

AUGUST, 1958



The TOASTMASTER

FOR BETTER LISTENING, THINKING, SPEAKING

Needed: More and Better Government Administrators

By Harris Ellsworth, Chairman
U.S. Civil Service Commission

The Qualities of a Leader

By Major General Reginald C. Harmon
Judge Advocate General, U.S. Air Force

Also: Reports from Scotland; Tape Your Meetings Together; Effective Communications; Hoosier Hospitality

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

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

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

The TOASTMASTER

For Better Thinking—Speaking—Listening

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Needed: more and better Government Administrators

By HARRIS ELLSWORTH

WHEN THE UNITED STATES shoots a rocket to the moon, one of the key figures making that feat possible will be an able administrator.

In this time of emphasis on the scarcity of scientists and engineers, it may seem out of tune to focus attention on the man behind the desk. Nevertheless, assuring an adequate supply of competent, imaginative managers who can help direct our forces to meet the challenge of the space age is a number one objective with both private industry and government. Some of the most pressing problems of the space age are clearly in the managerial field.

For example, many observers have pointed to a need for more effective utilization of available scientific personnel and better arrangement of support activities for scientific personnel and programs. Others have noted a need for improved organization, for the elimination of apparently duplicating assignments and more precise accountability for results.

The present emphasis on the need, now and in the future, for additional able administrators is not the result of any successful "lobbying" by management groups. The emphasis simply follows from a true need caused by the increased complexity in the



Harris Ellsworth, Chairman, U. S. Civil Service Commission, has had a varied and intensive career in industry, communications and government service. A graduate of the University of Oregon, he worked in the lumbering industry, was manager of Oregon Newspapers Publishers Association and associate professor of journalism at his alma mater. After a term as State Senator he was elected to the U. S. House of Representatives and served continuously for seven terms. In 1957 he was appointed to his present position.

everyday business of living and working together. Our wants are no longer simple. Our organizations to supply these wants—whether they be products or services—are no longer small. And the responsibilities being placed on our government for the security and well-being of our people have never been matched in history.

Statistics from one international business organization illustrate the relationship between the complexity of a nation's way of life and its need for managers. For example, the ratio of managers to this firm's labor force in Nigeria is 3%, in Indonesia it is 6%, in the United Kingdom 11%, and in the United States 15%.

I emphasize that the need for a greater number of competent managers cannot be solved by any raiding of industry by government or of government by industry. This is an area in which government and industry must cooperate and each train its own people to fill the void. I don't mean to imply that we are erecting "No fishing" signs around the pools of private industry talent, nor that industry is not waving some tempting bait under the noses of some of our people. But, if the over-all problem is to be solved, these must be the exception.

As we in the Government see it, there are a number of right

(Continued next page)

paths to getting an adequate supply of able managers. These include: (1) keeping open the intake valve for talented new people, (2) providing career training opportunities at various management levels, (3) providing objective, periodic appraisal of the career manager, (4) giving imaginative guidance as to ways in which the employee may increase his value on the job and his potential for future jobs, (5) providing for some degree of movement between jobs and between fields, (6) giving opportunities for top executives to grasp larger considerations of the political, economic, and social policies of our civilization. Let me stress just a few of these as they apply to Government's managerial problem.

As our development of managers depends upon having a broad reservoir to choose from, one of our major efforts is directed toward providing the Government with an increased annual intake of new college-caliber people. We are now recruiting, mainly from college campuses, some 6,000 to 7,000 people a year. As these career employees advance up the ladder they will provide the Federal Government with much-needed, fresh talent, and develop into competent administrators.

We are giving equal emphasis to career development programs for employees already on the rolls. There are a variety of entry-level, middle-level, and high-level career development programs being conducted by the various Federal agencies in addition to those being conducted annually by the Civil

Service Commission. These programs vary in method and in content so that they may be responsive to the varying needs of the Government. In the majority of these training programs Federal agencies provide for a periodic, objective appraisal of the participant's work and his future.

And lastly, the President has established a Career Executive program within the civil-service system which is designed to improve the selection, development, and use of top-ranking career employees in administrative and managerial positions. Through this program the Government hopes to assure that: Top career executives will be people of the highest quality; the most effective use will be made of them; they will be retained and have rewarding careers.

It would not be proper to stop talking about our executive development activities without some comment on the importance to these activities of the desire of the individual to improve himself. While we can provide the opportunity and help to motivate a potential manager, the wish to "get ahead" must be a personal one. This, I know, is well understood by all Toastmasters, for self-improvement is the very foundation on which your organization is based. We are constantly attempting to spur that desire. Some of the gentle goads which appear most effective are: Setting high performance standards for our managers, keeping them informed on how they are doing, instilling in them a sense of the importance of their

work, providing career opportunities, and urging better communication and greater consultation between the top managers and those who are coming up the ladder.

In mapping out career development plans for our own employees at the Civil Service Commission, I have observed that many supervisors recommend membership in the CSC Toastmasters Club. I am sure that this happens also in many other Federal agencies both in Washington and in the field, because the advantages of the kind of training afforded by Toastmasters clubs are widely recognized.

Now I am aware in writing this article that some of my readers may feel that the Government's need for able managers is not their problem. My own belief, on the contrary, is that every citizen benefits directly from the maintenance of a competent Federal work force and that every one can make some contribution to this end. Better public understanding of Government's manpower problem is vital to our nation's progress in the space age. As a matter of fact, since this year marks the 75th anniversary of the signing of the Civil Service Act of 1883, which established the Civil Service Commission and the merit system, I might suggest that Toastmasters throughout the country help to

stimulate public discussion of the civil-service system. Many years ago, Theodore Roosevelt characterized this system as "the first requisite in obtaining clean, decent, efficient government service."

Perhaps a quote from Paul M. Herzog, former Associate Dean of the Harvard Graduate School of Public Administration, will illustrate clearly why organizations like Toastmasters should have a deep interest in our Federal civil service. The statement, while urging college people to seek government careers, has equal meaning to those who remain out of government but who are still affected by the way government meets and solves its problems. Mr. Herzog said this:

"Because the world shows no signs of growing less complex, it is hardly likely—whether we like it or not—that government can play a lesser role than it does today. . . .

"Unless a large number of educated, conscientious and dedicated men born since 1930 soon decide, despite known or supposed dangers and disadvantages, to devote their lives to the public service, they will find those lives impaired, and perhaps destroyed, by the decisions of others, less well-equipped than they, who have seized the places of power that should—and could—be theirs."

If Toastmasters Clubs desire to obtain information on the Federal civil service and the Diamond Anniversary, we would welcome hearing from them. Letters may be addressed to: Public Information Office, U. S. Civil Service Commission, Washington 25, D. C.

Major General Reginald C. Harmon, Judge Advocate General of the U. S. Air Force, was guest speaker at the recent convention of District 36 in Washington, D. C. In order that all Toastmasters may share his ideas, the full text of his speech is given here.



The Qualities of a Leader

By MAJOR GENERAL REGINALD C. HARMON

I FEEL like a baseball player who has spent many years in the minor leagues and who awakens one morning to find himself in a major league uniform. Here I am tonight, an amateur in this business, appearing on the program of an organization made up of professional Toastmasters. I shall not attempt to explain this Cinderella role, except to disclaim all responsibility for it and to place the blame squarely upon the shoulders of the man who should carry it, your District Governor. You have my full permission to penalize him as you see fit.

While a great many qualities need to be fused together to produce a true leader, I shall limit my discussion to only a few of the more important ones.

Needless to say, *loyalty* stands near the head of the list. I am speaking of loyalty to your job, loyalty to your superiors, and last but not least, loyalty to your subordinates. Loyalty runs on a two-way track. It runs downward in an organization as well as upward. Several months ago, one of my young field officers came to me requesting an important assignment in the legal department of the Air

Force. In the course of our conversation, he stated modestly that apparently his superiors had liked him because they had invariably given him good effectiveness reports and had said many nice things about him. I said, "That's fine, but how do your subordinates feel about you?" It is always comforting to have the approval of one's superiors because without it, one may get fired. However, if I were given the choice of having either the respect of my superiors or that of my subordinates, I would select the latter, because one cannot long enjoy the approval of his superiors unless he also earns and retains the loyalty and respect of his subordinates.

Arthur W. Newcomb has said that the character and qualifications of the leader are reflected in the men he selects, develops and gathers around him. Show me the leader and I will know his men. Show me the men and I will know their leader. Therefore, to have loyal, efficient employees, be a loyal, efficient employer.

The second quality I should like to mention is that of *intellectual honesty*. In solving the problems of your responsibility, the question should always be what is the correct answer and not what is most expedient. Talking to suit the crowd and answering to please the interrogator are favorite pastimes of many but it is difficult indeed to find a substitute for truth. The incorrect solution of expedience today will be equally incorrect tomorrow and may not even be expedient then.

Another important quality of leadership is that of *industry*. You will never enjoy the respect of either your superiors or your subordinates if you are one who can think of many good, sound, logical reasons why Tuesday's work should be put off until Friday. An excellent job done too late may be completely useless. Repairs to the roof accomplished after the storm do little for the plastering.

The fourth and final quality I wish to discuss which I think is most essential for leadership is that of *courage*. From the time man was created to the day when St. Peter denied his Master and on down to this year of 1958, there has always been a great shortage of this particular virtue in the nature of mankind everywhere. There isn't a community in this land which does not have in it some of its most upstanding citizens, to whom the finger of scorn could never be pointed by anyone, who have never done anything wrong, who possess none of the ugly habits or frailties of ordinary men, but who unfortunately have never contributed one single thing of a constructive nature to their community because they lack this virtue. I am thinking of the man who favors motherhood, who speaks highly of the American Flag, and who takes a strong position against sin and in favor of nice weather, but who always prefers to do so when the matter is completely uncontroverted. If you are to be a leader, you must have the courage of your convictions

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and never be known as the spineless wonder of your organization. The neutral quantity has never had much appeal to me. I believe the most useless citizen of any community is the man who can never be counted upon for anything. I would far rather deal with a courageous person who honestly opposes my position than to deal with a "yes-man" who has no position at all.

I could go on for hours discussing these and other qualities of a leader in the order of their importance but regardless of how many of those qualities you might possess, your leadership will still be ineffective unless you *know where you are going*. The one who attempts to lead without a worthy purpose which he hopes to achieve as a result of his leadership may end up with a great following but with little to show for his efforts and those of his followers. If you are going in the wrong direction, no matter how straight your path, you will never reach your destination. A little while ago, I talked to a young man of the venerable age of 23. He is a lieutenant in the Air Force and at that time had, counting everything, 18 days of service. He said to me, "After all, just what is the incentive for engaging in any type of public service, military or otherwise?" As a result of this remark, we talked for 20 or 30 minutes on the subject of the importance of a purpose in life, and I told him

about the nurse who served a lifetime in a leper colony. A movie star came to visit the colony for a day and upon leaving she said to the nurse, "I certainly admire you for spending your life here in the service of these poor people. I wouldn't do it for a million dollars." The nurse said, "Neither would I." Then I told him about six American students who were attending school at Strasbourg. Christmas time came and all of the students from nearby countries went home for the holidays. But these six, because of the distance to their homes, had to remain. While eating breakfast together one morning, they were feeling sorry for themselves and sympathizing with each other when the door opened and a tall, gray-haired man, slightly stooped with age, walked in. They immediately recognized him as Albert Schweitzer, one of the greatest living people in the world today, who said that the only people who would be really happy sought and found how to serve. The six students immediately forgot about themselves and all stood in respect to this great servant of mankind. I hope I answered the Lieutenant's question.

The greatest leader who ever lived on this earth said, "Let him who would be the greatest among you be the servant of all." May each of us adopt that as our test of greatness and as our measure of leadership. ♦

EFFECTIVE COMMUNICATIONS

Rear Admiral Leonidas D. Coates is Chief of Aeronautics Research and Development, U. S. Navy. His ideas on "Effective Communications" were first presented at the convention of District 36.



By REAR ADMIRAL L. D. COATES

COMMUNICATIONS MEANS "getting the message across." It is the modern art. Our libraries are full of books on plain speech and good writing; on the advantages of the short sentence and the simple word; the opening that gets attention and the conclusion that inspires action. We are advised to "tell 'em what you are going to tell 'em, tell 'em, then tell 'em what you told 'em," and none of us doubt the value of the easily remembered slogan, repeated again, and again, and again.

These are the tested techniques of the ad man, and he can prove that they work. Sales dollars per advertising dollar show the effectiveness of *his* communications. It works.

We use the same techniques when we are "selling" ideas. Why not? If they work when we are selling beer and bath tubs, apples and automobiles, why shouldn't they work when we are trying to get men to vote for our candidate, or work a little harder, or cut costs, or re-enlist? We can't measure success by the sales dollar, but we have faith and we go ahead.

Only sometimes it doesn't seem to work. Sometimes the target of our technique doesn't seem to *get* the message, or if he gets it he doesn't care.

Let's take a look at the message itself. We know how to make our meaning crystal clear, and how to say it so it can't possibly be misunderstood, but maybe, sometimes, we are saying the wrong thing.

What would we think if the Chevrolet dealer drove a Ford? Not all the advertising this side of Heaven could hide that message.

We have been trying to keep our good men in the service, and putting on a real drive to get them to re-enlist by telling them all the advantages of a service career, but the message doesn't come through that way when a man's division officer resigns.

Actions speak louder than words. They carry a message that gets through, and gets attention, and gets belief. If we want people to follow, we must lead. We must set the example, and be what we asks others to be. That is effective communications. ♦



Report from Glasgow

Our Glasgow correspondent supports his claim that Scotland is "the Texas of the United Kingdom."

The Glasgow Club Comes of Age

By A. SINCLAIR

TWENTY-ONE YEARS AGO the senior Toastmasters Club in the British Isles was formed in Glasgow, Scotland, by members of the City Business Club. The anniversary was not allowed to pass unheralded.

In October we held a Past Presidents' Night when all the assignments were carried out by former Presidents of the Club. The standard of speaking and evaluation was, as might have been expected, exceptionally fine and it was a real inspiration to all present members to realize to what heights they might aspire.

We also inaugurated an annual competition for the Toastmasters Trophy—a handsome silver cup to be presented for competition in public speaking among the city's secondary schoolboys. The final

was held in December and the trophy presented by the wife of the District Governor—Mrs. Ian D. McIntyre. The contestants evinced a native talent for rhetoric which promises well for the future of all the clubs in the area.

Our finest hour was the Anniversary Dinner with International President and Mrs. Paul W. Haeberlin as our guests. Mr. Haeberlin is a native of Glasgow, and although he was removed from our midst at a very tender age, we were delighted to welcome him back to the city of his nativity. The proceedings commenced with the cutting, by Mrs. Haeberlin, of our birthday cake, adorned with two score and one candles, and presented by our founder, that fine old gentleman Will Goldie, now Honorary Club President.

It would be impossible to do the occasion justice by a bald recitation of the toast list and topics presented. But it would be unworthy to ignore the inspiring speech of Mr. Haeberlin and his thoughtful gesture in presenting Mr. Goldie with an elegant Toastmasters wall plaque. Among the many eloquent addresses was one by Dr. Roderick Maclean, producer of the British Broadcasting Company's Talks Department.

Dr. Maclean exacted his pound of flesh by requesting our very able and well-liked President, David L. Moffat, to submit himself on the following evening to an inquisition on sound radio by two highly experienced and deep-probing interviewers. David Moffat rose to the occasion magnificently and raised the prestige of Toastmasters everywhere by the friendly, capable, fearless and frank manner in which he dealt with the searching questions of his interrogators.

Nor were the gifts associated

with an anniversary forgotten. At a joint meeting of the West of Scotland clubs, District 18 presented us with an impressive inscribed lectern and Mr. Haeberlin generously presented a wall plaque similar to the one which Will Goldie now cherishes.

A happy coincidence, which illustrates the international character of our movement, was provided by the news that James McGill had been elected vice-president of the Glasgow Club for next session and his son Roy had achieved the identical distinction in the Port Credit Club of Toronto.

To those reading this article to whom Glasgow is only a name, perhaps I might be permitted to elaborate. Glasgow is the largest city in Scotland, with a population of well over a million. It has been suggested that Scotland is the Texas of the United Kingdom, but perhaps it might be more apt to call Texas the Scotland of the United States. (Continued next page)

Mrs. McIntyre presents contest trophy to Gordon W. Berry. Also pictured, (L to R) Club President David L. Moffat, Mrs. Porter of local Toastmistress Club, District Governor Ian D. McIntyre and Will Goldie, Honorary President and founder of Glasgow Club



Scotland had an independent existence for 900 years before her Edinburgh Parliament was amalgamated, in 1707, with that of England. We still have our own separate legal and educational systems, and national church. In many international sports we participate as an independent unit. From our midst have come in recent years Watt, the radar inventor; Fleming, who discovered penicillin; Baird, the father of television.

In the history of the United States not a few famous men bore Scottish names—Alexander Hamilton, Jackson, Calhoun, Crawford, Douglas, Grant, Buchanan, McKinley, Monroe, MacArthur—and so many more that it would be tedious to repeat them. It has been said that all Washington's colonels, with one exception, were of Scottish or Scottish-Ulster descent.

That this should be so is not surprising. It is reckoned that of 20,000,000 people of Scots descent in the world today only 5,000,000 live in their homeland.

In Scotland, in our Highlands and Islands, we have inspiring scenery carved with fierce character—wild, remote and sternly beautiful. Our Lowlands contain some of the most productive farmland anywhere—a tribute to the skill and hardihood of a peasant race warring against an inclement climate. We are proud too of our large industrial area of which Glasgow is the centre. For sheer quality our heavy engineering is unsurpassed. It was from the Clyde shipyards that the great liners *Queen Elizabeth* and *Queen Mary* were launched.

The Scottish Industries Exhibition will be held in September, 1959, and we should be pleased to welcome any overseas Toastmasters who are in Glasgow for that occasion.

The oldest unconquered nation in Europe, we have fallen ready victim to the Toastmasters ideal and we look forward to celebrating our fiftieth anniversary with high confidence and continuing resolution. ❖

Finalists of the Glasgow Secondary Schools Speech Contest



Report from Rothesay

Historic Rothesay on the Isle of Bute extends to TMI President the traditional "Hundred Thousand Welcomes" or, in the Gaelic



"Cend Mille Failte"

By ROBERT P. COCHRANE

DURING THE RECENT VISIT of International President Paul W. Haerberlin to District No. 18, the members of Rothesay Toastmasters Club No. 1158 were delighted and honored that Mr. and Mrs. Haerberlin were able to meet them during a very brief visit.

Accompanied by District Governor Ian D. McIntyre and Area Governor Sam Cumming, President and Mrs. Haerberlin spent a day sailing through the beautiful Kyles of Bute. The ship called in at Rothesay, Isle of Bute, and on the pier a memorable little ceremony took place. A piper played

the President and his wife ashore and they were introduced to members of the Rothesay Club, and to the Provost (Mayor) of Rothesay.

After a short speech of welcome, President Bob MacLean of the Rothesay Club presented Mr. Haerberlin with a suit length of tweed and Mrs. Haerberlin with a tartan traveling rug. The tweed and the rug were both woven in the island's famous tweed mill by local craftsmen. We are proud that one of our island's chief customers was the late Christian Dior.

(Continued next page)



Pres. and Mrs. Haeberlin receive Bute tweed and traveling rug



Signing the Visitors Book—(L to R) Rothesay Club Pres. Bob MacLean, Piper Donald Scott, Provost Douglas McDonald, Pres. Paul W. Haeberlin, Club Secretary Arthur Still and Mrs. Haeberlin.



TMI President, holding Bute tweed, laughs at quip from Bob MacLean

After signing the town's Distinguished Visitors Book (along side such famous names as King Edward VIII and the Duke of Edinburgh) the President and Mrs. Haeberlin re-embarked and sailed out from sweet Rothesay Bay to the strains of the pipes playing "Over the Sea to Skye."

We in the Rothesay Club were thrilled by President Haeberlin's brief visit, and feel that great good will come from it.

Rothesay is an ancient and Royal Burgh, steeped in history, but we have some strong connections with the New World. There is a flourishing *Kyles of Bute Society* in Detroit. Last fall, during NATO exercises, we had the atomic-powered submarine *Nautilus* anchored in Rothesay Bay, its first anchorage outside U.S.A. Then we had the *U.S.S. Fulton*, a submarine depot ship, anchored in our bay for a few weeks, during which time Rothesay acted as host to well over a thousand U.S. sailors. May we of the Rothesay Club take this opportunity of sending our warmest regards to fellow Toastmasters serving aboard the *U.S.S. Fulton*.

In his presidential message, published in *THE TOASTMASTER* for November, 1957, Mr. Haeberlin wrote: "As the first International President selected from beyond the borders of the United States, I shall take especial pride in fostering a world-wide growth and unity based upon our common interest in Toastmasters." Judging from his recent visit to "Bonnie Scotland," President Haeberlin has certainly gone a long way towards the achievement of his aim. ❖



Report from President Haeberlin

Land of Heather History and Hospitality

By PAUL W. HAEBERLIN



TO VISIT SCOTLAND is to be for a brief time in the middle of history. It is impossible to stand upon the ruins of a Roman wall without feeling a close kinship with those who laid the stones

there, more than two thousand years ago. It seems only yesterday that Cromwell's troops passed by and left a beautiful Abbey ruined and open to the sky.

(Continued next page)

AUGUST, 1958

We pause for a moment at historic Culloden Moor. Our host is Donald Duncan of Inverness, a braw man who wears the kilt with easy highland grace. He tells us that the heather never grows on the graves of those brave men who perished in that battle, and we note that it is indeed so. The spirits of the famous people of Scottish history seem very close. William Wallace, Robert the Bruce, Black Douglas, Mary Queen of Scots, Bothwell, Flora MacDonald are no longer pictures in an old book. They are real people whom you might—you are almost persuaded—meet just around the next corner.

Scotland is also very much of the twentieth century. It is one of the principal manufacturing countries of Europe; its shipyards and shipping lanes are world-famous; its lowlands contain some of the most productive farm and grazing land in the world. To experience a Scots welcome is to know hospitality in its highest degree. And to visit the many flourishing Scottish Toastmasters clubs, especially during the year of the twenty-first anniversary of the founding of the first club—in Glasgow—is an inspiration.

No two travelers ever had a finer guide than District Governor Ian D. McIntyre, who obtained leave from his employment to escort Mrs. Haeberlin and myself during the entire two weeks of our trip. Wise, witty, thoroughly versed in the lore and legend of his country, he showed us many things which a less fortunate visitor might miss. As we progressed on our journey we were joined by other

Toastmasters until our car became part of a sort of holiday caravan, a junketing of fun, friendship and adventure. A motion picture record of one day's trip was made by Colonel David Stobie, Area Governor. A print of this film was one of our gifts from the District, a gift which will be treasured more and more as it enables us to live over again that happy time.

It would be impossible in the short space of this report to mention the names of all the fine Toastmasters who did so much to make our visit an unforgettable experience. From Durham, England in the south, up over the Border and into the Highlands — impossible also to describe all the towns we visited and the historical sights we viewed. The names will stay in our memory like music—Glasgow, Dunfermline, Dundee, Edinburgh, Arbroath, Rothesay and the beautiful Kyles of Bute. We shall remember the welcome of the pipers, the greetings of the Lords Provost, the lochs and fells and the beauty of the countryside.

It was my privilege to become acquainted with many Toastmasters during our short stay of two weeks, and to attend one Toastmasters meeting. As International President, I was impressed and inspired by the fine work being done in District 18.

The birthday celebration meeting at Glasgow has already been described, and I will only add my thanks and appreciation to David Moffat, Tom O'Beirne and the others, and especially to Will Goldie, honorary club president and founder of the first Glasgow club.

In retrospective evaluation, it would seem to me that our fellow Toastmasters in Scotland have captured and held a quality which many of us—especially in America and Canada—may tend sometimes to overlook or slight. This is the quality of pure *enjoyment* of Toastmasters.

It is possible that many of us forget, occasionally, that good speech-making is more than an implement for self-improvement, especially in the dollars-and-cents application of the term. It is also an art which enhances gracious living. Our Scottish Toastmasters delight in the well-turned phrase, the well-told anecdote, the pithy speech, which they applaud with the same appreciation they would accord to a superior performance in a soccer match. The art of speech is an art much loved.

I was also impressed by the friendliness and good fellowship so evident in all the meetings. The traditional conclusion with the singing of "Auld Lang Syne" in unison, as all join hands, is to the visitor a poignant experience.

We shall remember many things about our Scotland trip. We shall treasure the gifts: admire the silver engraved miniature golf club, wear and use the tweed and the tartan traveling rug, view the film. Above all, we shall remember the warmth of fellowship extended, the friendships made.

We shall hear the skirl of the pipes across the water, and the melody of the plaintive ballad of farewell — "Will Ye No' Come Back Again?"

We shall come back often, in our hearts if not in person. ❖

"Some members object to participating on Theme Programs, claiming that the assigned topics or stated situations are like a straight jacket. They would prefer complete freedom to select their subject and type of speech.

"They should remember that all music students are required to practice scales so they will have complete familiarity with all notes. Also, accomplished musicians must continue to practice exercises designed to discipline their talents and abilities.

"This is one of the functions of Featured Programs: to help Toastmasters broaden and discipline their training. Therefore, when you are called on to appear on a featured or assigned program, welcome the opportunity and put forth your best effort."

—"Burnt Toast" Bulletin of
Industrial Management Toastmasters 1633
Dallas, Texas

Speaking Editorially

ASSOCIATION OR ORGANIZATION?

In his recent book, *The Organization Man*, William H. Whyte, Jr. describes the subject of his study as one who not only works for The Organization; he belongs to it. He subordinates all other interests to those of The Organization. He has left home spiritually to take the vows of organization life. Along with many recognized penalties and personal losses, he receives certain blessings and rewards in return for his devotion. To justify his submission, the Organization Man redefines his place on earth and creates a faith satisfying him that his course is the right and desirable one.

The body of thought by which the Organization Man makes the pressures of society morally legitimate is interpreted thus by Mr. Whyte:

"Man exists as a unit in society. Of himself, he is isolated, meaningless; only as he collaborates with others does he become worthwhile, for by sublimating himself in the group, he helps produce a whole that is greater than the sum of its parts. There should be, then, no conflict between man and society. What we think are conflicts are misunderstandings, breakdowns in communication. By applying the methods of science to human relations we can eliminate these obstacles to consensus and create an equilibrium in which society's needs and the needs of the individual are one and the same."

The basic premise here is the assumption that harmony between a man and his environment is desirable and good. To achieve true harmony a man must conform—he must *belong*. He must not be "different." Individualism and independence are a stigma. "The team" alone matters.

A new and impressive literature is being created to supply the need for a theology of harmony. Much is written about the role of communications in group dynamics, the function of role-playing and decision-making in committee work, the value of the "feed-back" in ascertaining the effectiveness of such techniques.

We confess to a deep prejudice against ostentatious polysyllabicism and sanctimonious priests preaching the promise of Utopia if we will but buy their polysynthetic philosophy. We think this kind of language is jargon and we think the cult of the group is a negation of the aspirations that have carried men to that degree of civilization we now possess.

We confess to an increasing, almost fanatical preference for simple words, used accurately, to express ideas as simply as possible. Above all, we believe in the sanctity and importance of the individual.

We state only a personal reaction. We don't intend to argue the case against the Organization Man in this limited space. He is not to be argued out of existence anyway. For those who prefer the Organization way, or those inextricably caught in it, rationalization is essential. Organizations will continue to exist and to perform jobs that cannot be performed excepting by organizations. An organization is neither devil nor deity; it is a device for getting things done. However, as President Griswold of Yale put it, *Hamlet* could not have been written by a committee.

Historically, great advances have been made by efficient military, commercial, industrial, religious and political organizations. Somewhere behind every organizational advance there has always been a man with an idea—the solitary thinker. Originally he had no Organization. He stood apart from existing groups and often felt their sharp disapproval.

We wonder whether all men in organizations need to embrace a philosophy of collectivism in order to make organization life bearable and meaningful. The problem is old; only the language is new.

An organization is a microcosm. Man has always been faced with the problem of maintaining a maximum of individual freedom and independence in an orderly society.

We prefer the "Association Man" to the "Organization Man." Men who associate with a group, each contributing to a common enterprise for the purpose of obtaining individual benefits, are not Organization Men. The form and structure of the group may be the same but the purpose and results are vastly different. The difference depends upon each man. In associations, the group exists for the individual; the individual is enriched, not lost. Each member of the group is first among equals.

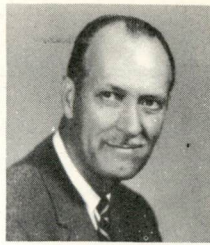
This is the essence of the Toastmasters club philosophy wherein men associate to develop their potential as individuals. Perhaps the Toastmasters club, which provides opportunity for individual expression and individual development, is a desirable balance or antidote for the unavoidable exposure to Organization life.

There are many opportunities for a man to become submerged in the Organization; many books tell him how to submerge his identity successfully. There are few sources from which a man can strengthen his individuality, his creativity and the rest of his personal potential. Toastmasters is one of these sources. Let's keep it a sanctuary for individuals and not go overboard on techniques of group dynamics and group adjustment.

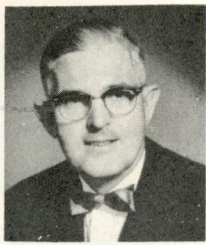
—M. F.



F—John Zimmerman



2—W. N. Grabill



3—Dr. Roy C. Rice



4—John Mackesy



17—John Conners



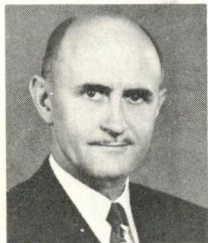
18—Tom O'Beirne



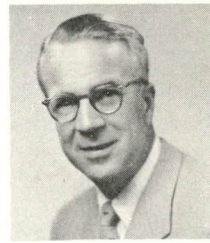
19—John B. Miller



20—James H. Marsden



5—Grant Christensen



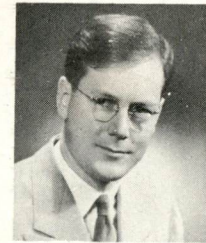
6—Alton C. Clark



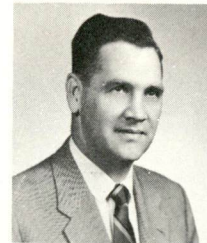
7—Charles Ross



8—George Brown



21—C. J. McNeely, Jr.



22—John Doak



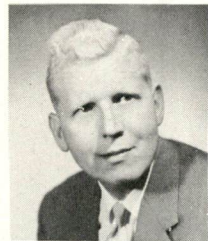
23—Robert C. Hoover



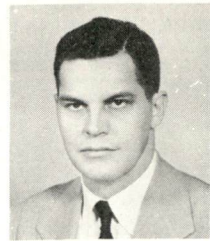
24—Wayne W. Falk

meet our 1958-1959

district governors . . .



9—James E. Melville



10—John Puddington



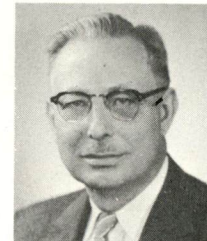
11—Leslie Tompsett



12—Elmer Brandt



25—J. Richard Jones



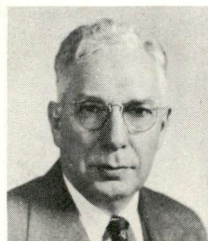
26—Oliver E. Deckert



27—Edward B. Hirsch



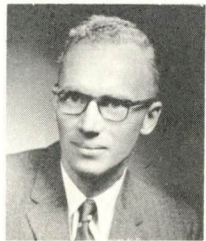
28—Charles C. Mohr



13—H. Leonard Harper



14—Jim Craig



15—W. W. Lord



16—Dr. R. M. Craton



29—Lionel J. Addamus



30—William B. Gobel



31—Kenneth Archibald



32—Wilfred J. Morrish



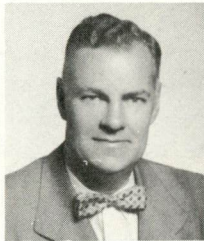
33—George Flynn



34—Maynard G. Cossart



35—John Turck



36—Donald L. Krout



37—Marvin R. Jones



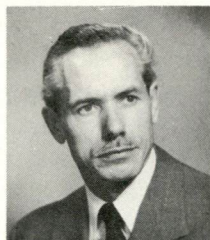
38—Dr. Armand G. Sprecher



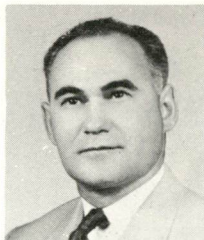
39—W. F. Orrick



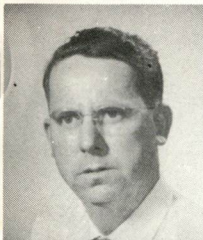
40—Paul Ehrle



41—George Kunkle



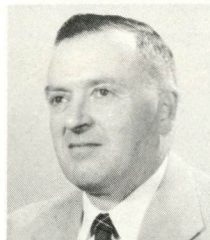
42—E. Panchuk



43—Leslie L. Flint



44—Kenneth Durham



45—Thomas Milligan



46—Thomas R. McDonald



47—Norman S. Pallot



48—Jack Marsh



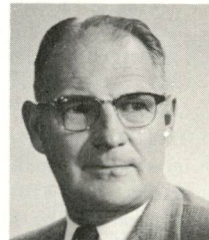
49—Dr. Rex J. Parker



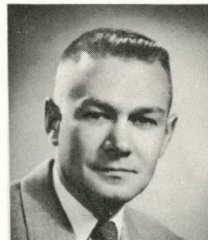
50—Dwight Johnson



51—Fred H. Moore



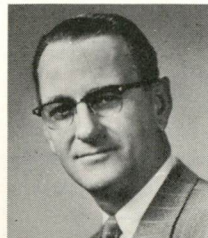
52—Walter T. Scott



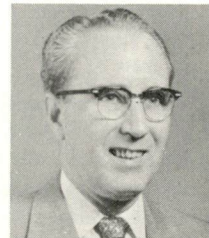
53—John R. Rowland



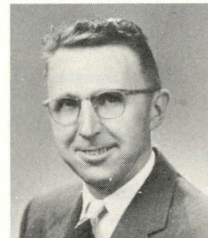
54—Paul Kettnering



55—Robert E. Reynolds



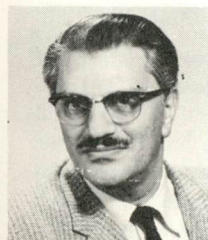
56—Maxwell M. Herbert



57—Conrad T. Wingefeld



58—L. A. Taliaferro



59—Roger Joseph, Sr.



60P—J. Grant Hart



61P—John P. B. McCormick



62P—Russell Snow

1958 • 1959
district
governors

(continued)

CLUB TO CLUB



Corbets (L) awards Dieckmann

Valley View Toastmasters 2096 Cleveland, Ohio:

Steel met steel when Eugene P. Corbets, President of Mid-Day TM's 1790, presented the best speaker award in the Area 8 Speech Contest to Erwin Dieckmann of Forest City Club 1885. Dieckmann is Assistant Secretary of the Steel Founders' Society of America, and Corbets is in the Public Relations Dept. of Republic Steel Corp.

Dieckman won with a talk about the lack of dignity accorded to students of high scholastic standing. Chief judge of the contest held in Cleveland was Lt. Gov. John Puddington; the dinner meeting drew a capacity crowd of over 100.

Wenell Toastmasters 435 Minneapolis, Minnesota:

Wenell Toastmasters snatched an opportunity to put in a few thousand words for their club and for Toastmasters everywhere when Chuck Wenz, Pres.; Hugh Owen, Past Pres.; and Art Ling, Sec.-Treas., appeared on "Night Beat," an increasingly popular radio program originating from WDGY in Minneapolis. In its usual format, George Rice is alone in the studio but has to struggle to get in a word edgewise as listeners from the Minneapolis-St. Paul area scramble for the phone to present their views and argue with others on timely and controversial subjects.

On our night, however, the format was changed. The station switchboard was jammed with calls from people presenting questions and subjects for our panel to speak on for two minutes—later reduced to 90 seconds to allow more topics. Subjects ranged from "the letter J" to "Sales Tax." For an hour and 45 minutes it was *Table Topics on Night Beat*.

We feel confident that the free "commercials" which our trio got in for Toastmasters and, of course, for Wenell, will be similar to casting bread upon the waters, and that the loaves, in the form of new members, will come floating back to clubs in all five or six states reached by the program.

Reese Officers Toastmasters 1834 Reese AFB, Lubbock, Texas:

Reese Officers Toastmasters actively supported Armed Forces Day in best Toastmasters tradition by speaking before 11 civic and service clubs representing over 800 members in the Lubbock area. The message of "Power of Peace" was emphasized and an invitation extended to visit Reese AFB. The efforts of the club helped in a small way toward the success of the day and improved Base relations in the community, while providing practical speaking experience outside the club. Harold L. Stratton, Past President, was project officer.

* * *

Agana Toastmasters 1954

Agana, Guam:

It may be of interest to note that the three TM clubs on Guam—Agana 1954, Public Works Center 1843 and Mid-Pacific 1866—held a joint meeting with the Agana Toastmistress Club to determine the best Toastmaster or Toastmistress on the Island. Each club held its own preliminaries, selected two finalists. Our joint meeting programmed the eight speakers. George J. Cooper of Public Works Center Club won the cup for the best speech of the evening, with Mrs. Caroline Richards runner-up. The speech contest was conducted throughout in accordance with the rules of Toastmasters International and is the first of its kind ever held on Guam.



D.G. Ivan Schurr invests Maurice Dunbar with "corn" trophy

District 22

Kansas and Western Missouri:

Add to unusual trophies our District's "Golden Cob of Corn" presented to the winner of the Humorous Speech Contest. Award was won this year by Maurice Dunbar of Topeka Toastmasters 361 in contest held at Wichita, Kansas, on April 19th.

Oskaloosa Toastmasters 1339

Oskaloosa, Iowa:

Oskaloosa Toastmasters Club 1339 has started off the new term with a bang. We have discovered that publicity has done a great deal toward gaining us new members. Our local newspaper has helped us a great deal. We have found that well-posed and interesting pictures will be well received. Our picture of Area Gov. John Miller presenting gavel to Pres. Marty Bernstein, with V-P Jack Dinkle, Sec. J. E. Wonderlich, Treas. Hazen Pettit and Sgt.-at-Arms Jim Solars, received a fine spread.

Oskaloosa Club officers installed





GOING STRONG: Fourteen Past Presidents of Indianapolis CMB TM's 517, still active in the club, were among the 50 plus who attended 10th anniversary celebration.

1st row (seated, L to R) William Fields, Harold Kohlmeier, Wm. Callis, Scott Dill, Paul Smalley. Standing: Wilbur Fuller, Edward Price, James Woods, Walter Maloy, Charles White, Ralph Urbain, Joe Kennelly, Al Hall, Carl Potter



WELCOME: Lt. Gov. M.M. Herbert (L) bestows charter of Taj Mahal Club 2041 on Capt. Tom Finney, Pres. of new group at Randolph AFB, Texas

NEW PRES.: J. F. McKay (R) accepts constitution and bylaws of Grand Forks (N.D.) TM's from Asst. Area Gov. George Thomson as Herman Nelson, retiring Pres., looks on. McKay, 78, is believed to be oldest club member in district and oldest club pres. in Toastmasters



NOT RETIRING: Delbert White, 86, started law practice at 70, joined Toastmasters at 83, is active member of Lawson YMCA Club 1218, Chicago. New career was started upon his retirement as a railroad agent. (Photo Chicago Sun-Times)



OUTRANKED: Although Capt. David Heritch is Ed. V-P of Tachi Toastmasters 1332 (Japan) his wife Hilda, Pres. of Tachikawa Toastmistress Club, claims she outranks him



PIONEER'S PANJANDRUM: trophy presented to best speaker of week in Pioneer 17, Indianapolis, oldest club east of Rockies, donated by Paul Pierce, youngest (29) Past President.



KEEN COMPETITION for achievement award is standard of Chalmette (La.) Club 2352. On basis of attendance, participation and effectiveness, trophy is presented by Comm. Chm. Sal Campagna to Pres. Frank Carmichael

MEMBERSHIP DRIVE of Arlington (Tex.) Club 1728 had TM display in bank lobby, staff of 2 members to answer questions. Result—steady increase from 12 to full roster. Ad V-P Lloyd Larsen pins TM insignia on Frank Wagner, 1st associate member



AUGUST, 1958

PERSONALLY SPEAKING

INTERNATIONAL NIGHT has come to be a popular feature at the Toastmasters International Convention. It can be made a popular and instructive feature in the program of any Toastmasters Club.

In planning the meeting programs for the fall, include this as one of your special events.

In the Club Directory, published last January, you will find clubs listed in thirty lands outside continental United States. Imagine what a thrilling experience it would be to have a visitor from one of these clubs come into your own club meeting.

While that is hardly possible, you can very easily have one of your own members speak in behalf of one of those distant groups of Toastmasters. Perhaps a member who was in Japan or Iceland, Korea or the South Pacific Islands during the World War, could tell you interesting facts about life in that region. A quick census of your members and their travels may bring forth surprising facts.

But even if your own members have not traveled widely, you can still stage a program with international flavor. At the same time, you can extend the range of friendship between your club and others in the distance.

Write to one of the officers of some club with whom you would like to make contact. Ask for a message from him and his club to your club. Then assign a member

to make a study of that distant club and its country, and let him speak as its representative, using the friendly message for his basis.

Resourceful Toastmasters, working on program plans, can think of several ways in which to arrange the evening's procedure so as to develop the right atmosphere for internationalism.

If you wish to write to a few selected clubs, ask the Home Office at Santa Ana for names of officers to whom you may write. The exchange of correspondence may lead to the development of new friendships which will enrich the lives of all concerned.

Let us suppose that a Toastmasters Club in Cedar Rapids, Iowa, or one in Bellingham, Washington, were to write to the president or secretary of a club in Wollongong, Australia, and another in Quebec, Canada, and another in Balboa, Canal Zone, and another in Darlington, England, and perhaps others, offering to exchange information, perhaps to send written speeches in trade for some of theirs.

Try this suggestion as the fall season comes on. Wherever you are located, whether in America or elsewhere, get into touch with Toastmasters Clubs in other lands, and begin to cultivate friendship through correspondence. Then translate this friendship into programs dealing with the other clubs and their countries.



DISTRICT 36 HOLDS NOTEWORTHY CONVENTION

The increasing interest of the Armed Forces in Toastmasters training was effectively illustrated at the 7th annual convention of District 36, in Washington, D.C.

District Governor L. Kenneth Wright told an audience of over 300 Toastmasters and guests at the annual banquet and speech contest that military leaders have helped to promote Toastmasters clubs in all parts of the English-speaking world. Today the Toastmasters movement is spreading like a wind-swept forest fire. Every third week a new club is chartered in District 36 alone. Membership in one-third of the clubs in District 36 is entirely or predominately of military personnel.

It was highly appropriate, therefore, that the theme of this year's

convention should be "Military Participation in Toastmasters" and that two high-ranking officers of the Armed Forces should be guest speakers at the banquet. Major General Reginald C. Harmon, Judge Advocate General of the U.S. Air Force, spoke on "The Qualities of a Leader," and Rear Admiral L. D. Coates, Chief of Aeronautics Research and Development, U.S. Navy, on "Effective Communications." The full text of their talks appears in this issue of THE TOASTMASTER (pgs. 6 and 9).

Winner of the speech contest was William P. Sullivan of the Sligo Club, Silver Spring, Md., with a talk entitled "Creative Imagination." Donald L. Krout was elected District Governor.

TMI Director Cmdr. Herman E. Hoche congratulates contest winner William P. Sullivan (USAF Photo)



D.G. L. Kenneth Wright, Col. Robert T. Engle, General Reginald C. Harmon and Admiral L.D. Coates (USAF Photo)



RESIGNATION

ANNOUNCED



Ted Blanding

Maurice Forley named
Acting Executive Director

At a recent meeting of the Board of Directors of Toastmasters International, convened in Chicago, Illinois, the Board accepted the resignation of Ted Blanding as Executive Director of the organization. Maurice Forley was named as Acting Executive Director.

It is with appreciative recognition for his services that the Board recalls Mr. Blanding's association with Toastmasters International. He joined Toastmasters in 1933 and served in many offices, including that of International President. Upon his return from military service in 1944 he was appointed Executive Secretary (the title was changed to Executive Director in 1957). From 1944 to 1958 Toastmasters International has grown from approximately 250 clubs to the present 2850, located in 30 different countries; the staff of the Home Office has increased from three to 29; membership services have been extended and club and district operations have been strengthened.

Mr. Blanding has not announced future plans beyond the taking of a well-earned vacation. He is presently engaged in some consulting activities. We feel confident that all Toastmasters will join the Board of Directors and the Home Office staff in wishing him success in whatever future enterprises he may undertake.

Maurice Forley, who succeeds Mr. Blanding, has been with Toastmasters International for the past two and a half years as assistant to the Executive Director and Editor of THE TOASTMASTER MAGAZINE. In his new capacity, he has the full confidence and cooperation of the Board of Directors and the Home Office staff, and, we feel sure, of all Toastmasters.

—Paul W. Haeberlin
President, Toastmasters International

Tape Your Meetings Together



By JOSEPH A. ZAMOYTA

SINCE THEIR INTRODUCTION for use by the general public a few years ago, tape recorders have been used for many educational purposes. Schools and institutions have come to depend on the tape recorder as a basic element in their audio-visual programs. All about us we see the new techniques of tape recording blossoming out into useful flowers of education. Why not let these flowers grow in Toastmaster soil?

This is not a new suggestion. Many clubs are using a tape recorder at their meetings. But are they fully utilizing its capabilities? If your club has a tape recorder, or if one of your club members has a tape recorder, why not use some of the following ideas to enhance your club's program?

Probably the simplest manner in which a tape recorder can be used in your club is just to record the speaking portion of the meeting. Set the microphone upon a

table, put the recorder in an out of the way place, and proceed. If this is done, good recordings will be the result, but then you are missing much of the lesson the tape recorder can teach. Since a microphone is used with the recorder, why not concentrate on improving microphone technique while recording? Most tape recorders are equipped with a microphone that may be placed on a flat surface. All microphones are threaded to accept a standard mike stand. A mike stand should be used to add to the realism. Make it a point to evaluate each person's mike technique as part of the standard evaluation procedure.

It might be a good idea too, to appoint a "gain rider" for the evening. He would sit at the tape recorder with an eye on the overload indicator and a hand on the volume control. His job is to prevent the tape from being overloaded. All tape recorders are

built with an overload indicator to show when too loud a sound is being picked up by the mike and recorded on the tape. If a tape is recorded in an overloaded condition, serious distortion will result. This effect is similar to what can happen in broadcasting stations.

When one is speaking at a broadcasting station there is always a technician "riding the gain" to prevent overmodulation of the transmitter and consequent distortion at the receiver in the home. Proper mike technique cuts this "gain riding" to a minimum. As the "gain rider's" job is passed around, the members will get a feel for the problems of the man behind the mike, an understanding which is a great step toward mastering proper mike technique. It is always easier to act according to a set of rules when we know the reasons behind the rules. After the club becomes familiar with the mike, the "gain rider's" job will naturally decline to the point where he will merely note the number of times each speaker tends to overload the tape; he'll be another type of whisker counter.

Why not keep a taped record of each member's speeches and subsequent evaluations? If only one track of the tape is used it can be cut and edited easily. After each meeting have one man cut up and distribute to each speaker the portion of the evening's tape which contains his speech and evaluation. The member can take these home and easily splice each speech and evaluation in proper order and end up with a complete sound book of his speech progress.

One fortunate club I know, has access to a disk recording machine. The members tape the speaking portion of a meeting, then make disk records for the individual speakers. These disks can then be played back from any home phonograph. If the individual has this type of recording of his previous speeches, he will probably find that the best preparation for his next speech is to listen to these speeches just before he leaves for a meeting. With his previous major pitfalls fresh in mind, he is in a good position to avoid repeating them.

An interesting experiment would be to have each member, in turn, present a pre-recorded talk. For this speech the individual would talk in his own home, recording the results on tape. At the meeting this would simulate the effect of hearing the talk over a radio. At home, in giving the speech, the effect of a small studio with no audience could be achieved. This short talk would certainly point up a person's weaknesses in vocal variation. This experiment would necessitate the club allowing the member to take the recorder home. Since modern recorders are simple to operate there is little danger in this practice, as far as damage to the machine is concerned. It would certainly give the member willing to invest extra time a splendid opportunity for self-improvement.

Perhaps one of the most obvious uses for a tape recorder in Toastmasters is to make it the subject of a speech. It's certainly a very entertaining and versatile prop.

Try taking your own recorder to a meeting and recording several speeches and some of the general table conversation.

To illustrate the dangers of dishonest reporting, pick out one member and concentrate on his remarks. When you go home, edit the tape in such a manner that you make the voice of this person say a few sentences he didn't actually say, or mean as such. When you give your next speech, use this fixed-up tape as an illustration of what can be, and is, regrettably, sometimes done with tape.

In another way your tape recorder can be used to illustrate a speech. Why not evaluate one of the world's great speakers during your speech? You can readily tape portions of great speeches of famous people by copying recordings from your local library. Play the tape of the speech and then evaluate it, going back into the different sections as you illustrate your points. This type of speech benefits club members in twofold manner. It gives them a chance to hear a famous speaker with time to evaluate him themselves and compare their evaluations with yours.

One of the valuable factors in Toastmasters training is the use of the exchange speaker. We have been exchanging speakers for years. Why not start exchanging tapes also? Speaker exchange programs are practicable on a local scale only. Tape recordings would unite every club in the International organization through the common medium of the taped speech and evaluation exchanges.

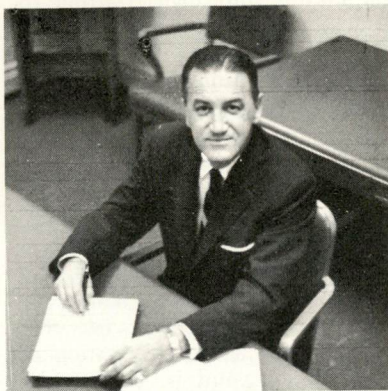
Joseph A. Zamoyta is an engineer at the Missile Ground Control Engineering subdivision of the Westinghouse Electric Corporation in Baltimore, Maryland. He is a member of the Elkridge Toastmasters Club 2045 and is at present Assistant Area Governor (8) in District 36. Interests besides Toastmasters include ham radio operating and photography.

An interested club might write to the Home Office and receive the name of another interested club and take it from there. It must be remembered though, that taped exchanges cannot completely supplant personal exchanges, since the presence of the speaker plays a most important part in the effect of a talk and conversely, the audience and its receptivity have an effect on the speaker and on his manner of delivery.

In recent years science has made great advances. Although the effect of most of these on the general public is remote at the present time, some items are readily adaptable for civilian mass use. The tape recorder falls in this category and, as with most new things, a full realization of its capacities will come only with time and experience. With this in mind, we see that the foregoing ideas are just a few ways in which the proper use of the tape recorder can enhance our Toastmasters training. Certainly there are many more ideas for making tape work for Toastmasters, but your full knowledge of them will come when you have actively begun to tape your meetings together. ♦

Go West, Young Speaker, Go West!

The benefits and enjoyment which can be derived from visiting other clubs are graphically described in this firsthand report from a traveling Toastmaster who experienced



HOOSIER HOSPITALITY

By S. DAN DANIELS

Webster defines "hospitality" as: *receiving and entertaining guests generously and kindly*. This is a common commodity in Toastmasters. We have come to accept it, along with the wonderful people we meet there, as part of the joys of Toastmastering. Traveling Toastmasters, for instance, are urged to shun their lonely hotel rooms and partake of the hospitality of a Toastmasters Club in the town in which they find themselves. It is well known that while they may arrive a stranger in a strange land, five minutes after they enter a local Club, they acquire thirty new friends among the elite of that town.

At this point, you might very well ask, "But what does this have to do with the title, 'Hoosier Hospitality'?" Let me tell you about it!

Late in 1954, at the urging of C. R. Smith, then head man of Western Electric's giant telephone plant at Indianapolis, Indiana, I played a microscopic part in launching a Toastmasters Club at that location. The gauntlet was quickly taken up by local live-wires, and by February of the following year, the club had not only received its charter from Toastmasters International but local enthusiasm had its membership roster bursting at the seams. Another

club was the order of the day, and still another was chartered in 1955. By this time, Mr. Smith himself had been inducted as an honorary member. Recognizing the advantages of this pleasant form of self-improvement, the local ladies wanted in, and the "Phone-ettes," a Toastmistress Club, was organized.

Recently, at the invitation of Vice President C. R. Smith, I had the pleasure of flying out to Indianapolis and addressing a combined banquet-meeting of these Toastmasters and Toastmistress Clubs. There I experienced this thing called "hospitality" in a very special form—so special, in fact, that it deserves a special name—hence, "Hoosier Hospitality." In addition to the privilege of addressing the wonderfully friendly people at Indianapolis, I had the pleasure of visiting with them personally.

The meeting which I attended was so successful that it deserves mention in detail. Following an invocation by Toastmaster Tom May, Toastmistress Mary Lou Thompson launched a perfectly conducted meeting. Toastmaster of the evening Bob Davis kept things moving at a lively pace as he

introduced Topicmistress Florence Roney with a top-drawer topic session and excellent speakers, Eli Kopcho, Don Ripma, Louise Barnes and Dick Robinson. With the able assistance of George Shaffer, Harvey Wilkening, Jack Banks, Von Johannessen and Bill Bauer, Master Evaluator Ray Hansen gave praise and censure in fair measure. Timekeeper Jim Millholland kept everyone on his toes throughout the program. Steve Mackiewicz provided the perfect terminal facilities with his impressive closing words: "*Speech is precious. Use it wisely, not to darken but to enlighten. Not to condemn, but to release. Not to wound, but to heal.*"

Toastmasters friendliness is known and recognized throughout the country, though in my experience none can top this Hoosier brand. My thanks go to my Indianapolis friends for a wonderful, wonderful time. To Toastmasters everywhere I would urge—"Go West, Young Speaker, Go West!" You're missing a great opportunity if you have not encountered Toastmasters hospitality, and I especially recommend that particular one known as *Hoosier Hospitality*.

S. Dan Daniels, associated with the Western Electric Co. at their New York City offices, is a member of the Broadway Toastmasters Club No. 1000. Among Toastmasters, he is best known as the able and energetic Editor of "The Speaker," the very excellent weekly bulletin of the Broadway Club, where this article first appeared.

Letters to the Editor

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

State of California
Governor's Traffic Safety Committee
Sacramento, Calif.

The Governor's Traffic Safety Committee is publishing a new Traffic Safety Speakers' Kit which should interest Toastmasters.

Containing 24 traffic safety subjects, it is designed as a handy tool for speakers engaged in voluntary traffic safety education programs on the community level. It contains current facts about traffic accidents in California, about safe driving techniques and driver responsibilities, and is available free of charge.

It is dedicated to the reduction of traffic deaths on our streets and highways, and to making the average driver more careful and courteous.

Some of the subjects include: "So You're Going to Talk About Traffic Safety?", "The Perfect Crime—Traffic Murder," "What About the Drinking Driver?", "How to Get—and Keep—Your Driver's License," "The Teen-Age Driver," "Safe Driving Can Be Taught," and "Why Automobile Insurance Rates Are So High."

Being familiar with the public service rendered by speakers from Toastmasters clubs throughout California, I trust this kit can be effectively used in many clubs whose members are cooperating with local safety councils, high schools, and other groups interested in the prevention of traffic accidents.

W. A. Huggins, Ex. Sec.

NOTE: Toastmasters interested in obtaining this kit should apply directly to Mr. Huggins: Governor's Traffic Safety Committee, State Capitol, Sacramento, Calif.

The March issue of *The Toastmaster* has just been received at our office, and I am eager to express appreciation of librarians for the very fine interest of your publication in library services.

I am sure you know that "Your Library Offers . . . Come and Get It!" by Harold F. Brigham should go a long way to make clear to your readers their stake in the expansion and improvement of library facilities and services. Your own editorial, "The Broader Imperatives," certainly adds materially to the force of Mr. Brigham's article.

Please let us know if we may ever be of service to you, and accept our sincere thanks for the material in the March issue.

Len Arnold
Public Relations Director
American Library Association

I have just witnessed the wonders of a Speechcraft program in Will Rogers Toastmasters Club of Lubbock, Texas. When our Educational VP presented this program to us as a possible cure for our ills (lagging interest, poor membership, poor attendance, slow improvement among all our TM's), I was not in favor of it for the simple reason I didn't think it would do the job, but how wrong can you be. Last night we ended our speechcraft program and our club stands at 29 strong with 2 applications pending. When we started our program eight weeks ago we were with 20 weak and none pending.

Our then Educational VP is now President Evan Roberts, and it is an office well deserved.

I sincerely believe that any club with any of the above mentioned ills can quickly overcome them by putting on a Speechcraft program. First advertise it to the public, then make sure all your speakers are well prepared and stand back and be amazed at the results, as I was.

Richard S. Blackmore
Will Rogers Club 1702
Lubbock, Texas

For several years, our club has presented "Toastmasters in a Nutshell" on demand from local organizations. This technique, although described in Home Office literature, appears to be relatively unused by many other clubs.

Our "Nutshells" consist of an abbreviated demonstration program—anywhere from 20 to 60 minutes according to the wishes of the host organization. A Toastmaster, two to four speakers, a Topicmaster, evaluation panel and Timer constitute the usual troupe. Speakers are selected from both the "novice" and the "old-timer" groups.

Members of the audience often participate in the Topic Session, and on one occasion the audience yowlingly disagreed with our panel's evaluation of a shy—but appealing—Toastmaster.

Obviously, benefits are two-fold: (1) Toastmasters gain speaking experience from a cued-in, sympathetic, outside group, (2) the group is supplied with an interesting, fast-moving program.

Kenneth B. Haas
Kalamazoo Toastmasters
Kalamazoo, Mich.

I enjoyed the article by A. Whitney Griswold (*The Toastmaster*, June, 1958) so much I would love to have another copy to send to a friend of mine. If only Toastmasters could dream up some way to make the American public aware of what it is missing.

Joe U. Posner
Rochester 4, New York

I feel strongly that Art Beeman's cartoon in the June *Toastmaster* magazine would make a first-rate piece of promotional literature for Toastmasters. If such comes to pass, send us an order blank double quick.

As Pres.-elect of our local Rotary club I was present at Rotary's Dist. Assembly recently. With me was the club secretary, who is also a member of Toastmasters. My irrepressible speechmaking and questioning from the floor would seem to fit me perfectly into the same mold occupied by the gentleman in the second panel of Beeman's cartoon.

Toastmasters should not be held responsible for my speaking excesses on this occasion, but to it must go credit for helping me wrench free of the shackles of reserve and timidity from which I had languished for my lifetime.

Like the village blacksmith of yesterday, Beeman has hammered home resoundingly what the well-rounded speech program of Toastmasters can do and does do.

Dr. Dan Pleasant
Lebanon Toastmasters
Lebanon, Ohio



COMMONWEALTH OF PENNSYLVANIA
GOVERNOR'S OFFICE
HARRISBURG

THE GOVERNOR

May 19, 1958

Mr. Paul W. Haeberlin
President, Toastmasters International
Pittsburgh, Pennsylvania

Dear Mr. Haeberlin:

As Governor of the Commonwealth of Pennsylvania, and on behalf of all its citizens, I am proud to welcome Toastmasters attending the Twenty-seventh Annual International Convention at Pittsburgh.

It is appropriate that Toastmasters International should convene in our State. Pennsylvania was founded by men who valued freedom, justice and opportunity. Behind us lies a great tradition based on the historic struggle for these principles. Fort Pitt, Independence Hall, Valley Forge and Gettysburg are more than highlights of American history; they are living reminders of man's eternal quest for freedom and dignity.

Your organization encourages the aspirations of its members to exercise the rights and privileges of free men-- to speak freely and effectively, to think as individuals and to listen analytically rather than submissively. Because we have much in common, we greet you with warmth. May you take home with you renewed allegiance to your principles and such pleasant memories of Pittsburgh that you may return often to our State.

With best wishes,

Sincerely,

August 14-16, 1958

PARTICIPATE AT PITTSBURGH



"My dear," said the eminent astronomer to his wife, "I have wonderful news for you. I have just discovered a star of unusual density, and I am going to name it after you."



These days there are all too many people in too many cars, in too much of a hurry, going in too many directions to nowhere for nothing.



Then there was the songwriter in Russia who composed a catchy number entitled "Moon Over Moscow." The day after it was published, he received a visit from the secret police. "Comrade," they demanded, "is this our moon or theirs?"



Nowadays the fellow who makes a better mouse-trap is in the same rat-race as the rest of us.



Dear Old Lady: "Isn't it wonderful how these service station people know exactly where to set up a pump and find gas!"



The trouble with our country is that there are too many wide open spaces entirely surrounded by teeth.

JUST IN JEST

The chemist who used to ruin our ego by telling us that all the chemical substances in the human body had a value of only 97 cents now consoles us with the news that on today's market each of us is worth \$2.80.



The city editor had just been informed that a wire had fallen across Main Street in a storm. He immediately assigned two reporters to the story.

"No one knows whether the wire is live or not," he said. "So one of you is to touch it, and the other to write the story."



Some of the most disappointed people in the world are those who get what's coming to them.



Modern music is the kind that is played so fast you can't tell what classical composer it was stolen from.



Then there was the man who was interested in his wife's happiness. He even hired a private detective to check into the reasons for it.



Half a loaf is better than no coffee break at all.

New Clubs

(As of June 15, 1958)

- 163 SAN FRANCISCO, California, (D-4), *Hunters Point*, 2nd & 4th Tues., 5:15 P.M., Commissioned Officers' Open Mess, San Francisco Naval Shipyard.
- 427 DILLON, Montana, (D-17), *Dillon*, Wed., 7:00 A.M., Lee's Steak House, Andrus Hotel, Dillon, Montana.
- 1362 MIDWEST CITY, Oklahoma, (D-16), *Tinker*, alt. Mon., 6:00 P.M., Uptown Cafeteria, Midwest City, Oklahoma.
- 1623 BIDDEFORD, Maine, (D-45), *Biddeford-Saco*, alt. Wed., 6:45 P.M., Wonder Bar Steak House, Washington Street, Biddeford, Maine.
- 2278 SALT LAKE CITY, Utah, (D-U), *University*, Tues., 6:15 P.M., Salt Lake City University Club.
- 2689 DETROIT, Michigan, (D-28), *Western*, Wed., 6:30 P.M., Western Branch YMCA, 1601 Clark, Detroit 9, Michigan.
- 2696 MYRTLE BEACH, South Carolina, (D-58), *Myrtle Beach*, 2nd & 4th Wed., 6:30 P.M., Elks Lodge, Kings Highway 17, North Myrtle Beach, South Carolina.
- 2723 DECATUR, Georgia, (D-14), *Explorer*, Tues., 7:00 P.M., Ben's Brown Barn.
- 2744 ALEXANDRIA, Louisiana, (D-29), *Centa*, 2nd & 4th Thurs., Holiday Inn.
- 2751 TEHERAN, Iran, (D-U), *Iran-America*, 2nd & 4th Mon., 6:00 P.M., The Iran-America Society, Chahar-rah Shah Avenue.
- 2759 RHINELANDER, Wisconsin, (D-35), *Rhineland*, 1st & 3rd Wed., 6:30 P.M., Fenlon Hotel, Rhineland, Wisconsin.
- 2764 HELLAM, Pennsylvania, (D-38), *Brotherhood*, 2nd & 4th Wed., 6:30 P.M., Hellam & Canadochly Lutheran Churches.
- 2778 SALIDA, Colorado, (D-26), *Heart of the Rockies*, 1st & 3rd Tues., 6:30 A.M., Salida Golf Club.
- 2781 DAYTON, Ohio, (D-40), *NCR Sales*, Fri., 6:00 P.M., NCR Tenth Floor Auditorium, Bldg. No. 10, Dayton, Ohio.
- 2783 CINCINNATI, Ohio, (D-40), *Engineering Society*, Thurs., 6:51 P.M., Engineering Society of Cincinnati, Ohio.
- 2785 HOLLAND, Michigan, (D-62p), *Holland*, alt. Mon., 6:30 P.M., The Warm Friend Tavern, 5 E. 8th Street.
- 2787 HONGKONG, (D-U), *Victoria*, Tues., 5:45 P.M., Gloucester Lounge, Gloucester Hotel, Pedder Street.
- 2788 LINCOLN, Nebraska, (D-24), *Sunrise*, Mon., 6:45 A.M., Lindell Hotel, Kopper Kettle, 233 South 13th, Lincoln, Nebraska.
- 2789 CHICOPEE, Westover AFB, Massachusetts, (D-31), *Westover*, 1st & 3rd Wed., 6:30 P.M., Kelleys Lobster House, 182 Appleton Street, Holyoke, Mass.
- 2790 SPRINGFIELD, Missouri, (D-22), *Ozark Professional*, 2nd & 4th Thurs., 6:30 P.M., "The Platter", Glenstone & Division, Springfield, Missouri.
- 2791 KENOSHA, Wisconsin, (D-35), *Lake Shore*, 1st, 3rd, & 5th Tues., 6:30 P.M., Elks Club.
- 2792 LATROBE, Pennsylvania, (D-13), *Greater-Latrobe*, 1st & 3rd Tues., 6:30 P.M., Elks Home.
- 2793 COLUMBUS, Ohio, (D-40), *Beacon*, Mon., 7:00 P.M., 50 West Gay Street, Columbus, Ohio.
- 2794 RALEIGH, North Carolina, (D-37), *State's Men*, Fri., 12:00 noon, North Carolina State College, Union Bldg.
- 2796 KELOWNA, B.C., Canada, (D-21), *Kelowna*, Tues., 6:30 P.M., Royal Ann Dining Room, Kelowna, B.C.
- 2798 MARYSVILLE, Ohio, (D-40), *Marysville*, 2nd & 4th Thurs., 8:30 P.M., Schwartzkopf's Restaurant.
- 2799 BUCKS, Borough of Buckingham, England, (D-18), *Buckingham and District*, 2nd & 4th Thurs., 7:30 P.M., "The Whale", Buckingham.
- 2802 CINCINNATI, Ohio, (D-40), *Railroad*, 2nd & 4th Mon., 6:00 P.M., Cincinnati Union Terminal.
- 2803 THULE, Greenland, (D-U), *Polaris*, Wed., 8:00 P.M., Contractor's Mess Facility, Thule, Greenland.
- 2805 HOUMA, Louisiana, (D-29), *Bell*, 2nd & 4th Thurs., 7:00 P.M., Booty's Southerner, Highway 90 W.
- 2806 NEW ORLEANS, Louisiana, (D-29), *Westbank*, 1st Tues., noon, & 3rd Tues., 5:00 P.M., Glass House, 3320 General Meyers Ave., New Orleans 14, Louisiana.
- 2808 LINCOLN, Illinois, (D-8), *Logan County Agricultural*, 2nd & 4th Thurs., 7:30 P.M., Farm Bureau Bldg., Lincoln, Illinois.
- 2809 CHOTEAU, Montana, (D-17), *Choteau*, Wed., 7:00 A.M., Cornell Hotel.
- 2813 VACAVILLE, California, (D-39), *Vacaville*, Tues., 6:15 P.M., Lehman's Cafe, Main Street, Vacaville, Calif.
- 2814 LOS ANGELES, California, (D-50), *Ambassador's*, alt. Thurs., 6:00 P.M., 6th and Normandie, Los Angeles, California.
- 2815 BREVARD, North Carolina, (D-37), *Brevard*, 1st & 3rd Wed., 7:00 P.M., Gaither's Restaurant.

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Mr. L. A. Webb
403 Duray Street
Jacksonville Florida
**** 2454-47-57b

it's almost here

**THE 27TH ANNUAL CONVENTION
of
TOASTMASTERS INTERNATIONAL**

**Hotel Penn-Sheraton
Pittsburgh, Pennsylvania
August 14-16, 1958**



For:
Inspiration -- Education -- Enjoyment

Participate at Pittsburgh!