discouraging, but actually it is a most fortunate fact. You are the world's greatest authority on yourself. The one subject upon which no one can even pretend to rival you is yourself. Thus, you can start with the confidence that comes with being an unquestioned authority.

The next step is to draw upon yourself for certain fundamental convictions

that have come out of your own life and your own experience.

## Speaking from Experience

It is not necessary that your life be filled with earth-shaking experiences in order for you to draw from your own reservoirs for your foundational materials. It is usually better to use a simple, powerful illustration that is yours than to give a second-hand version of some more dramatic incident. After all, the most convincing witness is always the one who can say, "I was there." Similarly, the speaker has infinitely more power when he says, "I know this thing is true because I have lived it." And from his own simple principles and convictions, the speaker can branch into the issues he wishes to discuss. By the time he gets to the points he wants to "sell," he will have the double-barreled advantage of more confidence in himself and more from his audience.

For an example of launching a speech from one's own experiences, let us look at the "kickoff" of one of my addresses that was entitled "Thinkin' Tall":

*Folks sometimes ask me where I went to school. They think I will tell them about Stanford University or Columbia University. But I usually say, "I went to school to Miss Georgia Brown at Caney, Kansas."*

*I was blessed with a number of great teachers along the way, but none had such influence with me as this simple Kansas woman, born in Montgomery County, Kansas, the same as I was. She taught us arithmetic and reading, and she made us learn them. But she inspired us. She made us look beyond the narrow confines of our little town and up toward the stars. She said in later years she had never judged a student by the address on his enrollment card. She used to say to me, "Kenneth, you're growing tall, but are you thinking tall?" As I think back over the wonderful things she did for me I realize that her genius was in her boundless faith in the fundamental goodness of the human race.*

*Miss Brown used to say, "Kenneth, do you know there is a ladder that goes right up through the roof of this schoolhouse? And you can climb up on it just as high as you want to go. But the base of the ladder is in the school. This is where you get on it. This school is your passport to anywhere you want to go. Don't ever look at the school as something you'd like to get out of — get down on your knees every night in this world, boy, and thank God you have this school to get into!"*

One can see how easily a major address can take off from the above springboard. The present need is for "Thinkin' Tall." It means getting up above the scramble and viewing our problems with perspective. From that vantage point we move easily into a discussion of current matters — local, national or international.

Nothing I've discussed so far is intended as an exclusive method. To be sure, there are other ways of moving confidently into a speech without drawing solely from your own experiences. However, it should be remembered that the recommendation was that one draw from his own experience and convictions. Naturally one's beliefs and convictions are derived from many sources, direct and indirect, personal and vicarious. Indeed, there are some writers who contend the first-person approach should be shunned in speaking as well as writing. It should be remembered that people speak because they were invited to speak. If you are the person so invited, it means that someone in authority wanted to hear what you had to say. Then why should you be so coy in saying it? To say, "The present speaker feels. . ." is a milk-water approach that can do nothing but





Dr. Kenneth McFarland

APRIL 1980

by Kenneth McFarland

weaken the discourse. Do you suppose school children would be memorizing his speech if Patrick Henry had said, "Your speaker knows not what course others may take but as for him, give him liberty or give him death"?

Again, the approach will depend largely upon the nature of the speech. A discourse that is highly scientific in nature will be entirely objective. The more detached is the speaker, the more objective is the report. However, such presentations are usually read — to insure accuracy, to provide the necessary detailed data and to provide a complete manuscript for the record. This same holds true of certain legal treatises. Because of these limitations, "papers" are not considered here as falling under the regular rules of speech. Furthermore, it does not require nearly so much confidence to read a paper as to make a straight-out speech.

#### "Little People" Speak Up

Every so often someone raises the question, "Why should 'little people' be interested in speech?" One man said to me, "I haven't been anywhere much and I haven't seen anything much. Why would anyone want to hear me?"

Lincoln had not been "anywhere much" when he tied into Senator Douglas in the great debates. Lew Wallace had never been outside North America when he wrote *Ben Hur*, but his settings are as accurate as if he had personally visited every scene mentioned in his book. Some of the greatest speeches, greatest writings and greatest works of art were created by people who "hadn't seen anything much." But they got information through the sources that were available to them, and they had sincere *convictions* about the importance of some things they knew.

Charles Reade says, "Not a day passes

over the earth but men and women of note do great deeds, speak great words and suffer noble sorrows. Of these obscure heroes, philosophers and martyrs, the greater part will never be known till that hour when many that were great shall be small, and the small great."

It was a wise person who said, "Speak up for those who cannot speak for themselves — even God may be listening."

One of the best ways for "little people" to gain confidence is to realize how important little people are.

One's confidence in his potentialities as a speaker will be increased if he will but realize that he is *needed*. Of all the worn out reasons why people do not strive for proficiency in speech, none is used more frequently than, "There are so many others who can do it better." If this same measuring stick were applied to everything, then no one would have the heart to enter *any* new field. The hesitant and reluctant speechmaker's confidence would be restored on this score if we could somehow write these words in blazing letters across the sky: "Maybe others can do better, but they are not doing it!"

A man once asked Evangelist Billy Sunday, "What must I do to go to Hell?"

Billy Sunday said, "Nothing."

"Why," said the inquirer, "shouldn't I fight the church?"

"No," said Sunday, "just don't attend church. Just don't believe in it. Just don't do anything."

"Wouldn't it speed me on my way to Hell," persisted the man, "if I actively opposed all the good people and all the good things?"

"Don't work at it so hard," said Sunday. "Relax. Just *don't help* with the good causes. Just don't do *anything*, and you will get where you want to go all right."

Public opinion is no force when it is expressed only in private. Amien put it this way: "Truth may not only be violated by falsehood; it may be equally outraged by silence."

Many people earnestly desire to influence their fellow citizens by becoming speakers, but they are afraid their first efforts may be awkward and beneath their dignity. E.J. Karnes answered these people when he said, "There is nothing so dignified as a corpse all laid out for burial, and there is nothing so awkward as a growing child who is just starting to go places."

Modesty can easily reach a point where it ceases to be a virtue. During a political campaign, Sir Winston Churchill said of his opponent, Clement Atlee, "Clem is a modest little man who has a great deal to be modest about."

Remember, the man who is too big to learn is as big as he will ever be.

Since confidence means to "believe

with," or to "get with," the second suggestion in the broad outline of this article is that to achieve confidence in speech we should "get with" our materials. In sales work we urge people to acquire confidence by being so completely versed on their product and service that they can never be crossed up in an interview, no matter what turn the discussion may take. No amount of versatility or personality can substitute for this.

To "get with" your material in a way that will bring confidence in presenting it, you must both *know* it and *believe* in it. The materials can come from sources as wide as the universe, but the speaker who can transpose them into life needs is most effective. Here again he can be safe and secure if he has made the experiences a part of his life and speaks with the resulting conviction.

#### Know Your Subject

In a series of sales meetings in Florida I shared the platform with Rick Rickenbrode. Rick is one of those sales speakers who picks up steam as he progresses. His success with sales groups come from playing to his strong suit, and that is his own unquestioned success in the sales field. Rick started out with nothing, and at the age of 39 he

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## Modesty can easily reach a point where it stops being a virtue.

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retired on an income in excess of \$35,000 annually. Every foot of this long climb uphill was made under his own power and in the field of sales. Rick could spend the balance of his days by the swimming pool at his Florida home. But he is rendering another service to selling by *telling* the other folks how he did it.

Many speakers might go before a sales group and say, "If you will do as I advocate, I am sure you will succeed in this business." But Rick Rickenbrode, and some other people in his same general experience bracket, can say, "I *know* it can be done because *I did it*. Neither the Lord nor my parents endowed me with a thing you guys don't have. Now here is the way it's done. . ."

There are no more convincing arguments than facts accomplished. When I addressed a meeting of the New York Insurance Agents Association in Town Hall, I heard a speech by a star salesman from New Jersey. The man had been a school teacher who married somewhat later in life than the average. This made him especially grateful when he and his wife were blessed with the birth of a son. When the little boy grew old enough to talk, he and his daddy would go through something of a ritual each

morning as the teacher left for school. The lad would kiss his dad and say, "Good-bye, and come back."

One morning on the way to his school the teacher said to himself, "Someday I might not come back. *Then, what would happen to my boy?*"

That question was the launching platform from which he soared into orbit in the insurance business. He wanted to make sure his family would be taken care of *regardless*. And if insurance was the answer for *his* family, why wouldn't it be needed just as much by *all* families. His story was just as logical and just as powerful as that. Thousands of people had been selling insurance for many, many years. But in came a *new* man with *his own experience*, and another success story was written. When this man told his story to the New York audience he did it in the same, straightforward manner that he had told it to hundreds of individuals. It was surefire. He couldn't miss. As T.W. Higginson said, "Originality is simply a pair of fresh eyes."

#### Accept and Get Ready

If you have little, or no, speaking experience, then you may have great need for developing confidence. No doubt you have already thought of speech topics which you feel are vitally important, or highly interesting or truly entertaining. You have found in talking with individuals or in some groups, that others share your appraisal of these topics. Then think how you would tell your story if you were doing it for 50 or a 100 or several hundred. Then *accept the first invitation* you get to make your speech. Do not hesitate. Just say, "Yes, I shall be pleased to do my best for your group. Thank you for asking me."

Under no circumstances should you say, "Oh, my! I never *did* make a speech. I'll probably hook one toe on the other heel and fall off the platform. This should be the speech to end all speeches!"

Just accept the invitation before you think of all the reasons why you shouldn't. And then don't let yourself nor anyone else talk you out of it. It's much easier to accept an invitation for an engagement that is some weeks or months away. Smart program chairmen know this and plan their programs well ahead. If the date is too close, the inexperienced speaker panics and the experienced one is "too busy." Acceptances for distant dates are easier to get.

If I were illustrating this point in a speech, I would probably relate the story of the minister who asked the little boy if he wanted to go to Heaven, and the kid said, "No."

The minister was somewhat astonished and said, "You don't want to go to Hell, do you?"

The lad said, "Oh, no, I don't want to go there, either."

"Now, look," said the preacher, "when you have grown old and feeble, and you come to die, you *will* want to go to Heaven, won't you?"

The boy said, "Oh, yes, sure! You see, Parson, I thought you was gittin' up a load to go *now*."

### Start Small

A safe general rule for developing confidence in public speaking is to begin with the smaller topics and smaller groups and develop to the larger ones. Whether this rule should be followed in

a given instance depends upon the speaker and the audience. A beginning speaker may be a person of small affairs and limited experience, or he may be a man with a tremendous amount of experience and success. In either case it is best not to try too big an effort for the first time. Place sharp limitations on your initial efforts whether you are discussing tropical fish or guided missiles. Select two or three clear-cut points upon which you really know your stuff, of which you are confident and that will be of interest to the group you are to address. Pitch those balls

over the plate and quit while you are ahead. You will find you have strengthened your arm for the next game. You can go the full nine innings later.

Don't be afraid to progress to the larger crowds. Once you get going you will find 500 are usually easier to address than 50. The point is to *start somewhere and keep going*.

Beginning speakers should never apologize to their audiences for their lack of experience. It should not be mentioned at all. Get your audience's collective mind off *you*, as soon as you can, and over to what you are *saying*. In

## Toastmasters Honors the "Dean" of Public Speaking

Dr. Kenneth McFarland, a philanthropist widely recognized as the greatest public speaker in the United States, has been named the 1980 recipient of Toastmasters International's highest honor — the Golden Gavel Award.

The "Dean of American public speaking" will appear at the International Convention in August to deliver a motivational address and accept the award for his outstanding achievements as a public speaker. His speech, to be given during a luncheon Thursday, August 21 in his honor, will be a highlight of the August 20-23 Convention at the Marc Plaza Hotel in Milwaukee, Wisconsin.

Dr. McFarland is an inspirational speaker whose messages hold universal appeal, reflecting the breadth and depth of his many interests, broad experience and thorough education.

He is perhaps best known for his moving patriotic speeches. His personal campaign to sell America to Americans has earned him many prestigious honors, including the Freedom Foundation's National Freedom Leadership Award and the Los Angeles Philanthropic Foundation's Outstanding American Award — an honor whose recipients include J. Edgar Hoover, Barry Goldwater, Ronald Reagan and John Wayne.

A guest lecturer for General Motors Corporation, Dr. McFarland has also been named America's Outstanding Salesman by Sales and Marketing Executives International, and he received the International Speakers Hall of Fame Award for his contributions to the sales and marketing profession. In addition, the American Academy of Achievement presented him its Golden Plate Award, the only such award ever

given by the Academy for excellence in public speaking.

Frank Emerson Harris, president of the Homemakers Guild of America, calls Dr. McFarland "factual, honest, hard-hitting and genuinely sincere."

"He speaks every man's language," Harris says. "Dr. McFarland is a devoted citizen above reproach, an educator of no small reputation, author, world traveler and 'America's Number One Public Speaker.' His words lift, renew, inspire, challenge and create a dynamic enthusiasm for every fair-minded citizen to rise to the challenge of our unique and basic American philosophy."

Dr. McFarland sees effective speech as a vital medium of service to humanity.

"There has never been a time when the right kind of speeches were so important," he says. "If one had to describe in one word the mood of most Americans these days, I believe the word would be 'frustration.' The public is constantly beset with unpleasant news about problems which people consider themselves helpless to solve.

"When people take a few days away from their jobs, offices or businesses and go to a convention, they are in a better position to view things with perspective. This is a great service opportunity for a speaker addressing such meetings. The need is for perspective and for getting our priorities straight. But, of course, the perspective and inspiration a speaker gives to an audience must be based on truth and fact. Otherwise his message is a transitory thing that does not endure."

The author of the bestseller, *Eloquence in Public Speaking*, Dr. McFarland earned fame in the speaking field after leaving a position as a

school executive, ending a 24-year career highlighted by his appointment as city superintendent of schools in Topeka, the capital of his native Kansas. The McFarland Trade School, which he designed and built at Coffeyville, Kansas, was named in his honor.

Dr. McFarland's educational achievements include a bachelor's degree from Pittsburg State College, Kansas; a master's degree from Columbia University, New York; and a doctorate from Stanford University, California.

His extensive educational background qualifies him as a leading authority on law enforcement. He is the author of the Topeka Plan for Law Enforcement, a system now adopted in his home city, and the recipient of Optimist International's highest honor, the International President's Award for law enforcement leadership.

Dr. McFarland is also active in ecology and wildlife conservation, nationally and internationally. He lives with his family on a farm in Topeka, Kansas, where he raises and exhibits Tennessee Walking Horses. The farm, a sanctuary for many birds and other wildlife, is also a refuge for Dr. McFarland.

"My work requires me to spend a great deal of time in the push-and-shove atmosphere of our big cities," Dr. McFarland explains. "My schedule is a burden for even the most seasoned professional. Thus, living on a horse farm provides a welcome and needed change of pace."

Most of the time, however, Dr. McFarland lives at a feverish pace, accepting one speaking engagement after another in a dedicated effort to generate enthusiasm, the spirit that makes him a powerful leader and an electrifying speaker.

that respect, the more you can detach your personality from your discourse, the more confidence you will have. Furthermore, to apologize to your audience for your inexperience, lack of preparation, or incompetence is an indictment of the persons who invited you. That is scarcely a proper way to treat your hosts who had confidence in you and had a right to expect you would publicly vindicate their judgment.

Occasionally an "apology" can be indirectly made by a novice speaker if he uses it in a humorous form. One of the best beginnings I ever heard from a fledgling speaker was made at a city Rotary meeting. He said:

*It must seem strange for you to hear me introduced as the speaker of the day. You all know I have always been too timid to lead the group in silent prayer. Compared to me, Silent Yokum of the comedy strip is a blabbermouth. I have been a member of various organizations for 40 years and have never had the courage to even second a motion. I come by this shyness naturally. If my father hadn't been so bashful, I would be four years older. I've decided that since I can never found an organization, I may as well confound one. I accepted the committee's invitation for today because I have something which my years of listening to speakers has convinced me is rather rare — I think I have something to say. (Laughter and applause.)*

*They say you should have your speech well in mind before you start. This one is on my heart. It has been on my heart a long time. If it doesn't come up as easily as it should, please understand it is because it is deeply rooted.*

This approach relaxed and disarmed the crowd. It got the hearers out of the mood where they had been sitting with folded arms and figuratively saying to the speaker, "Entertain us, if you can." The audience gave no further thought as to whether the speaker would make it as an individual. The hearers were now anxious to hear what it was this long silent member considered important enough to discuss with them.

From there on the above speaker made a wallop presentation for a new YMCA building in his city. It was a 20-minute endeavor in which he deliberately aimed every word as though he were firing bullets from a gun. It was the first of many speeches he made on the subject and a new YMCA building now stands in his city as an everlasting monument to his courage.

The illustration of the YMCA champion leads us naturally into the third thing we must "get with" in order to develop confidence in speaking, and that is to get with our cause, our convictions, our purpose. Shyness and fear can be surmounted by the speaker who believes so much in the efficacy of what he is saying that it has "just got to come out." That trait undoubtedly accounts for much of Abraham Lincoln's genius as a speaker. Observers fre-

quently remarked that he invariably "started slow." At that stage the crowd was aware of his awkward appearance and his lack of a pleasing voice. But as Lincoln warmed to his topic "his face would light up and he became a different man." From then on he poured out his heart to his listeners and they forgot everything else as they took his words to their hearts.

Believing in a cause, or the basic principles and truths which you espouse, inevitably gives you a confidence that reflects in your speech. The great, moving speakers have spoken with resolute assurance that comes to one who feels from the "bottom of his shoes to the top of his head" that he possesses the truth.

It is significant that the immortal utterances of history have invariably been confidently spoken. They are consistently devoid of qualifying phrases.

What do you think would have been the results in history if Churchill had said something like this:

"Now I may be wrong about this, but it would be my suggestion that we fight them on the beaches. I also feel we should engage them on the landing grounds, and in the fields and streets, if necessary. There is a possibility we may fight them even in the hills. Some of you may not agree with me, but if I have my way, we shall never surrender!"

The more one studies the subject, the more one is impressed that the speeches which endure are positive in tone. A speaker is confident because he has confidence in what he is saying.

#### Speaking as an "Official"

It is well to remember that speakers are frequently invited to speak in their official capacities. A particular audience wants to hear a particular person at a specified time because he can speak as the mayor, the boss or an official representative. In such cases the speaker can gain confidence by the realization that *no one else will do*. Maybe others could speak more eloquently, but the hearers want to get the word straight from headquarters — "from the horse's mouth."

A.H. "Red" Motley, president of Parade Publications and popular speaker, relates an instance which well illustrates the above point. He was a passenger on a non-stop flight from New York to Miami. The plane was droning along in dense fog. Red and the other passengers kept looking nervously out the window although they could not see as far as the wing tips. Presently a confident voice came over the loud speaker:

"Good afternoon, ladies and gentlemen! This is your captain speaking. We are now over Wilmington, North Carolina, and flying at 11,000 feet. We shall be in Miami on schedule at 2:55. The

sun is shining in Miami and the temperature is 82 degrees."

In relating this incident to an audience, Mr. Motley said: "After that announcement the other passengers and myself were completely relaxed. I looked out the window and I still couldn't see the wing tip. But we all felt fine. *We had heard from headquarters*. The man who was running things knew right where we were, where we were going, when we would get there and exactly what the conditions would be upon our arrival."

In contrast with Motley's account is the story of the airliner that was rolling and lurching in a violent storm. The passengers sat silently and glumly with seat belts fastened. Suddenly the door to the cockpit opened and the captain emerged wearing a parachute and announced to the passengers, "Everyone keep calm. I am going for help!"

General managers, business leaders, public officials and others in key positions who dread speaking assignments should gain much confidence in the tremendous advantage they have in being the official voice of headquarters. If you are an individual with such an opportunity, then take advantage of it — literally, rise to the occa-

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## Audiences dislike the blowhard and the intellectual bully.

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sion. Regardless of whether you are the "head man," remember whenever you are invited to speak that *you* are the one the people *wanted* to hear. They did not ask that you be a Demosthenes. They only asked that you come down and tell them what *you* think. And you are the only person in the world who can do that job *officially*.

#### Don't Be Too Confident

It is important to point out that there is a great difference between confidence and cockiness. An audience dislikes both the blowhard and the intellectual bully. Never throw your mental weight around. Remember a speech is not a good speech unless it is good for the particular audience to which it is addressed.

Once sat in an audience where the speaker's problem was not one of lacking confidence, but one of over-bearing over-confidence. He was the hero of every illustration he used. He would follow some point by saying there are three ways of doing this, and he would enumerate them. Or he would rapidly enumerate, "the five ways" of doing something. That invariably meant *his* five ways, and there were no others worth consideration. To top off his egotistical exhibition he referred con-

stantly to his book. One readily deducted from his tone and frequent references that his book was the Alpha and Omega of all essential knowledge. Anything worthwhile that was not covered in his lecture could be found in his book. He constantly looked at his audience with the disdain of one who reluctantly continued to cast his pearls.

In the *Encyclopedia of Creative Thought*, Maxwell Droke contends one should be glad if he is concerned about his ability to deliver, because the "real-simon-pure bore is the individual who never has the slightest doubt of his ability to entertain, uplift and instruct the multitudes." On the other hand, William Jennings Bryan always said a big head is still preferable to a pin head. He contended a big head can be reduced in size, but a pin head is hopeless.

Confidence is a key ingredient in business, in the "success personality" and in public speaking. It is something the speaker can learn to acquire and to impart to his audience.

#### Improving Is Succeeding

The acquiring of confidence is a process which is often spoken of as *gaining* confidence. There is more opportunity for making gains in the distant runs than in the dashes. Confidence is gained over the longer course. One must stay in the race and keep driving. Accept that first speaking invitation and keep on accepting them. Make each speech a little better because of the experience gained in the last one. Build in your strengths by building *out* your weaknesses. Learn to know your materials so well that you can concentrate on your delivery.


The hero in a popular novel a few years ago came out of the swamps to run for governor. He started out as the laughing stock of the campaign but he grew stronger and more confident as the campaign progressed. In the final days of the campaign he was closing the gap fast, but there was not enough time. He lost the nomination. When the election returns were in, a crowd gathered to cheer the winning candidate. While the nominee was making his victory speech, the loser stood out in the fringe of the crowd. Turning to one of his campaign cronies, the losing candidate said, "I found out something in this race, Johnny. I found out how to win."

If you have read the novel, you know he did win the next time, and founded a political dynasty.

Robert Mohler used to illustrate confidence with the story of two scientists who were on a field trip in the mountains when they discovered a baby eagle in a nest on a craig below them. They very much wanted the eaglet. They tied a strong rope to a heavy wicker basket that was large enough to hold a mountain lad who was serving as their guide.

The plan was to lower the boy in the basket to the nest, have him put the eaglet in with him, and hoist the boy and the bird back up. But the boy steadfastly refused to go. Even when the scientist offered him a weeks pay for the one day, he declined. Finally, the scientist in despair said, "Do you have any suggestions as to how we can get this bird?"

The mountain lad said, "Shure, I'll go down there for nothin if you'll get my Dad to hold the rope."

That is confidence. It is to "believe with." It is faith in people and in things because we know them to be true. When a person possesses truth and a burning desire to put it into *service*, he will become confident and he will gain the confidence of others. 

*Reprinted from the book, Eloquence in Public Speaking by Kenneth McFarland. Published by Prentice-Hall, Inc., Englewood Cliffs, New Jersey 07632. Copyright 1961, Prentice-Hall, Inc.*

## Update

### World Headquarters Introduces New Department Managers

Toastmasters International has announced the promotion of **Alan LaGreen** to the position of Manager of District Administration and Programming and the appointment of **Thomas Dell** as the new manager of Membership and Club Extension.

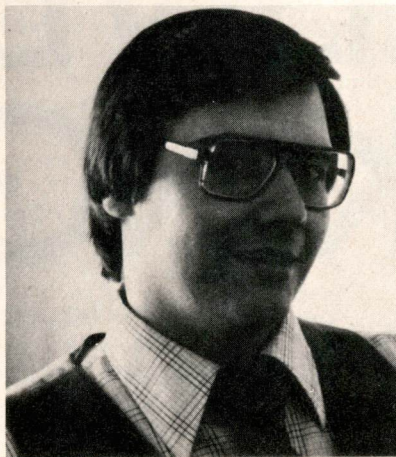
A World Headquarters staff member since 1975, Alan will be in charge of district operations and the planning of regional conferences, board meetings and the International Convention.

Alan, a graduate of the University of Southern California, is a member of Century Club 100-F in Santa Ana, California. He also is active in the American Society of Association Executives, the Public Relations Society of America and Citizens for Rail California. A free-lance writer specializing in transportation topics, he recently published a major article in *Passenger Train Journal*. He and his wife, Wendy, live in Santa Ana, where they are restoring an 80-year-

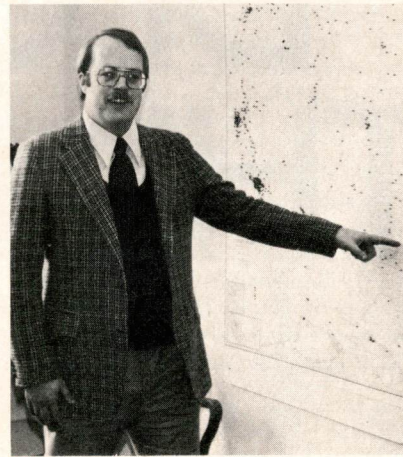
old home. They are expecting their first child in August.

As Manager of Membership and Club Extension, Tom is responsible for the many programs that promote the growth of our organization. His department helps individual clubs boost membership and administers the chartering process for all new clubs.

Tom served as editor of travel publications for the Automobile Club of Southern California before joining the World Headquarters staff in January. In addition to writing numerous travel guides and books, he represented the Auto Club on several Los Angeles radio and television talk shows. A graduate of the University of California, Los Angeles, he is currently working toward a master's degree in communications at California State University, Fullerton. Although new to the WHQ staff, Tom has been an active Toastmaster for two years. He is now educational vice president of Clubways 3048-F in Long Beach, California. Tom and his wife, Judy, live in Whittier. They are expecting their first child in September.



Alan LaGreen



Thomas Dell

One of the most important characteristics that separates successful people from the mainstream of society is decisiveness — the ability to make a conclusive decision when faced with a number of possible courses of action.

Everyone who wants to accomplish specific objectives — on the job or at home — must have effective decision-making skills. We all must be organized so we can efficiently confront daily alternatives in our personal and professional lives. We all must act decisively each day, especially if we are professional managers.

As presiding officer of the Corpus Christi Club 3439-56 in Corpus Christi, Texas, decisive thinking helped me organize effective meeting programs and publicity drives that ensured the continued growth of the club. There are many alternatives to choose from in completing individual club, organizational and/or personal objectives, and the decision-making process can be overwhelming to the person responsible for carrying out numerous tasks.

How does the average man or woman cope with daily management-oriented tasks, that is, those activities that require you to plan, organize and act upon specific personal or professional goals?

The first step is eliminating uncertainty from the decision-making process to the greatest degree possible. You can't formulate a decisive course of action if the decision is based on an alternative beset with uncertainty. You must know the most probable means of attaining success. In all situations, the decision-maker must, as a preliminary objective, develop a pathway leading to the maximum possible level of certainty

within the decision-making process. Be sure:

- that the choice you make doesn't transcend your ability to complete the task and. . . .
- that the steps to be taken will result in the most desirable outcome, producing greater value than any other alternative.

Once you're aware of attainable options and their probable results, then it will be easier for you to proceed toward the objective affording maximum benefit. When we don't follow an organized thought process in fulfilling our goals, we sacrifice purposefulness and decisiveness. This lack of direction causes us to waste valuable time.

Purposeful decision-making relieves the pressure on managers facing difficult — and often crucial — choices. It's easy for a manager to become disoriented when a large volume of verbal

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## Lack of direction causes leaders to waste valuable time.

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and written information must be assimilated and organized to create a cohesive plan of action. Management researchers point out that time limitations present such a burden on managers that it is rarely possible for these individuals to reflect on their options and make successful business decisions. This is particularly true in crisis situations, which managers may have to handle so quickly that there's not even time to delegate responsibility to subordinates.

A problem can be extremely challenging when one is uncertain of all possible outcomes. When I, for example, decide to institute a new educational program or activity for the Corpus Christi Toastmasters, uncertainty exists because all club members perceive program variations in different ways. For example, the benefits of adding a guest speaker to the regular meeting schedule will be intermingled with the undesirable elements of lengthening the time of the meeting or having to reorganize the rotation of speaking assignments for regular club members. Certain Toastmasters have a personal desire to complete their speaking assignments within a definite time period and may be unwilling to modify their educational plan to accommodate guest speakers.

As a leader of the club, I must work with the educational officer to ensure that the proposed program variation will yield the best possible outcome for the club. Once I determine the benefits and drawbacks of a certain programming alternative, it's much easier to act

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A strategy for effective decision-making.

# DECISIVE THINKING

by Michael Bauccio

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in an organized, decisive pattern. This is important because we gain the confidence and support of our followers when we act decisively (and diplomatically).

### Error Analysis

The decision-making technique I use is commonly referred to as *error analysis*. This management method works best under the following conditions:

- There must be a *gap* between the existing state (the status quo) and the desired objective.
- *Attention* must be directed toward the specific gap.
- The decision-maker must be *motivated* to reduce the discrepancy between the status quo and the desired objective.
- The manager must possess the *ability* to take some form of action in order to reduce the gap.

It's important to note that the decision-maker must avoid bypassing specific goals. Middle-level managers affiliated with prominent organizations have made this error when placed under pressure by higher management to increase production and profit margins. These managers felt they would be accomplishing something by maintaining the increasing rate of profits in accord with the wishes of higher management. But this is an excellent example of self-defeating problem-solving behavior because it leads to unethical practices, such as falsifying accounting records and installing mechanical production line controls to speed up assembly line processes. In effect, this approach widens the status quo with illegitimate business practices.

Attention must then be directed toward correcting the illegal pathway and reducing the original distance between existing and desired states. Specifically, it is preferable to concentrate on the original gap and modify decision-making alternatives, if necessary, in order to ensure that it is possible to reach one's goals by legal means. We can modify personal or professional goals to make them consistent with the limits of our ability to realize these objectives. This should override any impulse to resort to unethical business practices.

Effective use of *error analysis* will assist any decision-maker in developing alternatives. This technique provides a relatively simple and rapid aid to decision-makers. One of the glaring problems in management is the heavy workload. Numerous tasks must be performed within specific time limits, and the manager often has to cope with stress generated by the overloaded schedule. Error analysis is a problem-solving system that can be applied to any decision-making process in your personal or professional life.

### Analyzing Options

Error analysis simplifies the process of decision-making by forcing the individual to take action. According to an article by Philip D. Olson ("The Overburdened Manager and Decision-Maker"), managers must make their decisions by applying logic and intuition and considering "verbal and other forms of information." This decision-making technique, therefore, does not oversimplify the process of making decisions; it involves careful consideration of available options and decisive implementation of the alternatives chosen.

Error analysis can perhaps best be explained through a hypothetical case involving a convenience store manager. Let's assume this businessman runs a thriving operation demanding numerous management decisions everyday. This manager has only one assistant

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## A careful study of options will lead to decisive action.

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during the eight-hour period he works each day, and he frequently finds himself doing several projects simultaneously.

After reviewing the status of his business, the manager decides he needs a minicomputer to help him maintain an accurate record of his inventory. He also expects the minicomputer to reduce the amount of time he spends keeping track of the items in his store, thereby making it possible for him to use his time more efficiently. The greatest benefit the store manager visualizes is the computer's help in preventing overaccumulation of certain slow-moving products and maintaining adequate supplies of items he can't afford to be without. He has recently observed that his inventory frequently fell short during the past quarter because of increased consumer demand for certain items.

According to the error analysis system, the store manager can make one of two possible decisions — either to approve the purchase or continue working without the computer. Let's assume he makes the purchase. It may prove to be a good investment, helping the manager save time and increase profits. But there's another possibility: The computer may fail to satisfy the manager's plans for improving efficiency and profitability through effective inventory management.

If the latter situation occurs, the manager has committed a Type I error. Essentially, this is a loss of money (resources) and precious time due to the computer purchase. This could tem-

porarily hurt business, and the manager may also experience the disappointing psychological effects that occur when an idea has not materialized as one has hoped.

With these possibilities in mind, the manager must turn to the other option: to reject purchase of the minicomputer. This would save him the expense of paying for the new instrument, but may result in the loss of an opportunity to make money by improving his inventory recording system. If the computer was a sound investment and the manager decided to purchase it, this would result in a Type II error. Specifically, this is an error that results if the idea would have worked as planned in the real world, reaping contingent monetary and time-saving-benefits. The convenience store manager is forced to consider these two options and ask himself — using all of the knowledge and experience he has at his disposal — whether the inventory computerization idea will work.

Our hypothetical manager believes he can handle the expense of the computer even if the idea turns out to be unsuccessful. If the manager follows through on this alternative, we would expect him to purchase the computer to avoid an opportunity loss (Type II error).

This example is a very simplified case of decision-making for someone with many tasks to complete. Most of the time, our thought processes are not nearly as explicit as those presented in the above case.

However, this example is useful to all individuals because it shows that:

- Making a decision can result in profit or loss; and,
- before reaching a decision, careful evaluation of the proposed strategy is necessary.

### Achieving Growth and Stability

Error analysis is particularly useful as an impetus for evaluating the expected value of proposed alternatives. Taking risks is an important element in decision-making, and error analysis recognizes this by focusing on the possible gains and losses that might result from specific decisions.

If you use the process of error analysis in managing the constant changes you face in your daily affairs, you'll be able to make choices decisively — and rationally. Organizations experience constant flux in today's changing society, this calls for efficient and effective decision-making procedures that will promote stability and positive growth in these entities. For all people who are striving for specific and attainable goals, decisive thinking is the key to success. 📌

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*Michael Baucio is president of Corpus Christi Toastmasters Club 3439-56 in Corpus Christi, Texas.*

**T**ime was when the word "conflict" was considered to be ornery behavior and a negative attitude not befitting a responsible member of any organization. Nowadays, the word "conflict" has become a constructive and meaningful term in organization behavior, contributing to the health and progress of the organization and its members.

It would be a mistake to go overboard on the idea that conflict is always a healthy and productive process. Unless conflict is resolved in a positive manner with the objective of uniting and improving, it can result in differences that are roadblocks to progress and growth.

The key word is resolution — how to handle conflict in a manner that produces good results for all people concerned. It isn't easy. And that is probably because the concept itself is not understood easily.

Psychologists today are generally agreed that the human brain acts like a set of computer tapes that have been programmed within every individual in some very specific areas. One of these is the area of prejudice. The things an individual has been taught to fear or sneer about from earliest recollections become programmed strongly into his brain. And the avoidance of conflict usually dominates in some way.

Consider how often we have been told by parents, teachers, bosses and friends: "Don't rock the boat." "Let sleeping dogs lie." "Don't stir the waters." "Let well enough alone."

Think about it. Every one of these statements says in loud, clear terms: "Avoid conflict!" We have been taught to steer clear of conflict and to take whatever steps are necessary to avoid the emotional and mental pressures that go with confrontation.

Yet there is another axiom that must be thoughtfully weighed in dealing with organizational behavior: "The first step in solving a problem is to recognize that there is one."

Maybe you feel the surest way to solve problems in your organization is to refuse to recognize that they exist. But consider how many difficulties arise in every phase of an organization because the real issues and the real causes of the problems are never clearly identified and properly explored.

The management of conflict is a productive method of dealing with any situation in which goals, aims, objectives or methods develop opposing viewpoints. The next time any member of a group starts to rock the boat by disagreeing with a plan, objective or policy, you should keep in mind that there are several choices available in resolving the conflict.

#### **The Win-Lose Method**

I remember a board room situation

Confronting conflict with a positive approach that makes organizations stronger and healthier.

# WHY NOT ROCK THE BOAT?

by Tom Lawrence





some months ago when, after an hour or more of active verbal exchanges, the chairman said: "Well, now we have everybody's point of view. Those who are not in favor of going ahead with this project may signify by saying 'I resign.'"

That resolved the conflict. But the method used was authority and clout. Think how often this is done by a parent with a child: "The matter is settled, let's not hear any more about it. I have made my decision, and that's that!" This is the win-lose method. The conflict is resolved, and one party (or group) wins and the other loses.

Conflicts of this type are resolved by authority rule, applying power as a basis for settling the issue. The win-lose method also uses majority rule: a vote that leaves some members winners and other losers. Even the Supreme Court, in deciding the law of the land, applies the win-lose approach in the settlement of cases. Minority rule in which special considerations are given to minorities results in a win-lose resolution. And remember how many times you have used the old time-tested resolution: "Let's flip a coin; heads I win, tails you lose."

#### **The Lose-Lose Method**

A second approach to resolving conflict is lose-lose. It is used far more often than many of us realize. Resolution is reached through compromise: Neither side gets what it feels is important, and both go away feeling they have lost in the negotiation process. Arbitration is one type of lose-lose method, when a third party makes the decision and minimizes the results for each party. A bribe is a lose-lose resolution from start to finish; the giver and the taker both lose.

#### **The Lose-Win Method**

Many conflicts are resolved on a lose-win basis. This is more commonly recognized as appeasement or even a complete retreat on the part of leadership from taking any position on the issue. Obviously, this is a highly non-productive method, yet it can be an insidious process in some organizations.

It often is signaled by statements like: "Let's kick it around and maybe it will go away." "Things are never as bad as they seem; don't rock the boat, and the whole thing will level off." Generally this means that retreating or appeasing is being viewed as the best way to resolve the conflict.

#### **The Win-Win Method**

In my own work as a consultant to trade and professional associations in the areas of long-range planning and decision-making at the board and staff levels, I'm finding that many groups are looking for a win-win situation; and many groups are achieving it.

It requires a skill in developing a consensus approach to the decision-

making process, and from consensus evolves a win-win approach to resolving conflict. The term win-win means exactly what it sounds like: that both parties, whether individuals or groups, can develop resolution in which there are specific positive results — and where both parties feel that their thinking has been properly evolved and is represented in the ultimate solution.

To achieve a win-win approach, there must be some uncommon skills applied by all members involved. When a group struggles to come together to accomplish a goal, to face problems and resolve them, there is bound to be conflict. Such conflict is inherent in interaction between human beings. It emerges for a number of reasons:

- *Productive conflict arises out of caring — caring about the group and the individuals in it.* Because members care, they are willing, if necessary, to take the emotional risk of raising an issue and participating in discussions that can lead to improving the situation.

- *Members of groups have different needs and values.* These differences produce conflict, and, unless they are brought into the open, it becomes virtually impossible for the group to move ahead with any team concept and with the

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## **All sides in a conflict can win if you explore enough alternatives.**

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confidence and trust that must be established.

- *Conflict occurs within the context of interdependence.* If association members, officers and professional staff were not interdependent, in the sense that the actions of one have consequences for the others, there probably would be no conflict.

Developing a win-win approach to conflict resolutions is no easy matter. It requires practice in both skill and understanding. It starts with participation: an atmosphere and environment in which all people involved in the conflict can feel free to bring their feelings, thinking, attitudes — and even emotions — into the process. Each member must recognize the other members' rights to have such feelings, values and ideas. This does not mean these feelings, values and ideas must be accepted, but the person's right to express them must be recognized and viewed as a positive approach toward resolution.

#### **Develop Alternatives**

Once the confidence and trust within members of a group have been established to the point that participation can be open, the next step is to understand that the win-win process requires the

development of alternatives.

To many of you, the word "alternative" may mean an either-or approach to a problem. Not so. Alternatives are a critical key in the win-win process, and alternatives should convey this concept: Keep adding elements into the decision. Keep adding elements until all members recognize that their thinking is still retained even though it is not all of what they originally introduced. The alternative process develops consensus, and from consensus comes a win-win reaction from all members.

Take a conflict case such as a dues increase: There are strong feelings and attitudes both pro and con. Head-on confrontation can often result in nothing more than argument and, when prolonged, hard feelings, resentment and impasse. The introduction of alternatives is usually the best route to developing a resolution that both sides can agree with, even though neither gets all of what was originally proposed.

Think how many times in your organizational activities there have been compromises rather than consensus. A compromise will most likely result in a watered-down end product, whereas consensus can build on all of the good elements of various proposals. In the development of new member services, for example, the consensus approach leads to progress and consistency of administration. Even more, consensus is the basis of any plan or program's implementation. Without consensus there are usually serious hangups in implementing a new program or in modifying old ones.

#### **Analyze Logically**

So conflict resolution boils down to some convictions on the part of members that conflict can be a healthy process. It can lead to uniting, improving, healing and stimulating organizational activity.

Avoid personalities, and look at descriptions of the situation. Analyze with logic rather than with emotions and arguments. And above all, keep adding elements into the decision until all concerned can feel comfortable about the outcome.

If you are thinking to yourself that these views on conflict resolution are highly idealistic, consider the conclusion that has been reached by many in management science: Without conflict there can be no growth or positive development in organizations or society as a whole.

So don't hesitate to rock the boat — especially if you know it can lead to a stronger and healthier organization for your members. 📌

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# Launching a New Decade of Growth



SHARING INSIGHTS—Past International President Hubert “Dobby” Dobson, DTM (left), addresses the International Board of Directors during a midyear meeting hosted by World Headquarters. At his right is International President Eric K. Stuhlmüller, DTM.

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Toastmasters' midyear status report shows many signs of progress and reflects an optimistic outlook for the future.

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**T**he spirit in our organization has never been higher,” Toastmasters International President Eric K. Stuhlmüller, DTM, said after meeting with the Board of Directors at World Headquarters in February.

The International Directors, repre-

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## Growth has led to the start of exciting educational programs.

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senting Toastmasters throughout the world, had nothing but good news to report as they discussed our organization's progress and future potential during a series of meetings held over a three-day period. Marking the end of a decade of growth for Toastmasters, all the directors agreed that our membership has the enthusiasm and drive to continue that trend at an accelerating pace in the 1980s.

In a special report to the Board, Executive Director Terrence McCann explained the significance of Toastmasters' expansion to the 74,000 membership mark. “This growth has created the opportunity to develop new and exciting educational programs,” he said. “The most dramatic, and the one that will have the most significant impact on the character of our organization, is the six-manual Advanced Speaking Program. Another which will have great

impact is the Success Leadership learning system. It will give our members an opportunity to develop vital leadership skills and techniques.”

Membership growth and educational opportunities are among a variety of topics the directors discussed in committee work sessions and general business meetings. Altogether, the minutes of the mid-year meeting provide a comprehensive status report on the world's largest speaking organization. Here's a sampling of the signs of health that united the International Directors in a spirit of optimism:

### Presidential Travel

President Stuhlmüller reported that he has visited eight districts since August, covering 26,900 miles in 46 days. During that period he had opportunities to give speeches heard by more than 2000 nonmembers and nearly as many Toastmasters.

In the Toastmasters groups he visited, President Stuhlmüller found that his presidential theme — “Your Opportunity: Belong . . . Participate . . . Succeed” — had revitalized the interest of the membership, motivating many individuals to increase their involvement in Toastmasters educational programs while accepting more responsibility for club administration.

The president also met with many community leaders and media representatives, establishing contacts that will lead to greater exposure and growth for the Toastmasters movement.

### Executive Director's Report

Executive Director Terrence McCann's semi-annual report, covering

the period between July 1, 1979 and December 31, 1979, included the following signs of progress:

- Total membership has increased steadily in the past year, climbing from 59,928 in December 1978 to 66,435 in December 1979. While membership jumped 10.9 percent in that period, we also gained 71 new clubs for a December 1979 total of 3719. Many of those clubs have been chartered by corporations, indicating a trend toward greater emphasis on effective communications in business. New clubs also were formed by government agencies, military facilities, prison and colleges.

- The new advanced manuals have generated intense interest in Toastmasters' educational programs. The recent increase in ATM awards — a 15.5 percent jump between December 1978 and December 1979 — is a sign of that trend, which is expected to peak in August with the release of a new manual called *Speeches By Management*.

The number of DTMs awarded during that period increased by 27 percent, indicating that members are becoming more interested and involved in leadership positions and the promotion of organizational objectives. CTM awards also increased, showing a 22.2 percent jump that reflects a surge of interest in the basic manual program.

- Toastmasters has received extensive publicity so far this year, with articles on our organization appearing in such magazines as *The New Yorker*, *Glamour*, *Training*, *Bank Marketing*, *Govern-*

ment Product News, Personnel Administrator and Your Church.

- For the third successive year, all districts have submitted their District Management Plan, thus making them all eligible for recognition in the Distinguished District Program. At the midyear point, 34 of the 67 districts were maintaining the number of clubs equal to, or exceeding, the number needed to reach the goal for the year. Ten districts had reached, or exceeded, their speech completion goals and 16 districts had either equaled or exceeded their ATM goals.

- The Youth Leadership Program, now in its 13th year, continues to serve as an important public relations vehicle for Toastmasters. The program has introduced Toastmasters International to such organizations as Junior Achievement, Boy Scouts, Girl Scouts, 4-H and many other youth groups and programs which regularly enroll young people in Youth Leadership Programs throughout the world. As of December 31, 1979, 276 Youth Leadership Programs were registered. There were 177 programs in December, 1978.

#### TI Bylaws Amendments

The Board of Directors recommended adoption of two proposed Bylaws amendments to be submitted to the delegates at the 1980 Annual Business Meeting and Convention in August for final action.

The first amendment changes the procedure for the validation of proxies and the issuance of ballots to clubs for voting at the Annual Business Meeting. As in the past, the Credential or Proxy Certificates will still be mailed to the clubs, which may name their own delegates or proxies. However, under the amendment, districted clubs that have not appointed delegates or proxies and have not officially abstained from voting will still have a voting representative. Their ballots will be delivered to their club's district governor, or designee, to cast by proxy at the convention. Ballots of undistricted clubs that are not represented at the convention will be distributed among the districts in the region authorized to vote for the clubs.

The directors see this amendment as an effective way of insuring full club voting strength at the Annual Business Meeting, encouraging participation in the voting process and giving clubs an opportunity to indicate a desire to abstain from voting. If adopted by convention delegates, this amendment will apply to the issuance of ballots at the 1981 convention and regional conferences.

The second amendment clarifies eligibility requirements for the International Board's Director-at-Large. Under the amendment, the office is open to candidates from districts out-

side the United States and Canada who have either:

- 1) Served as the chairman or chief officer of a non-district administrative unit during the entire administrative year immediately before the unit became a district or provisional district, or

- 2) Served as such an officer and as District Governor during the entire administrative year in which the unit became a district or provisional district.

In approving this amendment, the Board recognized the significance of the leadership experience gained in the process of developing a new district.

#### Additional Board Action

During its three-day meeting, the Board also:

- Reviewed the manuscript draft of the sixth Advanced Communication and Leadership manual, *Speeches By Management*, which will be distributed at the 1980 convention in Milwaukee.

- Received a status report on the Effective Listening Seminar and the basic Communication and Leadership Manual Cassette Learning Program, both of which are scheduled for introduction at the 1980 convention.

- Approved guidelines for the introduction of the Accredited Speaker Program at the 1980 Regional Conferences.

- Reaffirmed the policy that the coordinator is the member who receives credit for the presentation of a Youth Leadership Program.

- Reassigned the 28 undistricted clubs in Region II to Region V and the 23 undistricted clubs in Region VII to Region VI, a move to equalize the number of clubs in each region as required by Toastmasters' Bylaws.

- Recommended a survey of district publications to determine their effectiveness in communicating with the membership.

- Concluded that current procedures for chartering new clubs are effectively expediting this process.

- Agreed that the concept of the advanced professional type Toastmasters club should be explored as a means of meeting members' needs.

- Decided to make contacts with businesses and corporations that have overseas offices as a means of promoting international expansion.

- Discussed the concept of introductory clinics for prospective new members to acquaint them with the benefits of Toastmasters club membership.

- Reviewed midyear club growth progress and plans for follow-up with districts showing need of assistance in this year.

The next meeting of the Board of Directors will be held August 20-23 at the Marc Plaza Hotel, Milwaukee, Wisconsin. 🗣️

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## Get Into Action!

It's time for Toastmasters' annual April-May membership campaign — your opportunity to help this great organization become even bigger and better.

Clubs will be recognized for membership gains recorded during the *Get Into Action* months, and a special award will go to the most successful membership-building club in each district.

Do your part to help Toastmasters grow. *Get Into Action* today. And when you set your membership campaign goals, consider the following:

- Every club that sponsors five or more new members in April and May will receive a *Get Into Action* banner ribbon.
- Clubs sponsoring 10 members or more will receive a complimentary "Best Speaker" trophy for use within the club.
- The club in each district that sponsors the most new members will receive a special "Top Club" ribbon for the club banner.

*Get Into Action* awards will be sent automatically to qualifying clubs. Please allow six weeks from the close of the contest for delivery.

# Hall of Fame

## DTMs

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

**Kenneth W. McCatty**

Gavel 11-1, Long Beach, CA

**Alfred J. Hall**

Naval Postgraduate School 2032-4, Monterey, CA

**Ray Owens**

La Jolla 895-5, La Jolla, CA

**Roberta E. Edwards**

Clatsop Co-Eds 1516-7, Astoria, OR

**M.X. Crouse**

Ferguson 525-8, Ferguson, MO

**Wilbur J. Fox**

Ferguson 525-8, Ferguson, MO

**Ed Richfield**

Ferguson 525-8, Ferguson, MO

**Millie G. Peterman**

Tri-Cities 274-9, Pasco, WA

**Floyd O. Kreider**

Muncie 1096-11, Muncie, IN

**William Walters**

Gwinnett 833-14, Gwinnett County, GA

**Rudy LaBonte**

Malaspina 738-21, Nanaimo, B.C., Can

**Hugh Markey**

Engineers 2654-22, Kansas City, MO

**Dattatray N. Manerikar**

Park Forest 1717-30, Park Forest, IL

**Herbert A. Yarbrough**

California Highway Patrol 1031-39, Sacramento, CA

**Francis M. Remedios**

The Forum 2344-42, Edmonton, Alta., Can

**Bill J. Dunning**

King Cotton 1310-43, Memphis, TN

**Thomas C. Steelman Jr.**

Lubbock 884-44, Lubbock, TX

**Edmond T. Flynn**

Tallahassee 1135-47, Tallahassee, FL

**Wayne D. Vermillion**

Tallahassee 1135-47, Tallahassee, FL

**Edward R. Casper**

Universal City 295-52, Universal City, CA

**Linda C. Allen**

Nashville Federal 3834-63, Nashville, TN

**Richard C. Harder**

Queen City 3967-63, Clarksville, TN

**Charles Theriot**

Lafayette 2678-68, Lafayette, LA

**Trevor D. Banks**

Nova 456-69, Brisbane, Qld., Aust

**Arthur D. Gorrie**

Endeavour 1776-69, Brisbane, Qld., Aust.

**Frank J. Bell**

Gaveliers 2323-69, Townsville, Qld., Aust

**Vic Wilkinson**

Engadine District 3118-70, Sydney, N.S.W., Aust

## ATMs

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

**Raquel Cano**

Orange County Los Padrinos 2043-F, Orange County, CA

**George A. Broberg**

Knotts Speakeasy 2495-F, Buena Park, CA

**Floyd Hovland**

Leading Knights 3666-2, Burien, WA

**Henry T. Williams**

Cochise 3198-3, Sierra Vista, AZ

**Fred Hanshaw**

Valley 3354-3, Phoenix, AZ

**Spencer L. Morris**

Demosthenes 1282-4, San Francisco, CA

**Herbert W. Hunt**

Fluor Mining and Metal 2881-4, San Mateo, CA

**Norma Esquivel**

Femenil De Tijuana 2680-5, Tijuana, Mexico

**Mary-Frances Jones**

Cedar Valley 2634-6, Austin, MN

**Arvid Faudskar**

First Family 3256-6, St. Paul, MN

**Joseph T. Vandegrift**

Salem 138-7, Salem, OR

**Susan B. Sands**

Yawn Patrol 364-7, Eugene, OR

**Donald P. McCarthy**

Jantzen 2979-7, Portland, OR

**George L. Raiter**

Early Words 3657-7, Longview, WA

**Earl H. Hillmeyer**

Ferguson 525-8, Ferguson, MO

**Robert L. Meyer**

Ferguson 525-8, Ferguson, MO

**Donald L. Keller**

South County 1957-8, St. Louis, MO

**Antonio R. Ledesma**

South County 1957-8, St. Louis, MO

**William E. Meyer**

Cape Girardeau 2072-8, Cape Girardeau, MO

**Wayne Dean**

Demosthenes 972-9, Yakima, WA

**Harry L. Farmer**

Gaslight 3523-10, Greater Cleveland, OH

**Jerry Wampner**

Pioneer 17-11, Indianapolis, IN

**George H. Graham**

Murat Shrine 1211-11, Indianapolis, IN

**James L. Seigel**

Classic City Speaker 1995-11, Auburn, IN

**Lovelace Fisher**

Aliquippa 902-13, Aliquippa, PA

**J.A. Dixon**

Savannah 705-14, Savannah, GA

**Lawrence H. Hohnadel Jr.**

Mid-Georgia 3366-14, Warner Robins, GA

**Alex Berthold**

Boise 61-15, Boise, ID

**Lola Jordan**

YMCA 719-15, Salt Lake City, UT

**Richard S. Schmitt**

William E. Borah 2701-15, Idaho Falls, ID

**Albert Zajic**

Conoma 454-16, Oklahoma City, OK

**Callie N. Driver**

Geronimo 866-16, Fort Sill, OK

**Bill Evans**

Geronimo 866-16, Fort Sill, OK

**Charles S. Beuch**

Wesley 1022-16, Oklahoma City, OK

**Nicholas D. Cellino**

Keystone 3139-16, Tulsa, OK

**Albert W. Wilson**

Dover 2077-18, Dover, DE

**Don J. Kaserman**

Pointers 3118-18, Baltimore, MD

**B. Wayne Townsend**

Opportunity 451-19, Des Moines, IA

**James A. Lillie**

Scenic City 682-19, Iowa Falls, IA

**Keith E. Wood**

John Deere 1116-19, Moline, IL

**Clayton A. Berry**

Greater Des Moines 3049-19, Des Moines, IA

**Clarence A. Bina**

Bismarck 717-20, Bismarck, ND

**Philip S. Forseth**

Gate City 759-20, Fargo, ND

**A.A. Randle Dykes**

Pioneer 331-21, Victoria, B.C., Can

**J.B. Flesner**

Downtown 99-22, Kansas City, MO

**Eduardo A. Arguello**

Albuquerque 122-23, Albuquerque, NM

**Betty W. Harris**

Bien Dicho 696-23, Los Alamos, NM

**John S. Hendricks**

Bien Dicho 696-23, Los Alamos, NM

**Rudy R. Fernandez**

Capitol 2309-23, Santa Fe, NM

**Cephus S. Rhodes**

El Paso Natural Gas 2461-23, El Paso, TX

**Thomas G. Deniston**

Bumble Bees 2974-23, Albuquerque, NM

**Edward J. Craren**  
Salt Creek 2742-24, Lincoln, NE

**Kermit O. Bohling**  
Breakfast 2981-24, Fremont, NE

**Russell N. Shablow**  
Bellevue Breakfast 3369-24, Bellevue, NE

**Ellis Pryor**  
Auburn 3702-24, Auburn, NE

**John J. Campbell Jr.**  
Plus Two 349-25, Ft. Worth, TX

**Daniel A. Johnson II**  
Lonestar 1286-25, Fort Hood, TX

**Edison L. Titsworth**  
Red Bird 2047-25, Duncanville, TX

**Curtis C. Johnson**  
Mid-Cities 2476-25, Hurst, TX

**Carol B. Garretson**  
Irving 3365-25, Irving, TX

**Don A. Allen**  
Laramie 2546-26, Laramie, WY

**Daniel S. Witkowski**  
Pioneer 2932-26, Lakewood, CO

**Frank E. Kates Jr.**  
Gates 3413-26, Denver, CO

**Roger G. Wolff**  
Downtowners 3801-26, Denver, CO

**Rufus S. Teesdale**  
Windjammers 2530-30, Chicago, IL

**Robert L. Hemenway**  
Atwater Dynamic 3131-33, Atwater, CA

**James L. Gerlach**  
Fon Du Lac 498-35, Fon Du Lac, WI

**Walter D. Smith**  
Baraboo Bluffers 2026-35, Baraboo, WI

**Deane E. Parker**  
Derey 171-36, Reston, VA

**Anne W. Laffan**  
Mitre Washington 571-36, McLean, VA

**Charlotte Hoffman**  
HEW 651-36, Washington, D.C.

**Charles K. Worsley**  
Monument 898-36, Washington, D.C.

**Charlain D. Stadick**  
George Washington University 1237-36, Washington, D.C.

**Cameron L. McKay**  
Challenger 1642-36, Arlington, VA

**Thomas R. Gannon**  
NAVFAC 3396-36, Alexandria, VA

**Norman R. Thompson**  
Goddard 3496-36, Greenbelt, MD

**William Claggett**  
FDIC 3739-36, Washington, D.C.

**Earl B. Lentz Jr.**  
Gold Mine 241-37, Concord/Knapolis, NC

**Larry E. Myers**  
Gold Mine 241-37, Concord/Knapolis, NC

**Dale F. Burnside**  
Catawba Valley 1193-37, Hickory, NC

**Kenneth G. Gray**  
Monday Six-O 1312-37, Charlotte, NC

**Peggy B. Stockbridge**  
Redding 197-39, Redding, CA

**R.J. Hanner**  
Paradise 299-39, Paradise, CA

**Robert E. Seyfarth**  
Oasis 3130-39, Fallon, NV

**Harold Atherstone**  
Delta 3372-39, Stockton, CA

**Fred T. Russell Jr.**  
National Insurance 753-40, Columbus, OH

**W. Peter Francis**  
Plains 3144-42, Regina, Sask., Can

**S.H. Bill Burgin**  
Hi Noon 2217-43, Little Rock, AR

**Tom Pool**  
Chaparral 2358-44, Odessa, TX

**W.B. Deedo**  
Sear-Halifax 1555-45, Halifax, N.S., Can

**Carl R. Peterson**  
Coral Gables 1695-47, Coral Gables, FL

**Bryan C. McAdams**  
Pompano Beach 3003-47, Pompano Beach, FL

**Raymond E. Floyd**  
Deerfield Beach 3299-47, Deerfield Beach, FL

**Don L. Major**  
New Providence 3596-47, Nassau, Bahamas

**Frank C. Brown**  
Shaklee 1745-48, Montgomery, AL

**Michael A. Neighbors**  
Mason Dixon 2186-48, Huntsville, AL

**Remy Z. Riborozo**  
Ala Moana 3701-49, Honolulu, HI

**Harold Boigon**  
Burnt 914-52, Van Nuys, CA

**Arthur Lorber**  
Burnt 914-52, Van Nuys, CA

**Douglas A. Parker**  
Northridge 1906-52, Northridge, CA

**Vieno T. Johnson**  
Speakeasy 2208-56, Houston, TX

**Larry K. Althiser**  
Seguin 1722-56, Seguin, TX

**Donald F. German**  
Marin 890-57, San Rafael, CA

**Virginia Dunkelbarger**  
Kalmia 1239-58, Aiken, SC

**William W. Walker**  
Kitchener 2432-60, Kitchener-Waterloo, Ont., Can

**William J. Fox**  
Black Walnut 3320-60, Kitchener-Waterloo, Ont., Can

**James H. Sawyer**  
Breakfast 72-63, Nashville, TN

**Russell G. Perkins**  
Fountain City 1266-63, Knoxville, TN

**Carmen C. Ricker**  
Greeneville 2673-63, Greeneville, TN

**Hal O. Jones**  
Tuesday Toasters 3004-63, Kingsport, TN

**Frederick J. Ludwick Jr.**  
Empire Statesmen 1427-65, Syracuse, NY

**Josephine White**  
TNT 1831-65, Rochester, NY

**William F. Fink Jr.**  
Sewells Point 1545-66, Norfolk, VA

**William Mellor**  
Innisfail 2689-69, Innisfail, Qld., Aust

**Anthony E. Miller**  
Woden Valley 494-70, Canberra, A.C.T., Aust

**Bob Sawyer**  
Miranda RSL 2505-70, Sydney, N.S.W., Aust

## New Clubs

**2593-F Newners**  
San Bernardino, CA — Mon., noon, Coast Federal Savings and Loan, 245 W. Highland Ave. (882-6302).

**267-1 Ferry Street Rattlers**  
Terminal Island, CA — Wed., 11:30 a.m., Customhouse, Rm. 2032, 300 S. Ferry St. (548-2464). Sponsored by International City 1377-1.

**1283-3 AiResearch**  
Phoenix, AZ — Wed., 6:30 a.m., AiResearch Mfg. Co., 111 S. 34th St. (973-4115). Sponsored by Sundowners 3086-3.

**1435-4 SRI Organon**  
Menlo Park, CA — Tues., 11:45 a.m., SRI International, 333 Ravenswood Ave. (326-6200 x 4058). Sponsored by Early Risers 2117-4.

**2772-4 Skyport Sunrisers**  
San Jose, CA — Thurs., 7 a.m., Office of County Supt. of Schools, 100 Skyport Dr. (299-2131). Sponsored by Saratoga 3472-4.

**3918-4 Castaways**  
Sunnyvale, CA — Wed., noon, Ford Aerospace and Communications Corp., 1260 Crossman Rd. (743-3972). Sponsored by Courier 3476-4.

**1259-10 Cooper Energy Services**  
Mount Vernon, OH — Thurs., noon, Colonial Inn, Harcourt Rd. (397-0121 x 619).

**1591-21 Hub City**  
Nanaimo, B.C., Can — Tues., 7:30 p.m., Beban Park Recreation Center, Bowen Rd. (758-3494). Sponsored by Malaspina 738-21.

**2719-22 Bayvet**  
Shawnee, KS — Mon., noon, Holiday Inn, 7240 W. 63rd St., Overland Park (631-4800 x 295). Sponsored by Suburban 1009-22.

**1042-24 Speak Easy**  
York, NE — Wed., 11:20 a.m., Nebraska Center for Women, Rt. 1, Box 33 (362-3317). Sponsored by "0630" 1756-24.

**2941-24 Twelve O' Talkers**  
Omaha, NE — Tues., noon, The Omaha National Bank, 17th & Fornam St. (348-6400).

**3006-24 Toasters Choice**  
Norfolk, NE — Tues., noon, Dale Electronics, Inc., P.O. Box 74 (563-6471). Sponsored by Morning 1725-24.

**3112-24 Rambling Resistors**  
Norfolk, NE — Wed., noon, Dale Electronics, Inc., P.O. Box 74 (563-6471). Sponsored by Morning 1725-24.

**3370-24 M.O.S.T.**  
Norfolk, NE — Mon., noon, Dale Electronics, Inc., P.O. Box 74 (563-6471). Sponsored by Madison County Farmers 2936-24.

# Classifieds

## SPEAKING RESOURCES

We guarantee it! Contemporary Comedy, the monthly joke service the pros renew year after year, will help you impress your audience. Free sample! Contemporary Comedy, 5804-Q Twining, Dallas, TX 75227. (214) 381-4779.

"New Inflation Index — Bo Derek is now 11!" Jokes for Speakers. Current issue \$3 — 1 year \$20. Tiger Lyons, P.O. Box 303, Dept. T-4, Franklin Park, IL 60131.

## SELF-IMPROVEMENT

Norman Vincent Peale at his motivational best! "Develop Enthusiasm," "Build Self-Confidence," plus 10 more. Six hour-long cassettes, album. \$39.95. Peale, 342 Mountainview, Concord, NC 28025.

## MISCELLANEOUS

Gavels. Gavels. Gavels. From 3½ inches to 36 inches. From 1 dollar to 60. Box 1408, Beverly Hills, CA 90213.

Everything you need to know about Gavel Clubs is contained in TI's free Gavel Club Information Kit. If you're interested in establishing a Gavel Club in a local school, prison, youth group or other organization, write the Membership and Club Extension Department for your kit.

All the help you need to promote your club is available from World Headquarters. Try the Advertising Kit — only \$10 brings you radio tapes, TV slides, newspaper and magazine ads and complete how-to material on how to write and use news releases. Send your order to World Headquarters today!

Put your club on the air... Earl Nightingale speaks up for Toastmasters in pre-recorded public service announcements for radio and television. Available on audio tape for radio (code 378 — \$5) and two videotape versions for television (code 377-A, 2" reel to reel highband videotape for broadcast stations; code 377-B, ¾" cassette videotape for cable TV outlets, \$25 each). Send order today to World Headquarters.

Send your classified ad with a check or money order to Toastmasters International, Publications Department, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711. Rates: \$25 minimum for 25 words, 80 cents for each word over minimum. Box numbers and phone numbers count as two words; zip codes and abbreviations count as one word each. Copy subject to editor's approval. Deadline: 10th of the second month preceding publication.

## 1644-25 DICOM

Dallas, TX — Wed., 6:30 p.m., Dresser Leadership Center, 2801 Wycliff (746-6929). Sponsored by Main Tower 3549-25.

## 3917-29 Pan Handlers

Marianna, FL — Mon., 6:30 p.m., Chamber of Commerce, 423 W. Lafayette (482-8061).

## 3015-37 Triangle

Raleigh, NC — Tues., noon, Nationwide Ins. Co., 4401 Creedmoor Rd. (781-3322).

## 1638-38 Select

Drexel Hill, PA — Tues., 6:45 p.m., Drexelbrook Club, Drexelbrook and Valley Rd. (626-0773). Sponsored by Delaware County 3204-38.

## 3737-38 The Toastmaster Sparks

Philadelphia, PA — Wed., noon, Arco Chemical Co., 1500 Market St. (557-2674).

## 1571-39 Solano

Fairfield, CA — Tues., 7 p.m., Peitro's, 711 Madison St. (422-8931).

## 2479-42 Friendly City

Moose Jaw, Sask., Can — Mon., 7 p.m., CPR Dugout, 3 Manitoba St. (693-3830). Sponsored by Big Country 3418-42.

## 3284-43 Pine Bluff

Pine Bluff, AR — Tues., noon, Executive Motor Inn (534-4532). Sponsored by High Noon 2217-43.

## 2641-45 CEILIDH

Antigonish, N.S., Can — Tues., 7 p.m., "G" Rm., Coady International Institute (863-5817). Sponsored by Hector 1975-45 and Ship Harbour 2198-45.

## 1986-47 HRS

Tallahassee, FL — Wed., 11:30 a.m., HRS Conference Center, 1317 Winewood Blvd. (385-7501). Sponsored by Early Bird 3651-47.

## 3874-48 Blue Cross and Blue Shield

Birmingham, AL — Tues., 5 p.m., Blue Cross and Blue Shield, 450 Riverchase Prkwy., E. (988-2507). Sponsored by Southern Talkers 2811-48.

## 3233-54 Elgin Motivated

Elgin, IL — Mon., 7 a.m., Elgin Holiday Inn, 345 W. River Rd. (888-3177). Sponsored by Early Saints 2245-54.

## 3570-54 Toastmasters Club 3570

Bloomington, IL — Wed., 11:45 a.m., State Farm Fire Bldg., 112 E. Washington St. Sponsored by State Farm Illinois Office 3228-54.

## 2968-58 Columbia East

Columbia, SC — Mon., 7 a.m., Sambo's Restaurant, 2001 Beltline Blvd. (787-8512). Sponsored by 7 A.M. 3391-58.

## 1926-62 Speakeasies

Lansing, MI — Tues., noon, Eagle's, 300 S. Capitol (373-6987). Sponsored by Capitol City 639-62.

## 3219-62 Dow Toasters

Sarnia, Ont., Can — Wed., 1 p.m., Dow Chemical of Canada, Ltd., S. Vidal St. (339-3595). Sponsored by Sarnia 3700-62.

# Anniversaries

## 50 Years

San Diego 7-5, San Diego, CA

## 45 Years

Portland 31-7, Portland, OR

## 40 Years

Fort Wayne 159-11, Fort Wayne, IN

## 35 Years

University 304-2, Seattle, WA  
Renton 306-2, Renton, WA  
Spokane Valley 308-9, Spokane, WA  
Wichita Falls 305-25, Wichita Falls, TX

## 30 Years

Arrowhead 788-F, San Bernardino, CA  
Burnt Toast 815-F, Riverside, CA  
WAC Tuesday 813-2, Seattle, WA  
Federal 832-2, Seattle, WA  
Broadway 789-7, Portland, OR  
Espanola Valley 799-23, Espanola, NM  
Cherry Point 296-37, Cherry Point, NC  
Woodfords 816-45, Portland, ME

## 25 Years

Reddys 1820-3, Phoenix, AZ  
Owensboro 1730-11, Owensboro, KY  
Victoria Beaver 790-21, Victoria, B.C., Can.  
Arlington 1728-25, Arlington, TX  
Playground 1797-29, Ft. Walton Beach, FL  
Sunrisers 1188-41, Huron, SD  
Coral Gables 1695-47, Coral Gables, FL  
Tampa 1810-47, Tampa, FL  
Farmers Ins. 1703-54, Aurora, IL  
Rockford 1752-54, Rockford, IL  
Magellan 1843-U, Guam

## 20 Years

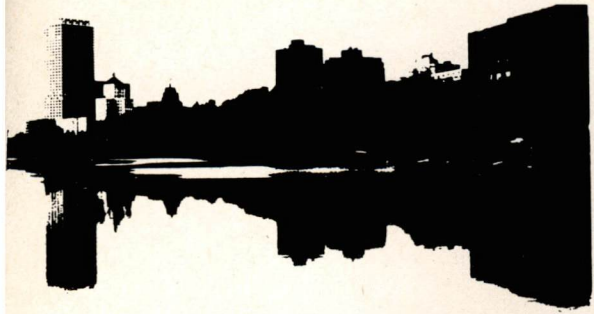
Burien Breakfast 2543-2, Burien, WA  
Fundmasters 3120-4, San Francisco, CA  
Lakehead 2003-6, Thunder Bay, Ont., Can  
Bellringers 3134-22, Kansas City, MO  
Lexington 3024-24, Lexington, NE  
Vanderbilt 3061-46, New York, NY  
Skywest 3137-57, Hayward, CA  
Mount Royal 2827-61, Mount Royal, Que., Can

## 15 Years

Sweetwing 52-2, Renton, WA  
Outer Markers 2372-2, Seattle, WA  
Newport 3880-7, Newport, OR  
Ontario 3876-15, Ontario, OR  
Susquehanna 3898-18, Aberdeen Proving Ground, MD  
Dawn Yawn 3218-26, Lakewood, CO  
Sunrise 3883-33, Las Vegas, NV  
SCGF 3884-52, Los Angeles, CA  
Northern Connecticut 3591-53, Windsor, CT  
Trinity 3902-53, Springfield, MA  
Nashville Federal 3834-63, Nashville, TN

## 10 Years

Moreno Valley 2169-F, Sunnymead, CA  
Whittier Breakfast 3280-F, Whittier, CA  
Early Words 3657-7, Longview, WA  
Hercules 1252-15, Magna, UT  
Noontimers 1345-18, Baltimore, MD  
Woodlawn-Security 2929-18, Baltimore, MD  
Boulder Early Riser 3022-26, Boulder, CO  
Eastern Middlesex 3565-31, Wakefield, MA  
Federal 3508-33, Fresno, CA  
Yreka 3623-39, Yreka, CA  
Keannekeux 1518-54, Danville, IL  
Steeltown 755-60, Hamilton, Ont., Can  
B'Nai Brith 3769-70, Sydney, N.S.W., Aust



# Toastmasters' 49th Annual Convention

## August 20-23, 1980

### The Marc Plaza Hotel

### Milwaukee, Wisconsin

To WHQ

**Mail to: Toastmasters International, 2200 N. Grand Avenue, P.O. Box 10400, Santa Ana, California 92711.** (This form is not to be used by International Officers, Directors, Past International Presidents or District Governors elected for 1980-81.)

Registration will be required at all general sessions on Wednesday, Thursday and Friday. Pre-register and order meal-event tickets now! ATTENDANCE AT ALL MEAL EVENTS WILL BE BY TICKET ONLY. Advance registrants will receive a claim ticket for a packet of Toastmasters materials.

Please have my advance convention registration and tickets to the following meal events waiting for me at the Convention Registration Desk. **All advance registrations must reach World Headquarters by July 10.**

_____ Member Registrations @ \$15 .....	\$ _____
_____ Joint Registration: Husband/Wife (both Toastmasters) @ \$20 .....	\$ _____
_____ Spouse/Guest Registrations @ \$5 .....	\$ _____
_____ Youth Registrations (Free) .....	\$ _____
_____ Tickets: "Dress for Success — Ladies Luncheon" (Wed. noon, Aug. 20) @ \$8.75 .....	\$ _____
_____ Tickets: Golden Gavel Luncheon (Thurs. noon, Aug. 21) @ \$9.50 .....	\$ _____
_____ Tickets: Oktoberfest (Thurs. Aug. 21, Dinner, Dancing & Program) @ \$19.00 .....	\$ _____
_____ Tickets: President's Dinner Dance (Fri., Aug. 22, Dinner, Dancing and Program) @ \$19.00 .....	\$ _____
_____ Tickets: International Speech Contest Breakfast (Sat., Aug. 23) @ \$6.25 .....	\$ _____
	Total .... \$ _____

Check enclosed for \$ \_\_\_\_\_ (U.S.) payable to Toastmasters International. **Cancellations reimbursement requests not accepted after July 31.**

(PLEASE PRINT) Club No. \_\_\_\_\_ District No. \_\_\_\_\_

NAME \_\_\_\_\_

SPOUSE/GUEST NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE/PROVINCE \_\_\_\_\_

COUNTRY \_\_\_\_\_ ZIP CODE \_\_\_\_\_

NO. CHILDREN ATTENDING \_\_\_\_\_ AGES \_\_\_\_\_

If you are an incoming district officer (other than district governor), please indicate office: \_\_\_\_\_

To Hotel

**Mail to: The Marc Plaza Hotel, 509 W. Wisconsin Ave., Milwaukee, Wisconsin 53203 / (414) 271-7250. Reservation requests must reach the hotel on or prior to July 28, 1980.**

Please circle room and approximate price desired. (If rate requested not available, next highest price will prevail.) 9% state/local sales tax will be added to all rates. All rates European Plan (no meal included).

	Double	Queen-Twin-Dbl/Dbl	King
1 Person	\$35.00-\$45.00	\$39.00-\$49.00	\$42.00-\$52.00
2 Persons	\$47.00-\$57.00	\$51.00-\$61.00	\$54.00-\$64.00
Parlor and 1 Bedroom	\$105.00-\$115.00		
Parlor and 2 Bedrooms	\$140.00-\$150.00		

Add \$10.00 each additional person (above 2).

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE/PROVINCE \_\_\_\_\_

COUNTRY \_\_\_\_\_ ZIP CODE \_\_\_\_\_

I will arrive approximately \_\_\_\_\_ a.m. \_\_\_\_\_ p.m. on August \_\_\_\_\_, 1980  
 check enclosed to cover first night for arrival after 6 p.m.)  
 I will depart on August \_\_\_\_\_, 1980. Arrival by car  other   
 I am sharing room with \_\_\_\_\_  
 Room will be held only until 6 p.m. unless first night is paid in advance.

**Toastmasters International Convention, August 20-23, 1980.**

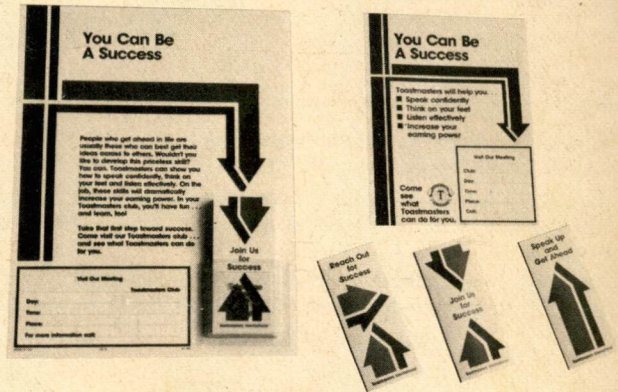
# Spread the Word About Toastmasters!

Toastmasters can lead you to greatness. And that's no secret. So why not tell everyone about it? Starting today — with these appealing promotional tools. . .

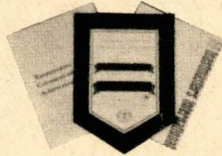
**367-368. New TI Posters.** These eye-catching works of art will help you get your message across quickly and eloquently. Two sizes available. The smallest (367), is 11" x 14". The color scheme is navy blue and white and there's space for your club's name, meeting time and place and phone number. Set of 10: \$2. The large red, white and blue poster (368) is 22" x 17" and comes with a plastic stick-on brochure holder. Set of three: \$4.

**99-101. New Brochures.** Toastmasters has completely revised its promotional brochures, giving them an attractive design that complements the new posters.

The new brochures include *Reach Out For Success* (99), which tells prospective members what Toastmasters is all about; *Join Us For Success* (100), which includes statements from prominent persons who have been helped by Toastmasters; and *Speak Up and Get Ahead* (101), which is tailor-made for company clubs that want to promote their programs within their organizations. Clubs may request up to 25 of the above brochures at no charge. Additional copies are 2 cents each. Contact World Headquarters' order department for details on quantity prices for orders of 1000 or more.



**267. Communication Achievement Award.** Now your club can honor a local dignitary for outstanding communication achievements and gain valuable publicity at the same time! Comes complete with a handsome award plaque ready for engraving and a helpful "how to" booklet with valuable tips on who to select, how to present the award and how to gain the needed publicity. \$15.



**363. Highway Sign — 22".** Features the Toastmasters emblem in weatherproof paint with reflecting Scotchlike "T." Provides an excellent way to publicize Toastmasters — and your own club — in your community. Pre-drilled holes make this sign easy to attach. \$15.



**376. Membership and Extension Slide Presentation.** This unique 40-slide show provides a great way to introduce Toastmasters to a civic group, business association or prospective club. The show comes with professionally prepared slides and a script booklet. \$15.



**377-378. TV, Radio Public Service Announcements.** Let Earl Nightingale work for you! These 30-second television and radio public service spots will go a long way toward making the Toastmasters program better known in your community. Information sheets with tips on how to use the tapes are included. Television spots (377), \$25; Radio (378), \$5.



**369-370. TI License Plate Frames and Bumper Stickers.** Carry Toastmasters with you wherever you go . . . or give these popular items as gifts. Let everyone know how proud you are to be a Toastmaster. License Plate Frames (369) sold only in sets of two — \$2.50, plus \$1 postage and handling (U.S.). Bumper Stickers (370) come in sets of two — 70 cents each.



**384. Official Club Meeting Plaque.** White plastic plaque, 10" square. This attractive plaque makes an effective promotional tool to hang in restaurants, auditoriums, business rooms . . . wherever your club meets. Includes pressure-sensitive decals for posting the day and hour of your meeting. \$3.50.

