

December 1975

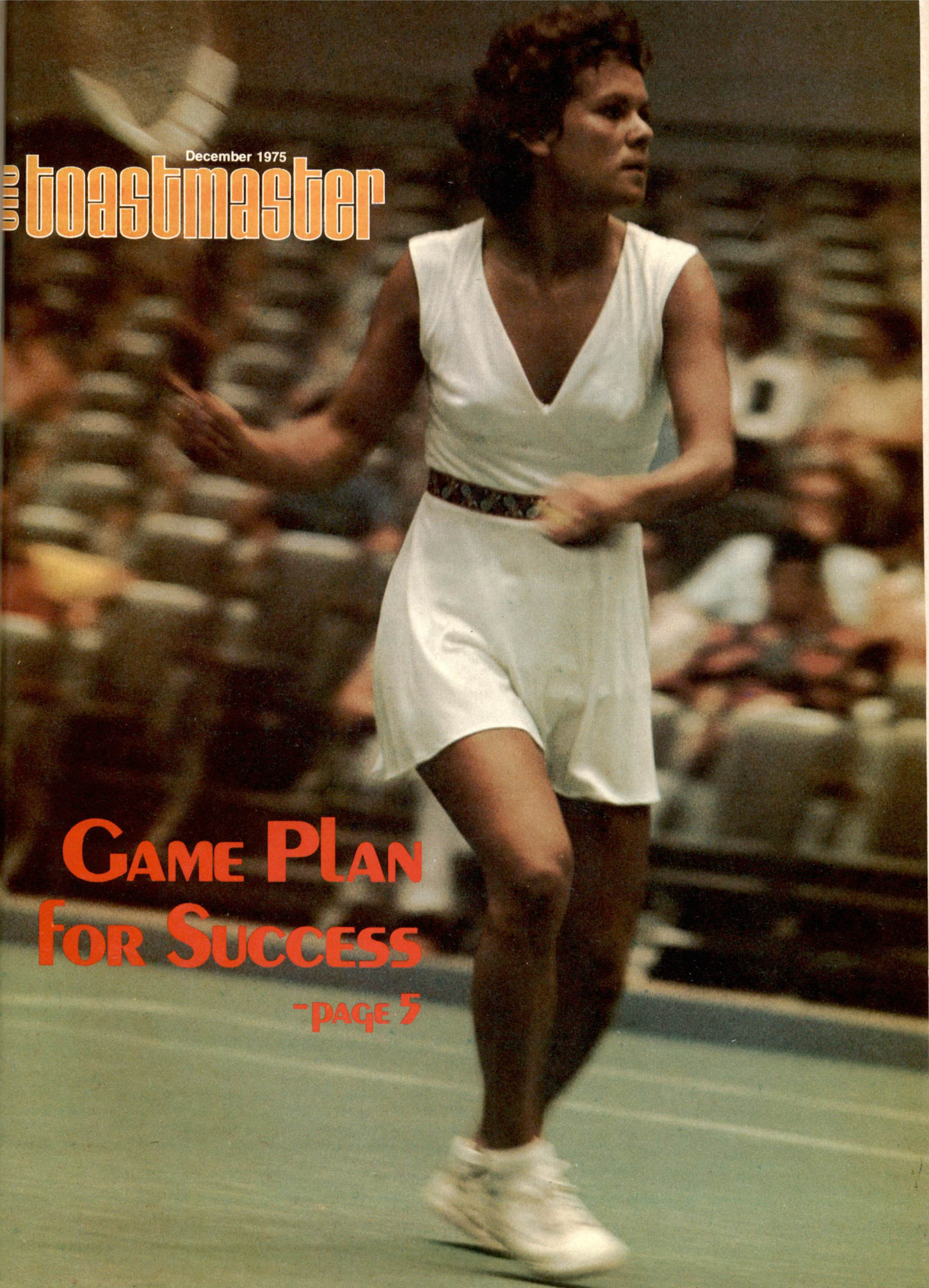
# the toastmaster

set of  
ed) will  
holiday  
inactive  
\$5.00,

VHQ by  
add 6%  
s Inter-  
10400,

## GAME PLAN FOR SUCCESS

-PAGE 5





# LETTERS TO THE EDITOR



## A Great Influence

My compliments on the articles contained in the September issue of THE TOASTMASTER. The mix and balance were such that I'm sure there was something of interest for all our members.

Myra Comiskey's article, "The Feminine Influence," is particularly worthy of comment. I was impressed with the ease and clarity of her description of the needs and benefits of the female Toastmaster.

My own club, Postprandial 3259-65, debated for many months prior to amending our bylaws. Today, we have five female members and a much stronger and meaningful club. We now relate to people—all people. It's interesting to note that those members who opposed admitting women to our club have since openly admitted that their fears were unfounded. (We all have to do a little hand-wringing at times.)

Keep up the good work. The magazine has come a long way in the last couple of years.

Patrick A. Panfile, DTM  
Rochester, New York

## The Follow-Up

I have been in Toastmasters for the past few months and, at the present time, am enjoying the position of treasurer of the CSC Club 2561-36. I am not, by any means, an accomplished speaker but sincerely believe that my association with Toastmasters has helped me overcome my fear of speaking in front of a group. I have completed four speeches to date but still feel a little nervous before any speaking assignment. But somehow,

I always manage to arrive safely at my seat.

One of the most important things Toastmasters has taught me is the necessity of "following up" in any and all assignments. I have found that leaving it up to the other fellow sometimes means a job half done . . . or not done at all.

J.A. Sweeney  
Falls Church, Virginia

## Speech Topics

As a member of the Greenway Club 2280-56 in Houston, Texas, I receive and read THE TOASTMASTER every month. My compliments to you on the excellent articles you've been running.

My reason for writing concerns a special reference file on "Nuclear Energy and the Future" put out by my company, The M.W. Kellogg Company. We have been distributing this reference material to opinion leaders throughout the nation and it has recently occurred to me that some Toastmasters might be interested in receiving a copy, to be used as a source for speeches.

We have an ample supply of these files and would be happy to offer free copies to any Toastmaster interested in obtaining one. Just write to: Terry Babb, Manager, Special Communications Projects, c/o The M.W. Kellogg Company, 1300 Three Greenway Plaza East, Houston, Texas 77046.

Terry Babb  
Houston, Texas

## It Takes Time

The "letter to the editor" that appeared in the October, 1975, issue of THE TOASTMASTER on severe evaluation that be-

comes vindictive raises a valid point. I know a similar club that prides itself on tough evaluations.

The key to this type of problem lies with the Chief Evaluator. Although he cannot comment on the speakers (the evaluators already do that), he can comment on the evaluator's presentation because this is his area of responsibility. He can make the analysis one of general discussion and, therefore, reduce the pressure that may have been built up. I've done it, and seen it done.

There is, however, one point that many members miss. We try to put everything we can find into each evaluation. Over the months, each speaker gets a good many evaluations, both written and spoken. It is the cumulative effect, looking back over past speeches, that allows the member to gradually improve his speaking ability. There is no way we can change from one speech to the next and become perfect in each evaluator's eyes.

Again, evaluation is a cumulative effect. We can't absorb enough in one evening to become superb—it takes time and repetition.

Thomas S. Booz, A  
Plantation, Florida

*Len Sloan of the CIS Club 1150 Johannesburg, South Africa, is putting together a booklet of 100 best evaluation ideas for all Toastmasters. If you have any good or unusual ideas on evaluation, share them. Write to: Len Sloan, D.F. Malan Dr., Roosevelt Park, 20 South Africa.—Ed.*

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

TOASTMASTERS INTERNATIONAL is a non-profit, educational organization of Toastmasters clubs throughout the world. First Toastmasters club established October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932.

A Toastmasters club is an organized group, meeting regularly, which provides its members a professionally-designed program to improve their abilities in communication and to develop their leadership and executive potential. The club meetings are conducted by the members themselves, in an atmosphere of friendliness and self-improvement. Members have the opportunity to deliver prepared speeches and impromptu talks, learn parliamentary procedure, conference and committee leadership and participation techniques, and then to be evaluated in detail by fellow Toastmasters.

Each club is a member of Toastmasters International. The club and its members receive services, supplies, and continuing guidance from World Headquarters, 2200 N. Grand Ave., Santa Ana, California, U.S.A. 92711.





Dr. Ralph C. Smedley  
Founder, 1878-1965

Vol. 41 No. 12 December 1975

#### 1975-1976 OFFICERS

President—**George C. Scott, DTM**, 1600 Standard Plaza Bldg., Portland, OR 97204  
Senior Vice-President—**Robert W. Blakeley, DTM**, 6304 May Blvd., Alexandria, VA 22310  
Second Vice-President—**Durwood E. English, DTM**, 4580 Mt. Alifan Drive, San Diego, CA 92111  
Third Vice-President—**Hubert E. Dobson, DTM**, 1205 Henry Road, South Charleston, WV 25303  
Past President—**John F. Diaz, DTM**, 14302 Broadgreen Drive, Houston, TX 77024  
Executive Director—**Terrence J. McCann**, 2200 N. Grand Ave., Santa Ana, CA 92711  
Secretary-Treasurer—**Herbert C. Wellner**, 2200 N. Grand Ave., Santa Ana, CA 92711

#### DIRECTORS

**Charles S. Allen, DTM**, 2704 Dry Creek Drive, Huntsville, AL 35810; **Douglas A. Barclay, DTM**, 5426 Winston Road, Burlington, Ont., Canada L7L 3B2; **Carl N. Berryman, DTM**, 711 Scenic Bluff Drive, Yakima, WA 98902; **Howard E. Chambers, DTM**, P.O. Box 1585, Hawthorne, CA 90250; **Guy V. Ferry, DTM**, P.O. Box 3, Moffett Field, CA 94035; **William D. Hamilton, DTM**, 6414 East Sheridan, Scottsdale, AZ 85257; **Norman R. Maier, ATM**, 5660 North Lydell, Milwaukee, WI 53217; **Anthony J. Marra, DTM**, 568 Westwood Drive, Downingtown, PA 19335; **P. Gregory McCarthy, DTM**, 807 Springdale Road, North Augusta, SC 29841; **Robert A. Owen, DTM**, 3917 Woodbine Street, Chevy Chase, MD 20015; **Don A. Plaskett, DTM**, 428 South Norah Street, Thunder Bay, Ont., Canada P7E 1N9; **Warren C. Reeves, ATM**, 4999 Burch Creek Drive, Ogden, UT 84403; **Phillip B. Richards, DTM**, 2619 Robinwood Drive, Toledo, OH 43610; **John A. Shults**, 1411 Wirt Road, Apt. 256, Houston, TX 77055; **Richard L. Storer, ATM**, 1684 Wicke Avenue, Des Plaines, IL 60018; **Richard A. Ward, DTM**, 502 South Lincoln, Aberdeen, SD 57401.

#### ADVERTISING REPRESENTATIVE

**Miller and McZine**, 2625 Polk Street, San Francisco, CA 94109 (415) 788-3738.  
**Robert Day**, 2089 Balmer Drive, Los Angeles, CA 90039 (213) 665-7271.

Published monthly by Toastmasters International. Copyright © 1975 by Toastmasters International, Inc. All Rights Reserved. Second class postage paid at Santa Ana, California, and additional mailing offices. Toastmasters International, 2200 North Grand Avenue, Santa Ana, California 92711. All material submitted belongs to Toastmasters International unless otherwise stated. Author's opinions are not necessarily those of the organization. The names "Toastmaster" and "Toastmasters International" are registered trademarks of Toastmasters International, Inc. Marca Registrada en Mexico.  
PRINTED IN U.S.A.

Non-member subscription \$3.60 per year; single copy 30 cents. Address all communications to THE TOASTMASTER, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, California 92711.

# toastmaster

4 Giving—It's a Part of Toastmasters  
by George C. Scott, DTM

5 Game Plan for Success  
by Jon Douglas



*There is a great similarity between a coach's "game plan" and your effectiveness as a public speaker, at the conference table, or in face-to-face discussions with clients. And there are certain tips you can learn from these coaches—even if you've never thrown a football, swung a golf club, or caught a line drive. (Cover photo courtesy of Tennis Illustrated.)*

8 Who's the Fairest of All?  
by David Schmidt

10 Watch the Way You Look  
by Barney Kingston, ATM

14 Some Ground Rules for Interviewing Job Applicants  
by George Harry

18 Questions, Anyone?  
by Leon Fletcher

22 The Risks of Effective Communication  
by Thomas Gordon, Ph.D.

26 Toastmasters: It's Important to South Africa  
by Joe Garmeson

27 Don't Risk the Risk  
By Winston K. Pendleton

28 1975 Subject Index

Editor: Bruce L. Anderson  
Managing Editor: Michael J. Snapp  
Illustrations: Phil Interlandi



---

# Giving— It's a Part of Toastmasters

by  
**George C. Scott, DTM**  
**International President**



The holiday season has traditionally been a time of year when friends and relatives gather together to wish each other well and offer their blessings for the upcoming year. It is a time of joy and well-being, of happiness and tranquility. But it is also a time of giving, a time that is not confined to the simple giving of material things, but to the intangible as well.

If you're like me, there never seems to be enough time or money—to get all the things I would like to do for my family and friends. Decisions must be made, priorities must be set, and you must somehow find a way to adequately express your appreciation to those who have helped you in some way or another throughout the year.

How do you thank your fellow Toastmasters club members for all the help they have given throughout the past year? The question is not an easy one. How can you adequately thank someone who has given you confidence in yourself and in your ability to communicate your thoughts and ideas? While the problem is not an easy one, there is a solution.

Like you, your fellow club members improve themselves through the active participation of others in the Toastmasters program. This includes, among other things, regular attendance at club meetings, the willingness to serve as a club officer, a leader, and dedication to effective club programming.

Since the Toastmasters programs are especially designed for use by non-professionals, effective club programming is the responsibility of each Toastmaster. The heavy burden of making sure that his needs and goals, as well as the needs and goals of others, are being met is no easy task. You do not expect it to be. But once achieved, effective club programming can turn into a habit—a habit that will continue to grow and prosper for as long as you want it to.

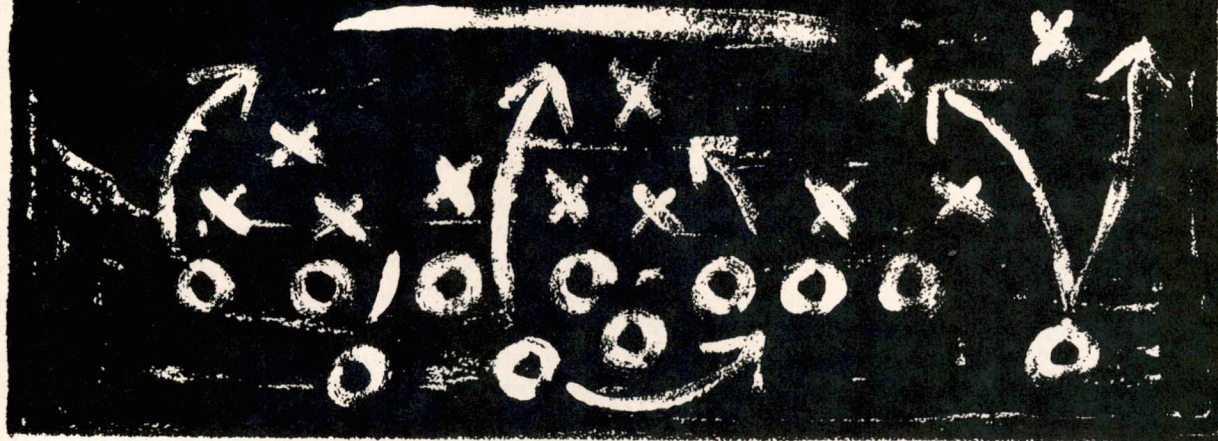
The only way you are going to get anything out of the Toastmasters program is if you are willing to put something into it. If you're a club officer, that means a little work; if you're a member, that means participation and a commitment to the goals of your club and yourself.

As a member of a Toastmasters club, the greatest gift you can give to your fellow members is your dedication to the principles of the Toastmasters organization—improving yourself and others by improving yourself. You can give them the benefit of your experience and opinions, as well as your support and enthusiasm by just being there and participating in the next meeting. While not one of the most expensive gifts they can receive, it will undoubtedly be one of the best.

On behalf of your Board of Directors and the staff at What Headquarters, I would like to wish you and yours a happy holiday season and a very prosperous new year . . . a club year that's going to be a great year. □



# GAME PLAN FOR SUCCESS



by Jon Douglas with Norman Sklarewitz

You've all heard the term "game plan." Every time a sportscaster interviews a coach before a game, they talk about the preparation the team has made for the upcoming contest and the strategy that's likely to be used.

But what has that to do with your own effectiveness—as a public speaker, at a conference table, or in face-to-face discussions with clients? The answer is: benefit!

Since I was an athlete before going into business, I have come to realize that the tips I learned—from coaches and many big-name players—are the kind that anyone can follow, even if you've never thrown a football, swung a golf club, or caught a line drive. Let me tell you what they are.

Whether you work in a bank, office, retail store, or are out on the road selling, the rule is absolutely basic: You must be

in good physical condition. That doesn't mean you have to be a muscle-bound giant or work out with weights, but it does mean you should exercise regularly and always get a good night's sleep. No one can be up late belting down beer and then come to work the next day in first-class shape. Even if you can't—or shouldn't—play tennis or handball, you can still jog, take long walks, or do push-ups on the floor at home.

### Keep in Training

Training rules laid down by athletic teams are designed to help team members do the very best they can. And that's exactly what you want to do on your job. It makes good sense to eat moderately, exercise enough to maintain good body tone, and get plenty of sleep.

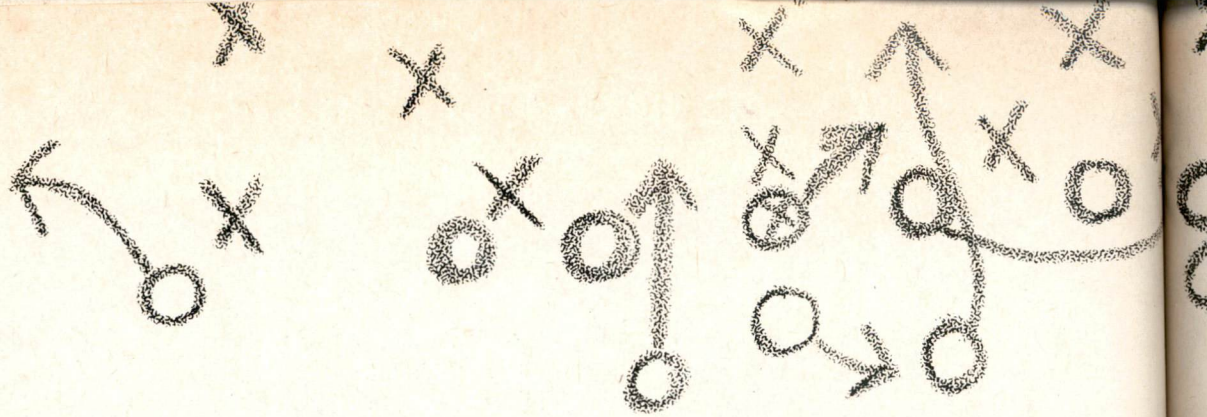
The next thing I strongly recommend is that you should set short-range, daily goals for yourself. At the end of each

day, I sit down and make a list of the things I want to accomplish the next day. I keep that list handy and refer to it to keep me on the track.

This means you must discipline yourself to keep moving. Set your priorities right at the beginning of your day, so you don't waste time getting started. Those coffee breaks and gossip sessions around the water cooler are for kids without ambition. You can make much better use of your time than strolling out to the coffee shop and killing a half-hour with your buddies.

When it comes to your job targets for the day, I say take on the toughest, most unpleasant tasks first. Get them out of the way and off your back. Otherwise, you're going to have a mental hazard which will hamper your work all day. You can't work effectively if you keep thinking, "Boy, I dread calling that son





of a gun. He's going to complain about that messed up order and really give me a hard time." So, get the messy jobs out of the way early in the day, when you're fresh and alert. If you do, you're likely to do them better. And once they're out of the way, you can get on with the more "up beat" things on your project list.



Jon Douglas

Being effective requires preparation. When a starting line-up runs out on the field or court at the beginning of a game, every person knows as much as possible about the opposition. Team scouts have been out for weeks, looking for weak points in the opposing team and studying its strong ones. The whole team has seen films of the opposition in action, and

their offensive and defensive plays have been carefully diagramed and studied. An athlete going into a game knows both what he wants to do and how best to do it.

As a businessman, you should do precisely the same thing. If you're going to make a speech, you should know something about your audience—determine which topics would interest them most and the specific points they will most likely want you to elaborate on. Bear in mind that you're not there to discuss what interests only you.

The same rule applies when you call on a sales prospect. You must know what his needs are in order to tailor your sales preparation to meet those needs. That's only good common sense, yet you'd be amazed how often salesmen don't know enough about their prospects. Many don't even know enough about their own product. It's no wonder they are ineffectual.

#### Personal Contact

But let's move on. The next important element is communication. Some years ago, a coach told me, "I treat every man on this team differently." By that, he wasn't saying he played favorites. Not at all. He was just saying that he realized that every player on his team was an individual who required personal contact tailored to his needs, in order to be motivated to the maximum extent possible.

Like that coach, you should empathize with your associates. Just as an audience has to be "reached" when you address it, an individual must feel you are interested in him when you talk to him.

So, tailor your communication to the individual and to the situation at hand, and communicate with each person on a different level. This certainly doesn't mean that you should "talk down" to anyone or strip yourself of your own per-

sonality. What it does mean is that you should focus all of your attention on whomever you are dealing with and thereby determine the most effective way to accomplish whatever objective you have in mind. The key word is "attention." If you really pay attention, the manner and comments of the person you are talking to will quickly reveal how you can best handle the situation.

#### Try to Listen

Of course, this only emphasizes the fact that the secret of truly effective communication isn't speaking at all; it's listening. Let the other person talk. Let him tell you what his interests are, what his needs are, what worries him. If you do that, you can then respond directly to those points and not waste your time in his discussing topics which are completely outside his area of interest or concern. Effective communication is 10% talking and 90% listening.

Finally, when you are beginning a project, determine precisely what you expect to accomplish, consider all possible ramifications and contingencies, decide on your course of action, and then get on with it.

That's a simple one-two-three-four sequence of events which ought to make things happen.

But what if it doesn't? Remember, every "game," one team or one player almost always loses. There aren't many draws. So, out of the locker room comes another good rule to remember: "Know how to lose as well as how to win." Believe me, there are plenty of big name athletes who do neither very well. It is important, actually vital, to know your own personality and career development that you know how to accept and deal with both winning and losing.

When some people lose—in business as well as in sports—the event is so





is that you... attention... g with an... st effective... or objective... word is "at... tion, the... person you... reveal how... tion.

ious to them that they'll almost des... themselves. And, when they win, they accept their victory so poorly that they make themselves losers in the end. That is sheer stupidity. A true champion is an individual who has learned to accept defeat gracefully, just as he accepts his victories gracefully.

One way to make the most out of a loss is to ask yourself, "What went wrong? What mistakes did I make?"

When if the failure—the sale you missed, the contract proposal that was rejected, the bid that was turned down—wasn't your fault, analyze the reasons anyway. You'll be amazed how much you can learn from such a "post game" skull session.

**Don't Ignore Failure**

You should never simply ignore failures, because the next time a similar situation comes along, if you have thoroughly analyzed the previous loss, you might well be able to influence the outcome—in your favor.

The next time you are watching a sports contest on television, think about these pointers I've given you. Consider the team members. They have come into the game physically "up." They have a plan of action; they know their opposition well. When the ball is snapped, or they are fed a shot under the basket, they are ready to act—decisively.

You should be prepared to play your own "game"—the game of life—exactly the same way. □

Jon Douglas is president of Jon Douglas Company, a real estate brokerage firm in Beverly Hills, California, and a partner in Douglas, Emmett and Company, a real estate investment firm. A former coach of the Los Angeles Strings professional tennis team, he was a member of the U.S. Davis Cup Team from 1958 to 1961.

**What Is SUCCESS ORIENTATION?**

- An outstanding newsletter on business management? YES**
- A systematic approach to personal improvement? YES**
- A regular review of basic principles of success? YES**
- Excellent source material for public speakers? YES indeed!**

Hundreds of business executives, community leaders and public officials read and use **SUCCESS ORIENTATION** regularly, as do many famous platform personalities. Why don't you?

**full year's subscription (26 issues) only \$39.95.**  
**Sample issues \$1 each.**

**SUCCESS ORIENTATION**



**3960 Peachtree Road N.E., suite 425, Atlanta, Ga. 30319**

**FAMOUS  
 CARRY ON  
 FLIGHT  
 BAG**



**\$18<sup>95</sup>**

**Holds One  
 Or Two Suits  
 Wrinkle-Free on a  
 Steel Hanger, Shirts,  
 Toilet Articles—Just About  
 Everything You Need On Your  
 Next Trip To Anywhere.**

**AVOID BAGGAGE CHECK-OUT LINES!  
 MAIL COUPON NOW**

**SAVE MONEY!** The flight bag designed to hold all the luggage you need... yet fits right under your airplane seat... is yours for only \$18.95... an amazing value!  
**FINE QUALITY!** Made of rugged water buffalo grain in expanded vinyl... outlasts luggage costing twice as much. Will not crack or peel. Stain-proof—wipes clean with a damp cloth. 22" x 13" x 9". Colors: Black or Brown.

**VILLAGE SQUARE CORP.  
 DEPT. TF**

436 Old Hook Road, Emerson, N.J. 07630  
 Please find check or money order for \_\_\_\_\_ #4166  
 Flight Bags @ \$18.95 each (plus \$2.00 shipping and handling) or charge my:  
 Bank Americard  Master Charge

#4166 Carry-On Flight Bag ..... \$18.95

Credit Card No. \_\_\_\_\_  
 Expiration Date \_\_\_\_\_  
 Signature \_\_\_\_\_  
 NAME \_\_\_\_\_  
 ADDRESS \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_  
 Color:  BLACK  BROWN  
 N.J. Residents add Sales Tax

**10 DAY MONEY BACK GUARANTEE**

**VILLAGE SQUARE CORP.  
 436 Old Hook Road, Emerson, N.J. 07630**





# Who's the Fairest of All?

by  
**David Schmidt**



"Mirror, Mirror on the wall, who's the fairest of us all?"

Do you remember that line uttered so often by the Wicked Queen? Once too often she went to the mirror with that question and received a response that she didn't like! She found that she was now number two and that Snow White had moved up as best in the land! So what did the queen decide to do about it? In the great American tradition of business, she went out to eliminate her competition, that's what she did.

Several years later, a fellow was lost in the woods on a horse, looking for a service station for at least two reasons. All of a sudden, he saw a golden glow emanating from a platform with several little fellows running around it. Curiosity got the best of him. He moved toward the glow and got off his horse, only to find the beautiful, sweet, young maiden sound asleep.

So what did he do? He did what any of us would do, if given that option. He was overwhelmed with the good feeling of seeing such a beautiful creature in front of him, and he leaned down and gave her

a light, polite but warm expression of his feeling, in the form of a kiss.

Lo and behold! The sweet young maiden awoke to find the handsome prince gazing on her in amazement. What had he done?

The story ends quite simply. The rightful owner of the position as number one in the land reascended to her entitlement. It wasn't because of anything in particular the prince had done, but he had provided, even within his own ignorance, the feedback necessary for Snow White to again become number one.

What does all of this mean?

We all need to take a serious look in the mirror. What do we look like to our fellow Toastmasters? How are we doing at home? What kind of job are we doing at work? Self-reflection is essential in the development of the individual. The better the individual is developed, the better Toastmaster he will become.

In my several years of experience with Toastmasters, I have concluded several things. First, there is no more dedicated group of people in the United States who gather together on a regular basis. Second, the Toastmaster is in search of bet-

ter ways to display himself. Third, Toastmaster seeks the freedom to be able to display himself in a professional, effective way that comes naturally.

If these assumptions are correct, perhaps the thing we should be looking at, in addition to the techniques for proving our communicative ability, is the ways we can gain a greater understanding of ourselves.

Lightning strikes all too seldom. But we stop and take a look at ourselves honestly, through the feedback from others, we can gain a greater awareness and understanding of what we are all about.

Here are some bits and pieces of advice that may be helpful to you in your self-reflection process.

## Who's to Blame?

While rationalization is the process that maintains sanity, it is also a process that prevents us from confronting reality. You ever slam your thumb in a car door? It is emotionally helpful to find out who might also be responsible. So many times you have to get all the way back to Detroit to blame the individual who tightened the screws in incorrectly.

Blaming is a natural process, but



remember it it also a selfish one. If we are to be sincere in our efforts to improve, when we will have to concentrate on someone else's values rather than blaming them for our faults.

Preoccupation is a real problem. All of us have a tendency to think too much about our own thoughts, and we don't even hear the friendly "hello" of a passer-by.

One good exercise for overcoming preoccupation is to think very hard about last night's dinner. As you contemplate, think about the various parts of your dinner. This heavy concentration can be accomplished while looking at a person or an object. Focus your eyes on a picture or an object in the room, and think very hard about last night's dinner.

It is possible, isn't it? You can look at something without seeing it and concentrate on your own thoughts.

#### What's in a Face?

To overcome this tendency, remember this analogy about the parts of your dinner and look at the parts of the individual's face that you wish to concentrate on.

Does he have a deviated septum? Is one ear slightly higher than the other? Is there anything odd about his face? This concentration on parts rather than the whole can help overcome a natural tendency to be preoccupied.

Folks need strokes, and different strokes for different folks. Stroking is a process of maintaining positive feelings about yourself.

Is your stroke basket filled? Most stroke baskets are made of wicker, and they leak. Also, if you put all your strokes in one basket, and you lose that basket, it can be a devastating experience.

Retirement may be fast coming upon you. What have you done about it? The mortality rate in the first two years after retirement is much higher than any other single period.

If you'll develop your havens that give you the prime motivators of accomplishment and recognition, you will find that your retirement will come easier and so will your enjoyment of life in total.

"I did a good job, didn't I?" You ask this question of someone in your family

or subordinate at work, and they will give you a typical response: "Sure, you did a great job!" Or better yet, tell somebody what you think and then ask them, "What do you think?" The answer is almost always the same. Whatever you stated in your initial comment will be merely repeated.

#### A Monumental Mess

Try this simple test. Ask a secretary, "Do you understand?" She will likely say "Yes" and then find someone else in the office who doesn't understand either. They will pool their ignorance and probably make a monumental mess of the project.

You need to find out how you are doing by making the climate good for receiving feedback. "My door is always open" is a cop-out! If your door is open, you don't need to tell people—they will know it's open.

The simple grouping of chairs in your office away from your desk, or the placement of your desk with your chair back to the door, can work wonders for opening the environment in your office. Another thing you can do is take the time to give three to ten minutes to another individual. Those three to ten minutes at the initial part of a conversation can save you many long moments of interruption.

One day I walked by the typewriter and the girl was crying. I asked, "What's the matter?" She answered, "Oh, nothing."

So I asked her into my office with the chair grouping that I mentioned above, and asked her to tell me what was really bothering her. She was reluctant, but she said, "You make me feel like I'm a ding-a-ling."

As she was telling me that, I was sitting there thinking, "But you *are* a ding-a-ling." You see, my vibrations were loud and clear, even though I had never told her what I thought of her. She picked up the feeling that she was not doing a very competent job, and she wasn't.

#### The Proper Training

But neither was I doing a competent job. I wasn't taking the time to train and prepare her for the work I expected her to do effectively. I worked very hard at improving in that area, and within two months, the less I treated the ding-a-ling

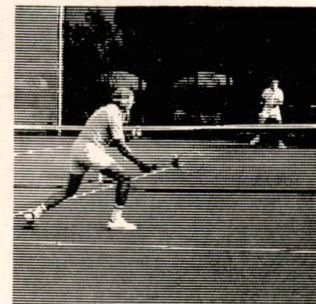
like one, the less she acted like a ding-a-ling.

Mirror, mirror on the wall, who is the fairest of us all? Ask that question honestly by making yourself receptive to others' ideas in your every day existence, rather than just at a Toastmasters session. This can open the door to new awareness about yourself. Overcoming preoccupation is the duty of the leader.

It's the duty of the leader to understand the other person—not the other person's duty to understand the leader. It is often through feedback and awareness that an individual can grow. □

David Schmidt is a management consultant specializing in market development and personnel training. A longtime Toastmasters convention favorite, he is the author of "Read to Remember," "Managing Management Time," "A Guide to Better Writing," and many other journal articles.

**YES,  
I WANT TENNIS ILLUSTRATED—  
THE MAGAZINE WITH  
"SMASHING"  
INSTRUCTIONAL ARTICLES  
WHICH ARE BOUND  
TO IMPROVE MY GAME.**



Mail this, and we'll send you **Tennis Illustrated** for the regular subscription price of only \$7 a year. (The newsstand price would add up to \$12 a year.) If you're already a subscriber, we'll extend your current subscription. Mail to: Tennis Illustrated, Subscription Dept., 630 Shatto Place, Los Angeles CA 90005 TM

Name \_\_\_\_\_ PLEASE PRINT \_\_\_\_\_  
Address \_\_\_\_\_ Apt No \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
 Check enclosed  Money Order  Bill me  
 Renew or extend my current subscription

Outside Continental U.S.: Alaska, Canada, Hawaii, Puerto Rico, Virgin Islands \$11 per year; elsewhere \$15 per year



by  
**Barney Kingston, ATM**

I remember being entertained many years ago, along with thousands of other soldiers at our camp in California, by the reigning "Queen" of that time, Betty Grable. I recall her wearing a silvery-sequined halter and shorts that threw the spotlight on her gorgeous curves and legs. I guess Betty was so inspired by the heavy applause, whistles, and foot stomping that she felt she had to give a talk to "her boys" who were fighting on all fronts for her. She spoke for about eight minutes, and her talk elicited a lot of applause, as well as a standing ovation. Frankly, I couldn't tell you a word she said to this day. But I can describe—in the minutest detail—the way she looked!

Like Betty Grable's, your looks have a great bearing on the way your audience receives you.

If you are one of those fortunate few who tend to smile easily, the first thing you'll want to do is learn to look serious once in awhile. If you keep smiling while trying to deliver a speech on a serious subject, you won't be credible; the audience may consider you a "lightweight," among other things.

**The Non-Smiler**

On the other hand, you don't want to look deadpan all the time either. If you never smile when you speak, you lose your identity; you'll be just like the fellow who speaks in a steady monotone and puts his audience to sleep. Speakers who don't smile at all during a talk can actually irritate a substantial part of the audience; they'll think you are aloof, superior, or talking down to them. A deadpanned speaker invites a cold audience. If your evaluators have mentioned this to you from time to time, you might try to overcome this serious delivery flaw. You can do it in several ways. Work a few jokes into your talk—and try to smile at the end.

Most men shave first thing in the morning. But on the day you are going to give a speech, skip the morning shave

Watch  
Yolo





# he Way ook

and perform this chore an hour or so before your talk. You will not only look a lot better without that well-known "five o'clock shadow," but you'll feel better too—it has the same stimulating effect as a morning shower! If you've had a hard day at the office or plant, it might also be a good idea to change your clothes, particularly the shirt and tie. Spots on ties, wrinkles, and seedy outfits can be highly distracting.

### **Dress Accordingly**

While this is the era of nonconformity, it is not wise to wear something that will be the center of attention for all eyes. An outfit that goes great on vacation might not have the same result when worn by a speaker giving a talk after a banquet. You don't have to dress like a pallbearer, but wear clothes that do not call attention to themselves. You may have a milky-white suit that you think would be great for a certain speech affair. But a speaker wearing a white suit under a chandelier can dazzle the audience right out of their seats.

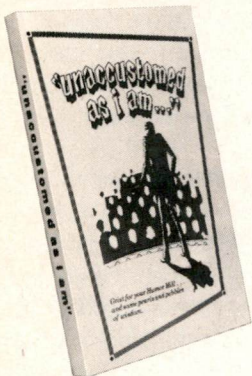
I once sat at a table about 20 feet from the lectern and noticed that the speaker was wearing a big black pin with a white question mark. All through his speech, I kept wondering what the question mark stood for. It turned out that the store where he worked was having a big sale on "Mystery Products," and every salesman wore the pin. Customers in the store were supposed to be curious about what it stood for and, hopefully, ask the salesman what the question mark stood for. The pin was suitable for the store, but not for the speech.

I've seen speakers with shirts that caught my eye and held it during the entire talk, particularly those with long collars that hung way down over the coat. I've also watched nervous speakers puff every now and then on cigarettes. (While I sympathized with the poor guy, I found myself more conscious of his nervousness and less interested in his speech.)

Baldness is another real problem to many men, as they talk under bright lights. It has much the same effect as the sun hitting your aluminum windshield wiper; there's a glare. This makes it difficult for the audience to keep their eyes on



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



IF YOU'RE INVOLVED, SEND FOR THIS BOOK

### "UNACUSTOMED AS I AM"

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

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

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

### THE LORU COMPANY

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

you. But there is a very simple antidote—aside from hair pieces of one kind or another. If you are a speaker with this problem, simply contact the program chairman and tell him you have a problem with overhead lights. "It's hard on my eyes," you can tell him, if you're sensitive about your "receding hairline." Ask the chairman to move the lectern so there are no overhead lights. But before you do this, make sure there is a light on the lectern itself, should you need it.

If you are only partially bald, with your pate gleaming in the middle, you might try some of those new products on the market that spray on dark and make you look like you have more hair. Why all this fuss? Simple. Anything about you that catches the eye and holds it, repels it, or distracts it can only be a detriment to what you hope to achieve with your speech. Why risk it?

Probably the biggest problem lies with the speaker who wears glasses. If the

lighting is the soft, modern, indirect kind, wearing glasses at the lectern will cause no problem. But almost any kind of direct light, whether from overhead, from the lectern, or from below, will cause a distracting glare. If this is the case, many people will have difficulty seeing you—and the problem is compounded by members of the audience who also wear glasses! (The latter get it both ways!) Happily, the newer plastic glasses do not give off the same degree of glare. But, if you must wear glasses when you speak to a large audience, there is hope.

See if you can have the lights over you and below you dimmed; this will cut down the glare about 90%. Or, if you do a lot of public speaking, it might pay you to get glasses that do not curve as much. This also reduces audience glare considerably. Many speakers who wear glasses normally simply don't wear them when performing; they work from large printed white cards with heavy black notes. If this is the route you want to go, you'll have to practice your talk sufficiently so you can get by with just some notes in large print. Of course, you can say the heck with the whole thing, too. Let them take me the way I am and lump it. But again, consider the purpose of your talk. Is it to call attention to a distraction or to leave a message with the audience?

### Where's His Eyes?

I once saw a speaker wear dark sunglasses throughout his entire speech. After I got over the shock at the start, I did not find the sunglasses at all distracting. After all, in any large audience, it is doubtful that more than a few people sitting up close can see the speaker's eyes very clearly. Perhaps a lightly tinted pair of sunglasses might be the answer; they surely will not be as distracting or as hard on the audience's eyes as regular curved glasses. Or the new soft, ventilated contact lenses might solve the problem.

Some speakers like to wear a flower in their buttonhole. If you like that sort of thing, at least make sure it's some kind of dark flower. Avoid the white flowers; too many eyes concentrate on a white spot and it can be distracting.

If you're a "shortie," you might find the average lectern a handicap. The audi-

ence in the back rows will see no more than your nose and headpiece, so it's a good idea to bring along your own six-inch platform to give you that extra boost you need.

They have a tradition in the theater. The show must go on! But in the theater, while the star may be forced to go on with illness, he does have a supporting cast to relieve some of the constant tension focused on a single person. A speaker doesn't have this luxury. Trying to speak with a bad cold or a headache is sure to reduce the effectiveness of your performance considerably.

If a severe illness in your family causes you concern, or there is a tragedy close to you, you will be doing the program chairman and the organization that hires you a favor if you cancel your assignment as soon as possible. The experienced program chairman almost always has an alternate speaker "just in case."

### The Tragic Speaker

Sure, there are rare people who, no matter the depth of the tragedy, are so disciplined and have such unusual emotional control that they can push the emotional problems out of mind, but this kind of person is the exception. It's even worse if the audience knows about your tragedy before you speak. They are really not listening to your speech but are more concerned that you, somehow, get through with what they regard as a grueling ordeal. It is no disgrace to reflect on your professionalism in such situations to back out gracefully.

The way you look, then, determining in great measure how successful your talk will be. You may want to remember this general rule: Anything that causes attention to be focused on any part of you—on your clothes, on your face, on the way you look—that has nothing to do with your talk, should be avoided.

Now let's see . . . what did Ben Grable say? □

Barney Kingston, ATM, is merchandising director for *Salesman's Opportunity* magazine. He is a member of the Speakers Forum Club 371-30 in Chicago, Illinois, and is a frequent contributor to *THE TOASTMASTER* magazine.



# Put Enthusiasm Into Your Programs

by

**S. Pansino, ATM  
Club 767-10**

Picture a club with a steadily decreasing membership. Less than a dozen active members remained and these could not be relied upon. Its members had no interest, time, energy, or enthusiasm in the club and were too busy with other things to prepare a speech, an interesting table topic, a good introduction, or an effective evaluation. How can a club possibly keep members interested, let alone attract new members, with the inevitable programs that result—boring, uninformed speakers; unimaginative Table Topics; a babbling Toastmaster whose confused state is matched only by the chaotic business meeting which “happened” earlier; and to top it off, an evaluation session where the only coherent thought expressed was that the speeches and meeting were, on the whole, good! That was the Alliance Toastmasters Club 767-10 in Alliance, Ohio, before we started our new program.

Our big problem was motivation. An article in the May, 1975, issue of THE TOASTMASTER dealt nicely with this question. People will find time to do those things which they believe are most important to them or which they enjoy doing most. Generally, one excels at something for just this reason. Realizing this, we encouraged members to channel their expertise, knowledge, skills, and enthusiasm into Toastmasters programs.

Our approach was straightforward and simple. Find out what each member was interested in, or had special skills or knowledge about, and build our Toastmasters programs around them. The first attempts were well received. However, it wasn't until we conducted a seminar on “cartooning and art” as effective means of communication that we got results. But that's Al's story.

Alton Johnson and I both work for the Babcock & Wilcox Research Center in Alliance, Ohio. Al is head of graphic arts, and I am a research specialist in the Physics section. We were both refugees from the aerospace industry and share the belief that man's most important function is to think. When Al came to B & W, I was just starting my term

as educational vice-president of the Alliance Toastmasters. Using my Toastmasters training, I quickly signed Al up. A charter member of the Whiskey Painters of America, a member of the Akron Society of Artists, a pilot, a veteran of World War II, and an outdoorsman, Al had enough interests and enthusiasm for the entire club. He was the man we needed.

Al has operated an art studio in the Boston area before coming to Alliance and wanted to start a similar one in Alliance. Knowing that Al had such a strong interest in his vocation and enjoyed sharing it, I approached him about developing a program. He agreed, and we planned a six-week seminar on “cartooning and art” as an effective means of communication.

In our seminar, we recognized that the human voice is by far the most widely used means of communication. However, it has many limitations and difficulties. Primitive man found it necessary to use gestures and crude drawings, along with his grunts, to communicate. Children freely use drawing to help express themselves. In today's world, the complexities of our life make it imperative that we use every means of our command to communicate our thoughts and feelings. Yet we rarely use the most effective and efficient means available—a simple drawing.

Throughout the seminar, various aspects of cartooning, drawing, painting, and art were presented. News releases for the weekly meeting were designed to develop interest in the seminar and did just that. Due to the novel nature of the seminar and a lot of creativity and imagination by our publicity committee, the coverage we received was excellent.

Besides attracting several guests, we added two new members and, more importantly, sparked a renewal of “interest and enthusiasm” in our old members. You can do the same. Find out what interests your members and develop programs to fit those needs. You'll find out, as we did, that such an experience can be very beneficial—to yourself and to your club. □



# Some Ground Rules

## for Interviewing Job Applicants

A task that nonpersonnel managers rarely enjoy is the hiring interview. Some managers feel it's a secret art they'll never be able to master.

A basic problem is that some managers don't know what questions to ask. They ask whatever questions pop into their minds, but when the interview is over, they know little more about the applicant than they did at the start.

This could mean that an unsuitable candidate might get the job because of his or her skill in concealing unsuitability. Or a candidate who might be suitable for one spot might be put in another. Either way, it might be necessary to fire the new employee—an unsettling and unprofitable experience. Then the procedure has to be renewed, with a further risk of misplacing the newcomer or hiring someone unsuitable.

### It's No Trick

All this is very unfortunate because there's no great trick to conducting an effective interview. It requires a few rules, a set of questions that can reveal a lot about the applicant, a system for rating unsuitable traits, and a manager with reasonable empathy for the feelings of others.

#### 1. *The applicant's background.*

The first rule is to obtain as much background information about the applicant as possible, in advance where possible. If the personnel department conducted a preliminary interview, it should have

some material not included in the resume or letter of application. Whatever material exists could provide question sources.

The interviewer also needs to be armed with a clear description of the job being offered. If an employee is being replaced, why didn't he or she work out? If the interview is being conducted for another manager, his or her specific needs should be ascertained.

#### 2. *Structure the interview.*

Before the interview begins, spend a few minutes considering what objectives must be met. For example, in a sales job, are you looking for a man or woman who will sell more to existing customers, keep customers happy, or do missionary work for new customers?

Inexperienced managers usually neglect this preparation and thus contribute to making many of their interviews dismal failures.

#### 3. *Put the applicant at ease.*

Don't keep the applicant waiting unduly for the appointment. If you are unavoidably delayed, send someone to explain, or better still, go yourself.

If you are late for the interview, is this because the previous interview ran overtime? Always calculate how much time you'll need with each applicant—40 minutes is about average—and keep your time schedule in mind throughout each interview.

The first minute or two should be

spent making the applicant feel comfortable. This is not time wasted because you will be forming your first impressions. If you take to the applicant, the favorable impression will probably remain throughout the interview. If you don't take to the applicant in the first few minutes, check whether later impressions are the same or whether the applicant is now starting to grow on you.

Naturally, you will arrange that the interview be conducted without interruption. The applicant deserves your individual attention.

#### 4. *Begin the interview.*

A good place to start exploring is by asking the candidate about his or her past experience and career interests. Then check major goals, breadth of interests, ideas, approach to people, and how the applicant reaches for achievement. Use some or all the questions in this article as a foundation for building your own list.

Note whether the applicant speaks clearly and communicates well. Also make sure you are communicating well yourself, not role playing.

#### Checking the Answers

Some answers have to be accepted face value; others can be checked. If you have any doubts, you might appear pointblank, "Is there anything negative I'll find out when I check your references? Can we discuss it frankly?" Ask these questions early on, not after he



## by George Harry

he has done some role playing himself. If he gets uptight about anything, pursue it gently but firmly. Point out that other candidates are being asked the same questions. At a suitable point in the interview, just pause and say, "OK, that's enough talking from me. Now, tell me about yourself in your own words." Of course, he has been talking about himself all along, but this ploy is designed to make him open up and talk more freely. This is a good line if his responses have been monosyllabic.

### Finding the Talker

Another approach on the same lines is "Tell me a story." This is becoming a favorite among interviewers to see whether the applicant gets disconcerted or to make him talk freely. The applicant who's well adjusted or has a sense of humor will hopefully relate an incident observed on the street or a cameo conversation with a store clerk or something on those lines.

At another stage of the interview, explain what the new job entails and find out why he feels he will do well at it. Ask what he wants to do with his life. Ask about his family and his financial objectives. But don't forget to keep your eye on the clock.

It's also a good thing to ask yourself: Do we as a company have what she or he needs? Am I the kind of person he would

want to work for? For that matter, does he have what we need?

### 5. Probe firmly, but listen, too.

Find out why he is looking for a job or making a change. Is he dissatisfied? If so, why?

Listen carefully to the answers. Answers can sometimes reveal more than the speaker intended revealing, but only if you listen with both ears.

Listening is more than keeping silent when someone talks. Try to summarize in your mind what he is trying to say or trying to conceal.

Be careful to ask the right question when you want more information. For example, "You feel pretty bitter about this, don't you?" or "Wasn't that a great disappointment?"

When the applicant makes claims, ask

him to be specific. Don't assume anything or accept anything at face value. If you believe any of the claims are extravagant, question him further.

It's possible that halfway through the interview, you'll realize the applicant isn't suitable. If so, ease him out gently but firmly. Tell him the job is not for him and indicate that you are already interested in another candidate.

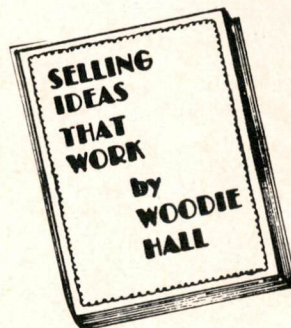
### Be Brutal

Many managers cannot bring themselves to be that brutal; instead, they leave the applicant with the impression that there is still hope. In the long run, that's even more brutal. It's far better to be cruel and candid.

If you want to be even kinder, try to get him to agree that the job is out of his

## IDEAS FOR SPEAKERS

### New Book For Toastmasters



- 110 Outstanding selling experiences written especially for this book by company presidents, vice-presidents, sales managers, and salesmen... real insiders' tips that will help you SELL YOURSELF or products.
- 2 Chapters of AWARD WINNING letters that will help you write a better letter and write the way you talk.
- 153 Thoughts to live and sell by; short, punchy concepts... clear, clean thoughts that can be used to pep-up your presentations.

The book is \$10.00 (plus 60¢ tax in Calif.)

**WOODIE HALL**

957 La Fiesta Way • Lake San Marcos, CA 92069

(Advertisement)



depth. You may not be too successful here, however. If you like, you can also give a little job counseling, for instance by suggesting another job objective or further training for another job in the same field.

6. *Be prepared to answer questions.*

If a man or woman is a viable candidate for the job, be willing to answer

questions about the job and the company. This means you have to do your homework about salary, medical and other benefits, merit programs, etc.

Even here, you can learn something about the applicant. For example, when you are talking frankly about the advantages and disadvantages of the job, you may find he or she reacts to some of

them, particularly the disadvantages. This may provide further clues.

If you take notes during the interview, keep them as brief as possible. Writing blocks the flow of conversation and inhibits listening. It also allows the applicant to steer the conversation his way. If you must write, do so very briefly while he's talking and without losing control of the interview.

### The Checklist

Some professional interviewers avoid taking notes by keeping a checklist at hand. A quick check mark or two is all that's required during the interview.

Here is a checklist of unfavorable qualities, which you may wish to adapt to your own needs:

- Overbearing, conceited.
- Lacks knowledge of our area of specialization.
- Cynical.
- Criticizes past employers.
- Lacks vitality.
- Lacks tact.
- Lacks interest, enthusiasm.
- Little sense of humor.
- Unable to express thoughts clearly.
- Lack of career planning.
- Makes too many excuses.
- Unhappy married life.
- Poor personal appearance.
- Strong prejudices.
- Unable to accept criticism.

### 7. *Terminate the interview.*

When the interview is over, terminate it without any lingering farewells and with an eye on the clock for the next applicant. If you want to see the present candidate again, decide how you plan to handle this and tell him. If he's on your short list, it would be as well to find out if he has any other job offers.

After the interview, spend a minute or two debriefing yourself. This is especially important if another interview is to follow immediately. If you see even two or three candidates in a row without recording your impressions of each before interviews, you might have no clear impression of any of them when the interviews are over. □

Reproduced by permission from *Supervision Magazine*, May, 1975. Copyright by the National Research Bureau, Inc., Burlington, Iowa.

## 20 QUESTIONS THAT CAN REVEAL A LOT ABOUT THE APPLICANT

The following questions may prove useful in probing the applicant's mind and providing information about his or her goals, approach to people, breadth of interests, etc. Some questions will suggest further lines of thought.

1. Why do you think you'd like to work for us? (Reveals if he's been sharp enough to learn anything about the company.)
2. How do you spend your spare time? What are your hobbies? (Shows if his interests are wide.)
3. What type of position are you most interested in? (May indicate if his main interest is making money. Many firms want more than this.)
4. If you were starting your career now, what would you do differently? (Sometimes brings out the disturbing discovery that he's unhappy in his present occupation.)
5. Are you eager to please? (Effective question in picking out yes men.)
6. What do people criticize you for? (This and the next one are good in bringing out personality traits.)
7. What would you say are your best qualities?
8. What was your best boss like? Your worst boss? (Reveals his ability to get on well in a work environment.)
9. Why do you think you'd be good at this job? (Gives him a chance to tell more about his work qualities. Sometimes reveals the braggart.)
10. What is the most difficult thing you've ever tackled? And the most satisfying? (Can show how high he will reach for achievement.)
11. Do you wish to be a leader? If so, why and how? (If he has any aggressive tendencies, these questions will bring them out.)
12. What suggestions did you make in any previous job to cut costs or improve morale or increase output or whatever is appropriate? (Helps to pick out the idea man.)
13. What subjects did you like at college? (Sometimes indicates basic personality traits.)
14. What college activities did you participate in? (Indicates whether he mixed well and/or how much energy he has.)
15. Why did you leave your last job? (Look for unpleasant situations.)
16. What sort of progress in our company would seem normal to you? (Is his major goal making money?)
17. What would you have liked to do more of in your last job? (Can reveal something about his job qualities.)
18. What makes the difference between success and failure? (Might show if he's an idea man, a man with imagination.)
19. How does this job compare with others you've applied for? (Could show how much shopping around he's done.)
20. How did previous employers treat you? (Might show his approach to people.)



**A new column designed to highlight the wit and wisdom from Toastmasters club and district bulletins around the world.**

# the Bulletin Board

## Finding Fault: An Art

Every leader has to find fault with his people from time to time. It's part of his job to help them recognize where they are falling down and why.

But much as the job needs doing, it's also important not to overdo it.

Most of us resent being told that we did something wrong—especially if the person who does the criticizing is direct, tactless, and forceful. Harsh criticism can hurt a person's morale, damage his ego, and sometimes create lasting resentment. How, then, should you go about it?

In the first place, be sure of your facts. Be certain that you're not making a mountain out of a molehill.

If the mistake is important and has upset you, cool off first. Let things settle down a bit, so you don't say things you'll be sorry for later.

Pick your time carefully. It can be very upsetting to a person to be censured just before tackling an important assignment.

And, of course, always discuss the situation in private. No one likes to be criticized in front of others, especially his subordinates.

Ask questions first—don't accuse. Be sure people have a chance to state their side of the case first, before you blame anyone. If they know they're at fault, they may admit it willingly. That makes the situation easier all the way around.

Before you criticize, let people know you appreciate some of the good things they've done. They will accept your criticism much more gracefully if you do.

If you have to spell out precisely where and how

they were wrong, do it in a friendly, matter-of-fact way. Don't do it as an accuser who wants to rub salt in a wound.

The legitimate purpose of criticism is to help people do better the next time. That's why mild, reasonable criticism is invariably the best answer. The leader who habitually resorts to harsh criticism shows either poor judgment or a serious personality defect.

The purpose is to help, not humiliate. We all need criticism from time to time, but let's try to give constructive criticism as painlessly as possible. □

Marvin E. Kline, ATM  
"Pulse Beat"  
District 15

## What Was That Word?

A few weeks ago I was talking with a fellow Toastmasters club member. In the space of a few minutes, he managed to employ three of our club's recent "words of the day." Great, you say? Not when the words were *elemosynary*, *complaisant*, and *tutelage*. And this came from a man who doesn't know when to use *employ*, *make use of*, or *utilize*.

As long as Toastmasters use words like *acrost*, *irregardless*, and *homogenous*, and don't know *affect* from *effect* or *lie* from *lay*, we should concentrate on polishing and utilizing the vocabulary we already have. In any event, as Toastmasters, we should recognize that communication is most effective when the words used convey the meaning both simply and clearly.

Winston Churchill knew how to express himself clearly and forcefully when he made use of Anglo-Saxon "blood, toil, sweat, and tears,"

instead of employing genteelisms like *perspiration* or roundabout expressions like *lachrymal effusions* to dazzle his audience.

So, try a few simple words like *comprise*, *infer*, *alternately*, or see how few Toastmasters can properly use words of their trade like *impromptu* and *extemporaneous*.

And if you are very smart, how about critiquing the way I made use of *employ*, *use*, etc. in the above diatribe. □

Ron Toms, ATM  
"The Founder"  
Founder's District

## It Doesn't Come Easy!

One of the world's greatest baseball players was the late Ty Cobb. He served as his own critic and "taskmaster," and his goal was to master the art of hitting.

Cobb once said, "If I have any criticism of today's baseball players (and I guess that would apply to my day as well), it is that so few will practice what they can't do. The average player only hits one type of ball and won't go to the trouble of learning how to bunt or hit a ball to the opposite field."

Cobb's advice to younger players was "work at what doesn't come easy to you."

This secret kept Cobb on top for more than 25 years, compiling a lifetime batting average of .367. We all can probably use the same secret to improve our own batting average in life and help us become "masters" in our field. Think about it. □

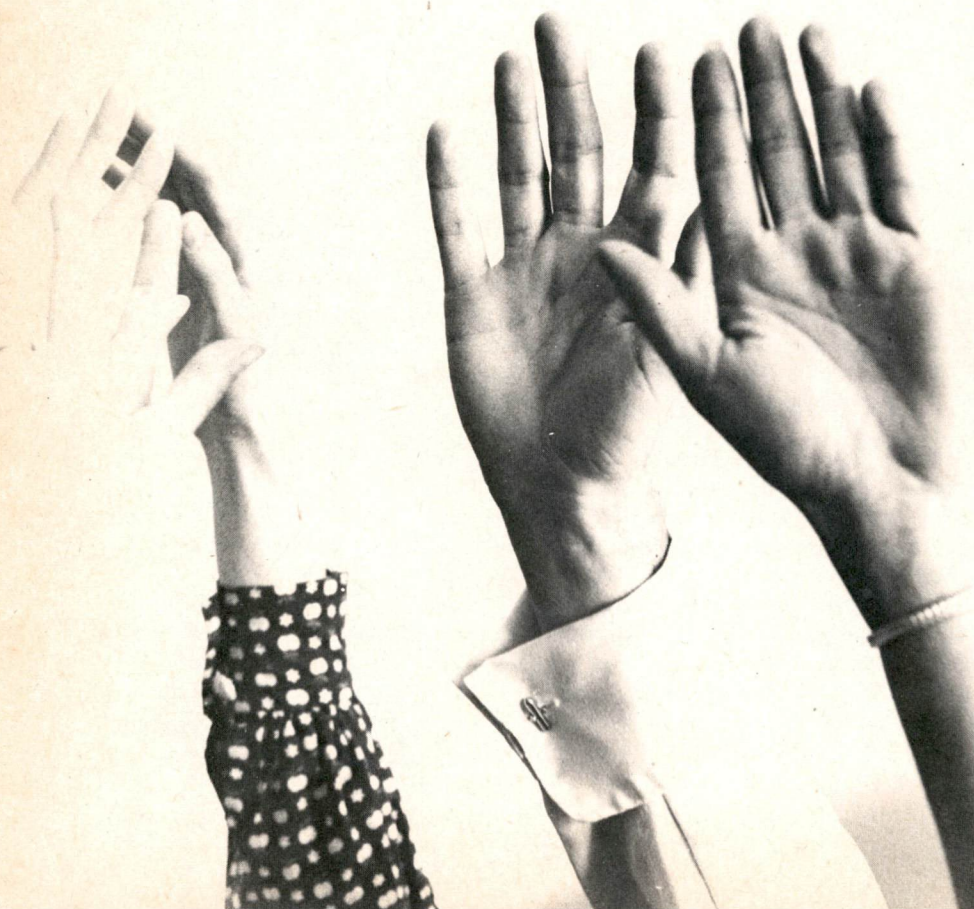
John J. McWilliams, ATM  
"The Voice"  
District 18



# Questions, Anyone?

by  
**Leon Fletcher**

*You've just concluded your speech and notice a hand waving wildly in the air—someone has a question. Will you be able to handle it?*



Moments ago you concluded your speech. Immediate vigorous applause told you it was well-received. But now, hands are being raised by several in your audience. They're responding to your invitation to ask questions.

Are you ready? Do you know how to answer questions—*effectively*?

Almost daily you can find a TV news program presenting fine examples of how *not* to answer questions—unless your goal is to mislead, avoid, confuse. On one channel you can watch some sly senator twist questions to new meanings. Turn the dial and before long you'll catch a crafty candidate seem to say "yes" as he says "no." On another station, a wily bureaucrat will chew up limited air time with long-winded, bush-beating replies.

But if you want to respond to your questioners with answers that are specific, pertinent, useful, then you're pretty much on your own. Search scores of textbooks on public speaking and you'll find virtually no help at all.

Here, then, is a list of ten specific tips to help you respond to questions with answers that are direct, precise, easy-to-follow. These are platform-tested techniques I've developed in speaking before such diverse groups as congressmen, junior high school students, senior citizens, university professors, and naval officers. They are techniques gathered during more than 20 years of teaching speech to college students, industrial executives, naval briefing officers, community leaders.

1. *Listen carefully* to the question, to catch the *intent* as well as the *content* of the question.

Suppose you've given a speech on the potential of solar energy. A likely question from a member of your audience might be, "How do you propose to get the research needed to make solar energy available?" Is the questioner seeking information? If he's active in the local Taxpayers' Association, for example, his real question may well be, "Are you for more taxes for government research on solar energy?"

To the question he actually asked, you might have responded, "This is a very big undertaking; we'll need a major government effort." With that, you've prob-

abl  
you  
you  
tax  
is  
sho  
red  
exa  
wil  
the  
An  
wo  
ple  
ma  
dor  
you  
wit  
"H  
tim  
the  
que  
tha  
hor  
sar  
"F  
do  
you  
enc  
an  
The  
tio  
to t  
suf  
The  
roc  
the  
rup  
"C  
you  
sor  
I'd  
see  
pos  
or  
wh  
sta  
An  
wh  
the  
the  
cha



ably lost that taxpayer as a supporter of your proposal. On the other hand, had you known his real concern—"more taxes"—you might have replied, "This is a very big undertaking; government should do the research, paying for it by reducing research on space, for one example, for a few years, so our taxes will not have to be raised."

So, one way to answer the intent of the question is to know your audience. Another way is to be alert to certain key words and phrases in a query. For example, "Do you really think that . . . ?" may actually mean, "Oh come now, you don't seriously think that . . . , now do you?" Some other signals of questions-with-other-than-the-obvious-meaning: "How do you ever . . . ?" "Isn't it about time to . . . ?" "You mean to tell us . . . ?"

Finally, you of course should catch the inflection, the voice pattern that the questioner expresses. "How can they do that?"—delivered straight—may be an honest request for information. But the same words with a different delivery—"How CAN they do that?"—conveys doubt, disagreement, disbelief.

2. *Repeat the question* to be sure you've got it right and so all in the audience can hear.

You've probably been a member of an audience when this rule was ignored. The scenario is pretty standard. Questioner, usually seated down front, close to the speaker, poses his query in volume sufficient to carry only to the speaker. The many listeners in the rear of the room hear but a mumble. Speaker starts the reply, in mid-sentence gets interrupted by a harsh shout from the back, "Couldn't hear the question—would you repeat it?" Speaker responds, "Oh, sorry. The question was . . . In reply, I'd say—well, like I was saying—let's see, where was I?" The speaker is in the position of having to sort out his facts or views, repeat them, or summarize what he's already stated. Or he could start his reply from the beginning again. Any route he chooses may irritate those who have already heard the answer.

Another way to make a question from the audience be heard by all, rather than the speaker repeating it, is to have the chairman or moderator lead the question-

ing period. He would take over from the speaker, accept the questions from the audience, repeat them, then turn to the speaker for his reply. This procedure has the significant additional advantage of giving the speaker more time to think through his answers.

3. *Define terms* so you, the questioner, and the rest of the audience are considering the same point.

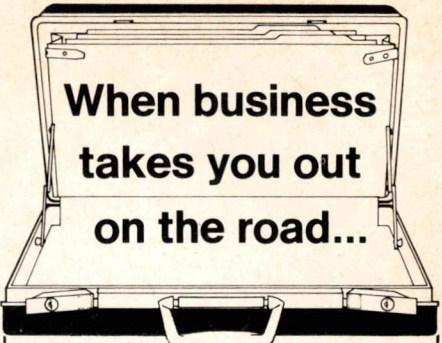
A classic example of the need for this occurred repeatedly during our nation's recent considerations of amnesty for Vietnam draft dodgers. Time and again we'd hear a World War II veteran, a Washington official, a local VFW member say, "I agree with those who are for amnesty. Let the draft dodgers back in our country; let them settle back into our society. We should be big enough to forgive and forget. Let them serve our country in some ecology project, maybe helping to clean up beaches or forests or some other such payment for what they failed to do for us. Like I say, I'm for amnesty!"

But the dictionary defines "amnesty" as "the act of an authority (as a government) by which pardon is granted to a large group of individuals." And "pardon" is defined as "the excusing of an offense without exacting a penalty." Obviously, being for "amnesty" after some kind of "service" is a contradiction in definition.

This is not to urge you, as a speaker, to become a semanticist, presenting all possible shadings and implications of your key words. Rather, it is to suggest that you do what you can to insure that both you and your listeners are speaking from the same base, the same meanings.

4. *If asked for facts*, present them as directly and briefly as possible.

You know how you, as a listener, react negatively to the speaker who is asked what seems to be a simple, direct question for some specific statistic, but responds with qualification upon qualification. "Just how high is our accident rate?" asks a member of the audience. "Well let's look at the record," says the speaker. "Ten years ago the accidents—which might have been more then, but we didn't have as good a reporting system—remember? we used to just send



When business  
takes you out  
on the road...

We'll  
show you how  
to cut  
travel expenses  
without cutting  
travel comforts

PREFERRED GUARANTEED RATE PROGRAM—A special offer to people who travel for business. Up to 15% savings to your company or organization. Get complete details, list of participating lodges and membership application. Attach your business card and mail today to Howard Johnson's PGRP Club, 500 So. Main St., Orange, CA 92668.



1975



PREFERRED CUSTOMER'S SIGNATURE Firm  
PREFERRED GUARANTEED RATE PROGRAM

*Howard B. Johnson*  
Chairman of the Board and President

Over 525 Lodges Coast to Coast



For reservations at any  
Howard Johnson's Motor Lodge, dial  
TOLL FREE 800-654-2000



# WANT TO HELP PEOPLE AND MAKE MONEY TOO?

Then you'll find...

## THE CLOSER YOU LOOK— THE BETTER WE LOOK!

### FOR 4 BIG REASONS:

- 1. THE PROGRAM**—really gets results! Of the three ways to learn, which is the most effective: hearing, seeing, or doing? If you said, "doing" you are right! And that's what our Adventures in Attitudes program is all about—30 hours of group involvement, role-playing, and self-discovery that has been validated through 18 years of testing with thousands of participants. A programmed experience in the change and mastery of attitudes to achieve motivated effectiveness in family, work, and social situations.
- 2. THE PRICE**—The registration fee for the program is just \$60! You can honestly say to a person, "You know exactly what it costs to take Adventures in Attitudes, what you don't know is what it may cost you not to take it, and that could be a great deal more." Here is a program priced well within the reach of everyone in your community with a generous return for you.
- 3. THE INVESTMENT—NO INVESTMENT REQUIRED!** The successful track record that we have achieved has come from helping our people in the field succeed. If you have a sincere interest in what we are doing we'll provide complete training in conducting and setting up our program at our **no-cost** Leadership Development Program. We are truly revolutionizing the explosive self-improvement industry with our marketing plan.
- 4. THE MARKET**—Adventures in Attitudes is being used enthusiastically in Business and industry (with clients like IBM, Honeywell, and McDonalds to name just a few), Churches, YMCAs, Chambers of Commerce, Jaycees, Business Colleges, all levels of federal, state, and local government, Community Colleges, Colleges, Universities (for both undergraduate and graduate credit), in-service teacher training, the military, hospitals, religious orders, direct sales groups, fraternal groups, etc., etc., with new areas being added every day by people just like yourself, part or full time.

Write today for details of our **NO COST** Leadership Development Program

Send your name and address to...

## PERSONAL DYNAMICS, INC.

Suite 156 • 4660 West 77th Street • Minneapolis, Minnesota 55435

### HERE'S WHAT THOSE REPRESENTING OUR PROGRAM SAY:



Dr. Deane Nelson Moorhead, Minn.  
I'm the Counseling Director at a State University and the results and reactions from students to the Adventures in Attitudes Program have been phenomenal.



Janet Cortright Lansing, Mich.  
Adventures in Attitudes offers the most exciting career opportunity a woman could ask for. In just one year part time I had the pleasure of sharing this program with nearly 500 people.

the worker home or to his own doctor if he had one—that was before we had our safety office like we have now, with a full-time nurse, who keeps complete records, as well as giving first aid and calling in a doctor, right here in the plant, if needed—*then*, say some ten years ago, we had maybe 40 guys a year—that is, I *think* it was something like that . . ."

You get the idea. The answer should be a direct, specific statement. "The accident rate is now 22 per month."

*Then*, if you think an explanation or interpretation or comparison would help your case, add it *after* you present the fact. Make it, too, brief and specific. Think, get the figure right, then speak. You might add, for example, "That's down to almost half of what it was ten years ago. Then we had no safety office, no nurse, no careful records." Enough.

On to your next question.

5. *If asked for an opinion*, give it, then support it with evidence.

Again, be brief, specific. The question might be, "Do you think our safety record is good enough?" Your reply might be—stating first your opinion, then some back-up data—"No. We should bring our accident rate down. The California plant did that by adding a full time paramedic—a guy skilled in fast first-aid techniques."

Avoid those rambling, conflicting, confusing preludes to your opinions. You know the ones I mean—the ones you dislike hearing, too. That's the speaker who says something such as, "Is our safety record good enough? Well, of course no safety record is ever 'good enough' as long as just one person is hurt. But we have to look at the full picture. We have to cut down acci-

dents, sure—and we've been trying. What we could do—now I'm not saying I really recommend this, but it is one possibility—we could . . ." And on and on and on and on! Get to the point! Quickly!

6. *Relate your answers to your main speech.*

Sometimes a questioner didn't understand a point in your speech. Summarize your point—briefly. If several in the audience seem to be interested in the same question, you may need to develop the point in more detail. Add examples, statistics, comparisons—the standard set of proof.

But there is a real danger in how you word your reply. There's a temptation to respond with a kind of putdown—"Well I covered that in my speech. Like I said then . . ." The questioner, and perhaps others in your audience, may well hear that as your saying, in effect, "Oh come now, stupid! I already told you!"

Yet there is the possibility that you were in fact not sufficiently clear in presenting the point in your speech. Or maybe the point was not remembered because it did not seem important then; now, after your speech, integrated with additional ideas and facts, the point may carry more weight. So repeat, relate to your speech, but in words which are cautious, encouraging, helpful—not brash, curt, scolding.

7. *If a question is strongly argumentative*, answer it directly, maintaining your view.

Perhaps the question has merit; say so. Try to avoid arguments with a questioner. If your reply does not seem to satisfy him, and he's already had a fair share of the audience's time, offer to consult with him later.

You've probably observed that rarely is a problem of significance clearly solved with just one view, one answer, one opinion. Generally, the more complex the problem, the more balanced are the advantages and disadvantages of various views. Allow the questioner with that argumentative query to have his say. The "solving" of the Vietnam war gives a good example. No solution had dis-



inct advantages; all solutions had great disadvantages. Pulling out, sticking with it, dropping A-bombs, and all the other possibilities were unattractive; no clear, definitely beneficial solution could be found. (And that, of course, is still another opinion which might well be questioned by someone in the audience.)

8. *If you don't know the answer, say so!*

Wrote Mark Twain, "I was gratified to be able to answer promptly, and I did. I said I didn't know."

California's Governor Brown is currently building quite a record, part of which results from his practice of answering questions with a very specific "I don't know. I don't have all the answers. But we are studying that or we will. When we find out, and a solution is apparent, we'll act. That's all I know now."

On the other hand, for the kinds of questions most speakers get but don't know the answers to, suggesting sources for the answers is often a good reply. Refer the questioner to the studies that you have used in preparing your speech. Give names of authors specializing in the subject. Mention the location of centers of research. Name books or magazines covering the problem.

Finally, offer to find out. Ask the questioner to write his query on a slip of paper, along with his name and address, and give it to you at the end of the session. Tell him you'll mail him the answer. Or, you might ask him to send you a letter, asking the question; then the chances are high he'll never bother. That's good, or bad, depending on the question and the purpose of your speech. But many in the audience may be impressed with the openness of your offer.

9. *Recognize as many different people in your audience as possible.*

That is, avoid letting one person, or a few, monopolize your question-and-answer period.

The easiest and best way to do this is to say to the first person who tries to ask a second question, "Let's hear the questions of the other people in the audience first—I'll be sure to save time to get back to you again." If you say something like that early and firmly, you'll set a stand-

ard for other questioners with more than one query to follow.

If a questioner begins to make a speech, try to interrupt him tactfully. Sure, that's hard to do without getting him unhappy. But look around your audience as that lengthy questioner goes on and on. Are others becoming impatient, too? Your interrupting of that one individual may turn several others to your viewpoint as you attempt to keep the program progressing. Sometimes a curt question from you is needed to stop that questioner as he makes a speech; ask briefly, authoritatively; "What is your question, please?"

10. *If a person has difficulty framing a question, try to word it for him as soon as you sense what he wants to ask.*

Sometimes a courteous "I think I understand your question" will do it. Sometimes you do have to let the individual struggle along, expressing his own fuzzy thinking, chewing up your time and your audience's patience. But sometimes those hard-to-word questions are sound and relevant. You may be in greater danger of obscuring the purpose of your speech if you cut a questioner off too soon—interrupting him by trying to answer, nodding agreement, starting a response gesture—before he has completed his question.

So now you have ten techniques to help you answer the questions following your speech. In answering questions, your goal is to get every member of your audience—whether they asked a question or not—to think about you exactly what the British author Kenneth Grahame wrote in 1895: "I began to like this man. He answered your questions briefly and to the point." Unfortunately, the name of the person he was writing about went unrecorded. □

Leon Fletcher is a speech instructor at Monterey Peninsula College in Monterey, California. A freelance writer with more than 170 publication credits, he is the author of *How to Design and Deliver a Speech*, a college text published in 1974 and used by 58 universities and colleges in the first year.



## NEED A SPEECH TOPIC?

"Working in America" will be the subject discussed from January 11 through February 7, 1976, by speakers and writers all over America participating in the American Issues Forum.

"Working in America," the fifth in the series of nine topics, will examine the meaning of the American "work ethic"—how it has affected the lives of the nation's people and the nation itself. The four weeks have been divided into the following subjects:

*Jan. 11-Jan. 17: The American Work Ethic.* In colonial times, the hardship of work was seen as a test of character, the routine as a source of discipline, the activity as a means of fulfillment, and success as proof of moral worth. Do we still look at it that way or as a necessary evil? Does the work ethic still prevail among us?

*Jan. 18-Jan. 24: Organization of the Labor Force.* After decades of often bloody clashes between labor and management, 22 million Americans are unionized today. Would they be paid as much or protected as well without the unions? Should limits exist on the right to strike?

*Jan. 25-Jan. 31: The Welfare State: Providing a Livelihood.* Suppose we can't find work, or are physically unable to work. Should we be provided with the necessities of life? If so, what are these necessities? Does a "Welfare State" destroy the work ethic? Is there enough work to go around? Who pays for welfare and how does it affect their work ethic?

*Feb. 1-Feb. 7: Enjoying the Fruits of Labor.* Many Americans in the future are likely to be retiring earlier and earlier. What will they do with all that leisure time? With more and more of this leisure time, do we value it less? Do we live to work, or do we work to live?

If you're not already involved in the American Issues Forum, why not start right now? It provides a valuable source of speech topics to use in your club, business, or community—and an excellent opportunity to get involved in America's Bicentennial celebration. □



# The Risks of Effective Communication

by  
Thomas Gordon, PhD

We hear and read much about the importance of effective communication but little about its risks. Social scientists tell us that effective communication is a characteristic of individuals who are "psychologically healthy," of groups that function effectively, and of organizations that prosper and survive. As a consultant, involved with people's communication as I counsel with individuals, with face-to-face groups, or with large organizations, I have learned that if individuals, groups, or organizations are to become "psychologically healthy" or "fully-functioning" in order to use their resources effectively to reach their goals, they invariably must learn to communicate more adequately.

## The Individual

First, consider the importance of communication to the *individual*. The person who is psychologically healthy, according to many theorists, is one who is "in touch with himself." He is aware of his feelings, his attitudes, his values, and his beliefs. He is more in *communication with himself* than is the psychologically unhealthy person. The unhealthy who enter individual therapy to become more fully-functioning go through a process of learning to communicate with themselves. They gradually explore deeper and deeper into their feelings and attitudes, discovering new ones, finding feelings that conflict or feelings previously denied. Also, after completing successful psychotherapy, people report that having learned to "communicate better with themselves" they can now better communicate their real feelings and attitudes to others. Psychological

health, for the individual, means the ability to "talk clearly with oneself."

Groups seem no different. The ineffective group is one whose members are not communicating with one another. Consequently, such groups cannot solve problems easily—in fact, they find it difficult even to identify their real problems. These groups often have "hidden agendas" that never get communicated; their members withdraw into silence and passivity; or what does get communicated is often only superficial and meaningless. Groups that seek a consultant's help to become more effective, like individuals, go through a process of developing more effective communication. Gradually, then, conflicts can be exposed, interpersonal hostilities come to the surface, creative thinking appears, basic issues can be identified, and decisions get made. Thus, group health, as well as individual health, seems to be brought about through learning more effective communication.

Communication is just as crucial for organizations. An eminent consultant once remarked, "I find that most problems of business and industrial organizations in the final analysis boil down to problems of communications." His view is shared by most organizational consultants, because so often they have found that helping an organization means breaking down the barriers to communication—upward, downward, and sidewise. Documented reports of consulting efforts that have been successful in bringing about constructive change in organizations contain numerous examples of the introduction of new

methods and procedures for fostering better communication between the various parts of the organization. Likewise, the most successful management development or executive education programs in our country today are those providing training experiences that help the participants understand the dynamics of the communication process and acquire skills in interpersonal communications.

## Communication Risks

If, then, it is true that effective communication is so important for individuals, groups, and organizations, we should be aware of the risks involved. These risks derive from the very nature of the communications process itself.

One way of looking at effective communication is to consider it a process involving two elements: (1) *Clear sending* (effective expression) and (2) *Accurate receiving* (effective impression). There is a different risk involved in each of these elements. If a person wants to learn both to send clear messages and to receive others' messages accurately, he must be prepared to take some real risks.

Let us first examine the element of risk in *clear sending*.

Many different factors affect whether or not a person sends clear messages. Some of these are rather obvious and need only brief mention here. For example, the sender has to talk loud enough to be heard. He also should code his message in words that are familiar to the receiver—that is, the receiver has to know the sender's code. In addition, we know that a single message is usually easier to understand than several messages sent at once. A message can also get lost if the

sende  
with :  
mark:  
ing d:  
anec  
Al  
they  
on "s  
facto  
ence'  
to th  
send  
what  
Whe  
expe  
"hoi  
sens  
incoi  
ing t  
just  
appa  
degr  
  
L  
grea  
feeli  
mitt  
of a  
hear  
inco  
ceiv  
ings  
the s  
amp  
reje  
her  
tieu  
will  
The  
big  
ceri  
  
T  
mu  
con  
is (c  
self  
him  
cou  
con  
a p  
for  
the  
thei  
con  
to b  
F



ender clutters up his communication with apologies, asides, parenthetical remarks, conditional statements, supporting data, illustrations, documentation, or anecdotes.

Although these factors are important, they are not as crucial in their influence as "sending" as another less understood factor—that is, the degree of "congruence" of the sender. Congruence refers to the similarity of what a person (the sender) is thinking or feeling, *inside*, and what he communicates to the *outside*. When a person is being congruent, we experience him as "open," "direct," "honest," or "genuine." When we sense that a person's communication is incongruent, we judge him as "not ringing true," "insincere," "affected," or just plain "phony." The human receiver apparently is a very sensitive judge of the degree of congruence in a sender.

#### Ambiguous Messages

Logically, it would follow that the greater the incongruence between inner feeling and the actual message transmitted by a sender, the greater the chance of a receiver missing the message, or hearing an ambiguous message. The inconsistency between the words he receives and the other person's inner feelings (sensed from non-verbal clues from the sender) confuses the receiver. For example, a mother who *inside* is feeling rejecting, irritated, or unloving toward her child yet tries to communicate patience, permissiveness, and acceptance will send messages that are incongruent. The child usually perceives both the ambiguity of these messages and the insincerity of the mother.

The risk in being congruent in communication is simply that the sender becomes known to the receiver *as he really is* (inside). The sender exposes his true self—he becomes transparently real to himself and to others. People must have courage to be what they are—that is, to communicate what they feel and think of a particular moment in their existence; for when a person does this—and here is the risk—he opens himself to others and their reactions to him. For a person to be congruent, then, means opening himself to be viewed by others.

His listeners learn how he really feels.

# JOKES for SPEAKERS!

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

An up-to-date **monthly** joke-bulletin with approximately 100 funny and topical one-liners, zingers, and stories. Created by top Hollywood comedy writers. Provides a continuous source of fresh professional material to humorize your speech for any audience... any occasion. Only \$60 a year for 12 issues. Sample issue (current) \$5.00. Send check or money order to:

**JOKES UN-LTD.**

**1357 Miller Drive, Dept. 0-8, Hollywood, Ca. 90069**

If they are involved at all, they may not like to hear his feelings about them. We also know that honesty in communication puts a demand on the listener to be equally honest. Most people are threatened by such a demand, so some people are frightened away by congruence in another person. Here is an additional risk of clear sending.

Let's move now to a consideration of *accurate receiving*. What is meant by this, and what is the risk involved?

#### Active Listening

In recent years, psychotherapists have called our attention to a new kind of listening—"active listening." More than passively attending to the message of the sender, it is a process of putting your understanding of that message to the severest of tests—namely, forcing yourself to put into your own words the *meaning* of the sender's messages and "feeding back" your words to the sender for verification or for subsequent correction. Active listening obviously requires the receiver to suspend his own thoughts, feelings, evaluations, and judgments in order to attend exclusively to the message of the sender. It *forces* accurate receiving inasmuch as the listener finds that if he is to understand the message in terms of the sender's meaning, he must put himself into shoes of the sender (into his frame of reference, into his world of reality). The listener thus hears the meaning intended by the sender. The "feedback" part of active listening is nothing more than the receiver's ultimate

check on the accuracy of his listening, although it also assures the sender that he has been understood when he hears his own "message" fed back to him accurately.

Active listening, however, carries its own risks. Something happens to a person when he practices active listening. To understand accurately how another person thinks or feels from his point of view, to put yourself momentarily into his shoes, to see the world as he is seeing it—you as a listener run the risk of having your own opinions and attitudes changed. In other words, people actually get changed by what they really understand. To be "open to the experience" of another invites the possibility of having to reinterpret your own experiences. The person who cannot listen to others is "defensive" and cannot afford to expose himself to ideas and views that are different from his own.

In summary, effective communication, requiring as it does both *congruence* (clear sending) and *active listening* (accurate receiving), carries two risks: the exposure of the way we really are and the possibility of *becoming* different. Few of us find it easy to take these risks. This is why effective interpersonal communication requires both inner security and personal courage. □

Reprinted from *Parent Notebook*, a publication of Effectiveness Training Associates. Copyright 1972.



# CAN YOU AVOID THE JUDGING SNARE?

by  
**MARILYN & JOE  
BOLAND  
DISTRICT 26**

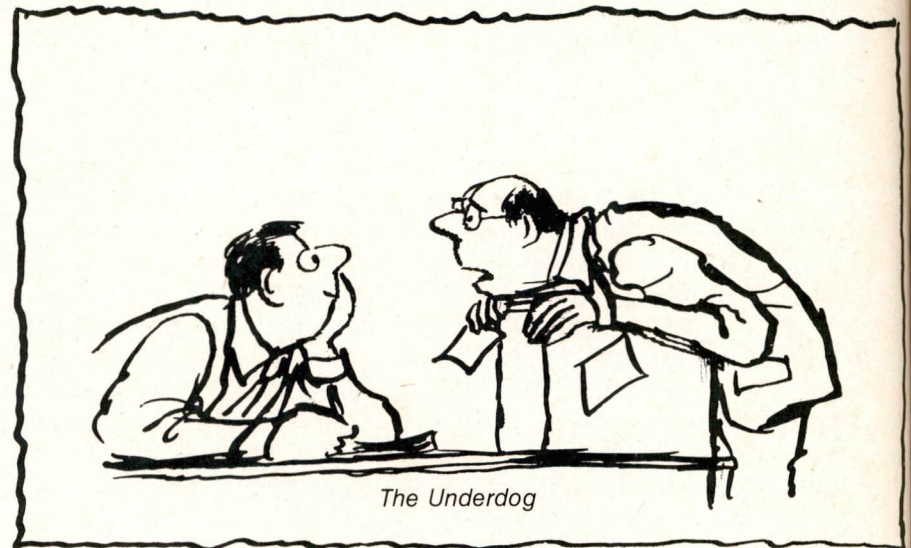
Have you ever disagreed with the decision of the judges at a speech contest? If so, you might agree that judging could be compared to a hot Japanese bath—perhaps we need to study the situation a bit before leaping into it.

Every Toastmaster should be familiar with judging rules, and every prospective judge should be aware of some of the pitfalls of judging. What traps await the unwary Toastmaster who eagerly agrees to judge a speech contest? A few come readily to mind—inventive Toastmasters will be able to add to the list.

1. *A fair shake for the first contestant.* How many judges use that first contestant as a standard against which they will measure other speakers? The prepared judge will have his own standard set in advance. Perhaps he may make his own scales of values (0-10 or 10-100) to guide him to where, on his own mental scale, an exceptionally fine or poor speaker will fall.

2. *The underdog.* This pitfall usually snares the unwary judge at the club level. Tom has competed in the club contest for four years now, and he never has won. "Poor Tom," your subconscious tells you. "Maybe he should have his 'turn' at winning." The judge will have to remind himself of the purpose of the contest—to get the best possible representative to compete in the area contest.

3. *The halo effect.* "Dick was so



great last year—he's just bound to win this year!" After a judge has heard this comment from different sources prior to the contest, it may tend to color his judgment. "Maybe I should give him a nine instead of a seven on this item," reasons the subconscious. "After all, everyone says he's a fantastic speaker."

This obviously could affect the score, and when the judge finds himself in that situation, he should remember that Dick's past record has no bearing on the speech he is giving NOW.

4. *Let's give someone "new" a chance.* "Don won our area contest last year, but then he lost at the division level. He had his turn and blew it. Let's give someone 'new' a chance."

This thought may be more implicit than explicit, but the remedy for this trap is the same as for the previous one. The judge must remember that he's judging the current performance only. ("May-

be Don will win the district contest this year.")

5. *The second time around syndrome.* Oftentimes, a Toastmaster can avoid judging in a situation where he has already heard the contest speech to be given. However, a lack of qualified judges may make this impossible.

In this case, the judge will have to strive harder for objectivity, realizing that if it's a humorous speech or a speech with a unique feature, such as a startling attention step, he won't have the same fresh reaction he did when first listening to it. Audience reaction may tell him how others responded.

6. *The unknown judging form.* Too often, a judge has the judging form slapped into his hand two minutes prior to the contest, with the comment: "You know what this is all about?" The Chief Judge can help ensure a better contest by mailing copies of the form to

judg  
so th  
E.  
or fi  
judg  
alon  
prov  
the a  
7.  
10 r  
start  
sear  
judg  
Jim,  
judg  
Adv  
is v  
or v  
adv  
he v  
P  
to b  
is a  
test  
each  
judg  
tive  
area  
van  
this  
8  
"tri  
diat  
neg;  
turn  
Den  
in-l  
T  
mig  
on y  
that  
can  
with  
of c  
ther  
thei  
9  
com  
pro  
bec  
ing  
Son  
fact  
spea  
less  
T



judges well in advance of the contest, so they can study them.

Each club could select their top four or five evaluators, educate them on all judging forms, and pass their names along to the area governor. This would provide a supply of qualified judges to the area, division, and district.

7. *Equal judging representation.* It's 10 minutes before the contest is due to start, and the Chief Judge is frantically searching for "bodies" to serve as judges. Isn't it a surprise that Tom, Jim, and Doug, who are all qualified judges, didn't come? They usually do. Advance planning by the Chief Judge is vitally important. If he had called for written Tom, Jim, or Doug well in advance and asked them to be judges, he would not have to face this problem.

Perhaps the Chief Judge asks George to be a judge when Bill, a good friend, is a contestant. Or, what about the contest where judges were selected from each of the clubs represented, and each judge voted for his own club representative. An exchange of judges between areas would solve this problem. Advance planning is the key to eliminating this judging trap.

8. *The wrong word penalty.* Certain "trigger" words usually earn an immediate emotional response, positive or negative, from any judge. The word to turn you off might be Republican or Democrat, or it could even be mother-in-law!

The speaker who says "cut taxes" might earn 17 extra subconscious points on your judging form. We might argue that prejudice is a great time-saver (we can form opinions without bothering with the facts), but we should be aware of our pet prejudices, so when we hear them mentioned, we can guard against their effect.

9. *Judging fatigue.* With six or seven contestants presenting prepared and impromptu speeches, it's easy for judges to become tired. Is equal analytical thinking given to judging the last contestants? Some may question whether this fatigue factor would work for or against the last speakers. Will tired judges be more or less critical?

This is another case where our main



*Judging Fatigue*

guard against the pitfall lies in being aware of the possibility of its occurrence. Perhaps we could ask judges to stand for a break between the prepared and impromptu speeches.

10. *The gut feeling.* Jim Judge has just added up the scores and discovered, to his dismay, that the speaker who was his "favorite" didn't win. He's tempted to change the scores. After all, speaker "B" really was the best, even though it wasn't reflected in the scores.

What's wrong with that? Well, it could be possible that the judge's "gut" feeling really only means that the speaker, in some way, touched a soft spot within the judge. Perhaps the speaker hit on a certain topic, a method of delivery, or some other characteristic that subconsciously influenced the judge. If that is a possibility, the obvious remedy is to stick to the scores.

Now that we know how not to be scalded by jumping into that hot Japanese bath, how do we keep from "muddying the water"? There are many different

score cards which are used in speech contests—most can be used very effectively if the judge is aware of these 10 pitfalls.

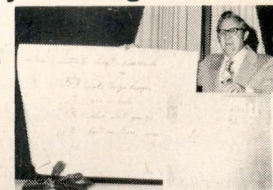
Numerical values for speaker strong and weak points are essential. The judge should have a stereotype set in his mind of what a value of ten, eight, or three is. With this vivid picture, he can observe a speaker's organization, gestures, or vocal variety and say to himself, "That's a six." Because he is measuring against a stereotype or fixed picture, the judge has jumped the first hurdle in being consistent. The final step is confidence in his judgment. When he takes this systematic approach, he merely adds up the score and declares the winner.

Becoming aware of these and other pitfalls is a first step toward better judging and better analytical listening. But like disciplining children, the secret lies in consistency. Whatever system we choose as a judge, if we are consistent in applying it to all contestants, we will have done a good job. □

## The Best Speaker You Can Get is your best investment for any meeting

We have 200 of the best for every occasion  
\*Convention Keynoters \*Training Conferences  
\*Management and Sales Seminars  
\*After Dinner Humor

get full details on all these dynamic program  
leaders



## Success Leaders Speakers Service

3960 Peachtree Road N.E., suite 425, Atlanta, Georgia 30319  
write for complete current catalogue--no cost or obligation  
phone (404) 261-1122 or 233-3312 Dr. DuPree Jordan, Jr., President



# Toastmasters: It's Important to South Africa

by Joe Garmeson

In the days of Stanley and Livingston, Africa was known as "The Dark Continent." Even with the efficiency and rapidity of modern communications, there is room for doubt as to whether that image has been quite dispelled. We in South Africa, a modern, fast-developing state of over thirteen million people much preoccupied with our own affairs, often feel isolated and tend to know less than we should about the rest of the world.

That's why membership in a worldwide organization like Toastmasters is so important to us.

The first South African Toastmasters club started in Johannesburg over 28 years ago. Although growth over the years has been somewhat sporadic, it is now showing signs of really getting off the ground. We have 24 clubs in the Republic, with about half a dozen either awaiting charter or on the brink of formation.

Progress will accelerate, I am sure, as we become more adept at handling publicity. For example, a recent issue of the *South African Reader's Digest* contained an article highlighting the fiftieth anniversary of Toastmasters. Our past National Chairman, Buddy Platt, supplied the magazine with much of the information about the local movement and—most vital—a contact address. From this, we have already received over a

hundred and fifty letters, and many of the writers have already been placed in clubs.

In addition, a 1,500 word article is being reviewed by the editorial staff of the *South African Financial Gazette* and will, if it is printed, reach a high proportion of businessmen in South Africa. We are also canvassing the South African Broadcasting Corporation, which is about to launch television in this country, to see if we can secure a regular Toastmasters program, or at least a series.

As can be expected, our clubs are mainly grouped around the large cities. There are ten in and around Johannesburg, three in Pretoria, three in Durban, and two in Cape Town. Active club sponsorship in these areas makes further growth relatively easy.

Port Elizabeth has a seven-year-old club, and a number of others exist in relative isolation. A group of enthusiasts in East London, two hundred miles from the nearest club, are planning the first club in that city and we are doing our best to help them from Johannesburg.

Over the years, a national speaking competition evolved, and an organization grew up to run it. Eventually, the clubs, realizing the advantages of the district structure and recognizing that district status for South African clubs was some years off, decided to formalize this organization.

The result was the South African Toastmasters Council. The constitution of this body was modeled on that of a district, although somewhat simplified. Membership in the Council is voluntary and all South African clubs, except one, are members. The Council organizes the program of our Annual Convention in conjunction with the Host Club (Pietermaritzburg 1590-U this year), acts as a clearing house for information, puts out its own magazine (*The Octopus*), engages in publicity work, and, where necessary, gives assistance to ailing clubs.

Last year, for the first time, we were granted the privilege, normally reserved to districts, of giving the Toastmasters International Communication and Leadership Award. As the Council grows in strength and experience, it is taking over more and more of the service functions handled by district administrations. This not only strengthens the South African Toastmasters on the whole, but also provides a thorough grounding in these matters which will make eventual conversion into a district much less traumatic.

Some of us think that the enthusiasm and cohesiveness (to quote a tribute recently paid to them) of South African clubs stems largely from the activities of the Council. Still, there must be an element of the "chicken and the egg" debate in this. After all, if cohesiveness had not existed in the first place, the Council idea might never have been born and certainly would have stood little chance of success.

South Africans are by nature hospitable—so are Toastmasters. The combination must surely be formidable! I ask readers all over the world to note this and to remember us when business or holiday travel brings them to our shores. A little preparation before you leave, a checking of the list of clubs, or a note to the South African Council at P.O. Box 61142, Marshalltown 2107, will arm you for club contact and ensure at least one pleasant evening of exchanging viewpoints during your stay here. It is all too rare for us to be able to welcome Toastmasters from overseas . . . we'd hate to miss any opportunity. □



by  
**Winston K. Pendleton**

# Don't Risk the Risque!

How would you feel if you were the principal speaker at a banquet, and just before you were introduced you discovered you had spilled a great river of gravy down the front of your brand new \$100 white dinner jacket and \$17.50 formal shirt?

"My clothes are ruined! I'm disgraced! In spite of what I say now, my audience will go away with a bad impression."

That's how you would feel—or maybe worse.

And yet, many a public speaker has stepped to the lectern with a brand new, dazzling, prize-winning speech deliberately smeared and spotted with something more damaging than gravy—offensive humor.

The result?

Your speech is ruined. You are disgraced. And regardless of what you say, many of your audience will go home with a bad impression of you and your entire presentation.

In the case of the dinner jacket, you are self-consciously aware of the catastrophe. In the case of the smudged and ugly speech, you may never know the truth, because it is almost impossible to ferret out the truth about offensive humor in a speech that you have given.

It is rare that members of the audience will approach you after a speech, while everyone is shaking your hand and complimenting you, and tell you that your humor was off-color or offensive.

Your friends are not much use, as a general rule, because they either do not want to hurt your feelings or get in an argument with you, or else they are so close to you that they cannot separate what you said from who you are—their "good old friend, who sure was at his best tonight."

It is expecting too much to think you can be your own judge in the matter. In the first place, if you prepared your speech as thoroughly as you should have, your stories were selected carefully and with much thought. Why then would you

question your own prior judgment after your speech was over?

You might question your humor if nobody laughed. But, if you had selected offensive stories to begin with, you probably would look for some other reason for their failure to raise a laugh. Maybe you would figure the audience was a little stupid or slow or didn't appreciate your storytelling ability.

In trying to appraise your own humor after the fact, you might measure success by the amount of laughter that was generated, thinking that a roar of laughter was an automatic mark of approval and that you "got by" with that one. This is the most dangerous fallacy of all.

For, if you were speaking to a banquet of 1,200 men and women and only half of them laughed as you intended, you still would have a room full of laughter. You would hardly miss the half that didn't laugh. If that second half had held back their laughter because they were offended, you would have no way of knowing it.

Few speakers will debate the point that offensive humor can kill an otherwise good speech. The question, then, seems to be: what is offensive humor and how can you tell what to keep away from? What sort of ruler should you use to measure your funny stories?

Your primary thought should be: *never*

*tell a story that can offend.*

This absolutely rules out all risqué stories. Keep away from sex. Even the "cute" story that was whispered to you in private an hour before by the chairman might offend him when told at the head table for all to hear. This is understandable. A person who is an important church worker, let us say, might enjoy a bit of risqué humor in private but he cannot afford to give it his approval in public. He must appear to disapprove. This holds true for all-male audiences, as well as those where the ladies are present.

You might stand on your two feet and cry out that this is hypocrisy if you like. And it might well be. But, that's the way life is.

The choice of humor is a matter of judgment. Personal humor, for example, is all right as long as the man you are kidding is present, is well known, well liked, and if your humor is exaggerated rather than direct and cutting. It would be all right to kid the newly-elected president of your group about railroading the election if he had just been nominated without opposition and elected by acclamation. But you would be on dangerous ground if you yourself had just lost the election to him by about three votes.

By the same measuring stick, a bald man can always kid another bald man. Catholic priests can tell the best Catholic stories. And Myron Cohen can kid a room full of Jewish listeners better than a Southern Baptist.

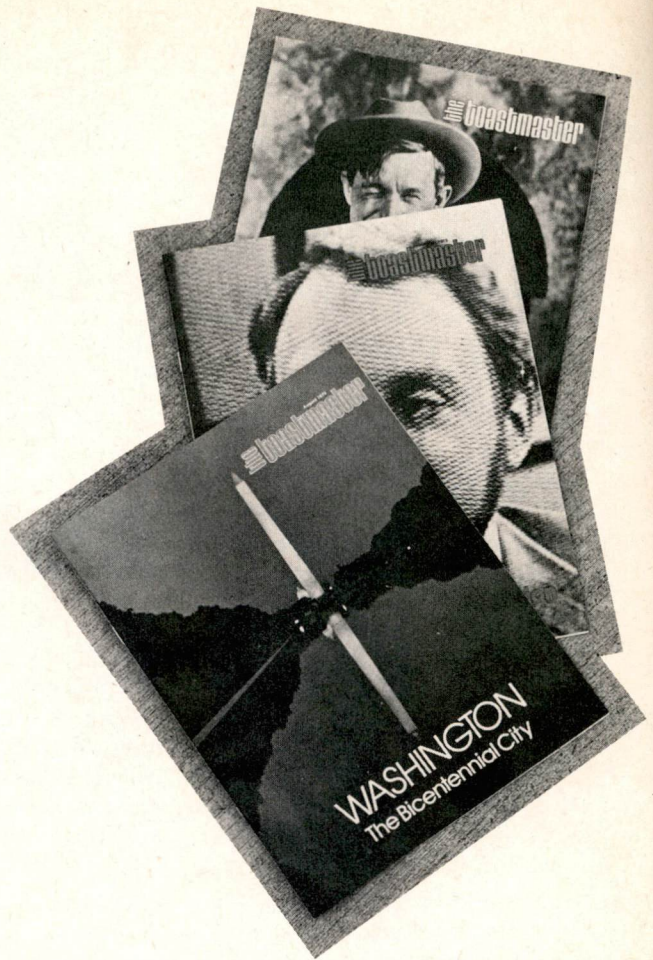
Consider that there is room in a well-balanced 30-minute speech for only about five stories at most. If you cannot find five inoffensive funny stories, then you had better keep away from humor—far away.

There are two rules to write in the front of your humor book. They will keep you on the right track. 1. Don't risk the risqué. 2. When in doubt—don't. □

Winston K. Pendleton is a former Washington, D.C., newspaperman and public relations consultant. A retired vice-president and sales manager for the Universal Dynamics Corporation, he is a frequent contributor to THE TOASTMASTER.



# 1975 Index



## BOARD OF DIRECTORS

TI Board Holds Annual Fall Meeting	Feb/19
TI Board Report: March 1975	Jun/18
1975-76 International Officer Candidates	Jun/22
TI Board Action: The Washington Report	Nov/26

## CONVENTION

John W. Warner to Receive Toastmasters Golden Gavel	Jun/14
There's More To See in Washington, D.C.	Jun/15
Convention '75	Jul/24
Washington D.C.—Convention '75	Aug/8
The Magic of Washington, D.C.	Oct/23

## EDUCATION

The Silent Side of Communication	
James Costa	Jan/8
The Generation Gap—A "Now" Challenge to Effective Meetings	
Orvel H. Cockrel	Jan/14
Cut The Doubletalk	
Florence Mouckley	Jan/28
Does Your Vocabulary Need Restocking?	
Fred DeArmond	Feb/14

Persuasion: An Investment Worth Cultivating	
Robert T. Oliver, Ph.D.	Mar/12
Understanding the Leadership Principles	
Kenneth M. Burke	Mar/15
The Art of Conversation	
Lars Eek	Apr/16
Group Dynamics and the Toastmaster	
Sertsu G. Medhin	Apr/20
The Power of Eight	
Julian Ira Cristol	Apr/23
The Importance of Being Immodest	
Ann Ragni	Apr/25
Putting the Smile Into Persuasion	
Robert T. Oliver, Ph.D.	May/20
Learn to Cope With Evaluation	
Raymond E. Floyd, ATM	May/29
The Thinking Process: Putting Ideas Together	
Fred DeArmond	Jul/6
Take a Look at Memory	
Mike Snapp	Jul/9
The Delicate Art of Problem Solving	
Robert P. Savoy, ATM	Jul/18
The Power of Visionary Planning	
James C. Anderson, DTM	Jul/22
Whatever Happened to the Buttoned-Down Mind?	
Paula Schwartz	Jul/26

When Persuasion Requires a Fight	
Robert T. Oliver, Ph.D.	Aug/6
People are Worth Listening To	
Gloria Hoffman and Pauline Graivier	Aug/22
Solve that Problem With Persuasion	
Robert T. Oliver, Ph.D.	Oct/27
Time Planning By the Book	
Robert P. Savoy, ATM	Nov/6
Turn Off the Late Show	
Dr. Frank Wagner	Nov/13
The Battle of Time	
Frank I. Spangler	Nov/21
The Risks of Effective Communication	
Thomas Gordon, Ph.D.	Dec/22

## LEADERSHIP

Your Job Interview: Success or Failure?	
Virgil Yorke	Jan/18
Know Your Product . . . But Think People	
Cavett Robert	Feb/8
Encouraging Feedback	
Dr. William G. Dyer	Mar/16
The Leadership Balance	
Hubert E. Dobson, DTM	Mar/26
Your Public Image—A Planned Communication Campaign	
Frank E.X. Dance, Ph.D.	Apr/8



Discover the Secret of Motivation	
Bruce Anderson	May/5
The Controlling Function of Management—	
Part 1	
Beaufort B. Longest, Jr., Ph.D.	May/10
You Can't Heat An Oven With Snowballs	
Cavett Robert	Jun/6
The Seven Secrets of Success	
Carl Shafer, Ed.D.	Jun/12
The Controlling Function of Management—	
Part 2	
Beaufort B. Longest, Jr., Ph.D.	Jun/19
Ideas Earn Promotions	
E. M. Marshall	Jul/21
What's Wrong With Executive Resumes?	
John C. Perham	Sept/20
Make It Worth His Time	
David K. Lindo	Nov/9
Learn to Handle the Clock	
G. E. Bryan	Nov/18
Game Plan for Success	
Jon Douglas with Norman	
Sklarewitz	Dec/5
Some Ground Rules for Interviewing Job	
Applicants	
George Harry	Dec/14

#### SPEAKING TECHNIQUES

Speak to the Audience ... But Tell it to	
the Judge	
Robert J. Harding	Feb/16
Are Introductions That Important?	✓
Julien D. Saks	Feb/22
It's All In How You Tell It	
Leo Aikman	Apr/13
Learn to Live With Stage Fright	
Barney Kingston	Apr/17
Is There Ever a Reason to Read a Speech?	
Joe Garmeson	May/18
Let's Take Laughter Seriously	✓
Harry K. Wolfe, ATM	Jun/10
Ever Given A Naked Speech?	
Bruce A. Newman	Jun/24
How to Write a Speech ... Good For Second	
Place	
David L. Johnson	Jun/26
The Thinking Speaker	✓
Bruce Anderson	Jul/13
Speaking When the Heat Is On	✓
Barney Kingston	Aug/16
Talking to the TV Generation	✓
Ron Carter	Sept/8
Speaking With Balance	✓
Art Fettig	Sept/12
Meeting the Impromptu Challenge	
Henry T. McIntosh	Sept/16
The Use (and Misuse) of Gestures	✓
Bruce A. Rowleson	Sept/28
The Why-and-Because Method: Does It	
Really Work?	
Vivian Buchan	Oct/10
Get Rid of Your Bad Telephone Habits	
Cathy Handley	Oct/19
How Much Speaking Time Is Enough?	
Adrian D. Smith	Nov/24

Watch the Way You Look	
Barney Kingston	Dec/10
Questions, Anyone?	
Leon Fletcher	Dec/18
Don't Risk the Risque	
Winston K. Pendleton	Dec/27

#### SPECIAL FEATURES

The Class of '59	
Charles S. Hopper	Jan/12
Toastmasters Hosts Service Club Leaders	
Conference	Feb/10
It Was A Very Good Year	Feb/24
Our Organization	
Robert T. Buck Engle	Mar/4
Terrence McCann Named Executive	
Director	Mar/5
Lombardi: A Leadership Portrait	Mar/20
Civility and Decent Behavior	
George Washington	Mar/25
Plus Ultra—An Odyssey Through	
Toastmasters	
R. C. Walters	May/26
Reflections of a Speech Contest	
Garry C. Porter	Aug/12
George C. Scott—A Man With Ideas	Sept/4
Playing the Game of Semantics	
D. B. Shaw	Sept/15
The Feminine Influence: How Important Is It?	
Myra Hargrave Comiskey	Sept/24
Will Rogers—A Portrait in Humor	
Mike Snapp	Oct/6
Communication—It's Big Business to	
Arthur Kelly	Oct/14
The Evolution of the "Downunder"	
Toastmasters	Oct/26
My Clockwork Neighbor	
William Walden	Nov/16
Where Does the Time Go?	
Bob Martin	Nov/23
Who's the Fairest of All?	
David Schmidt	Dec/8
Toastmasters: It's Important to South	
Africa	Dec/26

#### SPECIAL ISSUES

Leadership	Mar
Thinking	July
Time	Nov

#### TI PROGRAMS AND SERVICES

Sharing Membership Opportunities	Jan/5
Special Resource Section	Feb/26
Put Leadership Into Practice	Mar/29
The American Bicentennial: Your Chance	
for Community Involvement	Apr/6
TI Salesman of the Year Named	May/15
TI Advertising: Update	Jul/17
Your 1975-76 District Governors	Aug/26
Noted Communicators Speak on	
Communication	Sept/14
1974-75 International Hall of Fame	Sept/18
1974-75 TI Financial Statement	Nov/28
ATM/DTM: Are You Doing All	
You Can?	Nov/30

# Me... A Magazine Writer ?

THE TOASTMASTER magazine is looking for Toastmasters who care enough about their fellow members to freely share with them what they have learned about communication and leadership.

You don't have to be a professional writer for your feature or article to be printed in this magazine. You just need to have something to say—something of general interest to 60,000 Toastmasters, which will help them in their own self-development efforts.

The length of an article is up to you. A full-length article should usually be four pages or more, but a "How to Feature" can be shorter. The important thing is to develop your ideas fully and, just as important, to support your general statements with specific examples and illustrations. In other words, a good article is just like a good speech: it has an opening, a body (supported by examples), and a conclusion.

What are the "How to Features?" They are short articles, contributed by Toastmasters, which share successful ideas and programs with fellow Toastmasters. All we ask is that these ideas be already tried out and found successful, whether by you or by your club. Again, whatever details and illustrations you can supply will add interest to the article.

What about photographs? You may have noticed a decrease in the number of Toastmasters photographs in the magazine. This isn't because we don't want to print them; we don't have good photographs to print! Unlike many other magazines, we do not have a staff of freelance photographers covering events for us; we are totally dependent on you. We need photographs of unique and interesting events (unfortunately, this does not include officer installations or many award presentations). Try to photograph Toastmasters in action. Be creative. Shoot some pictures outdoors. Think of pictures that will illustrate what Toastmasters is all about, and show it at its best. If a picture is worth a thousand words, it is worth the same amount of planning and thinking as writing 1000 words.

The staff of *The Toastmaster* is ready and willing to help get your material into print. If you've been writing for your club and district bulletin (or should be, but haven't), why not give the magazine a try? It would be a major step in your self-development.



# hall of fame

## DISTINGUISHED TOASTMASTER (DTM)

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

**William J. Engen**  
NW Communicators 2334-6  
Minneapolis, Minnesota

**John E. Clements**  
A-OK 1359-43  
Memphis, Tennessee

**Robert L. Stubbs**  
Akron 151-10 and Firestone 3315-10  
Akron, Ohio

**John J. MacEachin**  
Staten Island 2536-46  
Staten Island, New York

**Gary A. Wilson**  
Parramatta 2274-70  
The Hills District 3180-70  
N.S.W., Australia

## ABLE TOASTMASTER (ATM)

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

**Victor Larson**  
JPL & Caltech 3292-F  
Pasadena, California

**C. Clark Gill**  
Northeast 1161-2  
Seattle, Washington

**Robert H. Weight**  
Bechtel 3589-F  
Norwalk, California

**Gilbert L. Duffy**  
Burien Breakfast 2543-2  
Burien, Washington

**George W. Passmore**  
Burien Breakfast 2543-2  
Burien, Washington

**Larry E. Burroughs**  
Superstition 73-3  
Mesa, Arizona

**Roger W. Evoy**  
Superstition 73-3  
Mesa, Arizona

**Paul M. Flynn**  
Toastmasters B C 2866-3  
Phoenix, Arizona

**David A. Hansen**  
Daly City 1881-4  
Daly City, California

**Jasjit S. Sekhon**  
Puc K Sters 3873-4  
San Francisco, California

**Richard E. McQuown, Jr.**  
Chula Vista 108-5  
Chula Vista, California

**Robert A. Berger**  
Professional Mens 624-5  
San Diego, California

**Tomas F. Esquivel**  
Club Toastmaster de Tijuana 3467-5  
Tijuana, Mexico

**Helen M. Blanchard**  
NEL 2539-5  
San Diego, California

**Richard S. Rogers**  
Corvallis 395-7  
Corvallis, Oregon

**Ray A. Reed**  
Redmond 468-7  
Redmond, Oregon

**George N. Fogg**  
Day Breakers 1015-7  
Portland, Oregon

**George F. Mussman**  
MDEC 3420-8  
St. Charles, Missouri

**S. Reed Haney**  
Washington 237-13  
Washington, Pennsylvania

**Henri K. Lese**  
Monroeville 2954-13  
Monroeville, Pennsylvania

**Robert Tupper**  
Monroeville 2954-13  
Monroeville, Pennsylvania

**Chuck Avery**  
Osage 1585-16  
Bartlesville, Oklahoma

**Barry L. Bausenbach**  
Bootstraps 2863-22  
Kansas City, Missouri

**Harry M. Herrington**  
Sunrise 2788-24  
Lincoln, Nebraska

## MOVING?



Mail to:  
**World Headquarters**  
P.O. Box 10400  
2200 N. Grand Ave.,  
Santa Ana, CA  
92711

Attach current address label here OR complete the following:

Name \_\_\_\_\_  
Present Address \_\_\_\_\_  
City \_\_\_\_\_  
State/Province \_\_\_\_\_ Zip \_\_\_\_\_

Club No. \_\_\_\_\_ District No. \_\_\_\_\_

New Address \_\_\_\_\_  
\_\_\_\_\_ Zip \_\_\_\_\_

If you are a club, area, division, or district officer, indicate complete title: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



**Walter Poindexter**  
Arlington 1728-25  
Arlington, Texas

**Bill L. Haney**  
Daybreak 2228-26  
Denver, Colorado

**Douglas G. Priest**  
Strowger 3848-30  
Northlake, Illinois

**D. B. Stringer**  
Strowger 3848-30  
Northlake, Illinois

**Gerald L. Groff**  
Lee Emerson Bassett 33-4  
Palo Alto, California

**Nolan Kegley**  
Potomac 827-36  
Washington, D. C.

**Louis F. Besio**  
Helmsman 2412-36  
Arlington, Virginia

**Arthur E. Myer**  
Helmsman 2412-36  
Arlington, Virginia

**John M. Porter**  
Chopawamsic 2635-36  
Quantico, Virginia

**Robert C. Woodside**  
Amcats 3151-36  
Alexandria, Virginia

**Nien-Tsyr Tsai**  
Model Basin 3583-36  
Washington, D. C.

**Edward S. Soboliski**  
N A D C 1553-38  
Johnsville, Pennsylvania

**Thomas C. Bishop**  
Dayton 405-40  
Dayton, Ohio

**Gerald Portugal**  
Columbus 959-40  
Columbus, Ohio

**Herbert R. Clark**  
Saskatoon 450-42  
Saskatoon, Saskatchewan

**Robert G. Barbour**  
Federal Employees 2287-43  
Little Rock, Arkansas

**Bernard J. Key**  
Ft. Myers 1702-47  
Ft. Myers, Florida

**Carl H. Keltner**  
Dunedin 2166-47  
Dunedin, Florida

**Theodosios G. Frantzis**  
St. Petersburg 2284-47  
St. Petersburg, Florida

**Thomas M. Loarie**  
West Broward 2903-47  
Ft. Lauderdale, Florida

**John J. Trenkle**  
Huntsville 1972-48  
Huntsville, Alabama

**Gordon K. Steele**  
Ft. Shafter 248-49  
Honolulu, Hawaii

**Robert H. Ballard**  
Lincoln-Douglas 1196-54  
Canton, Illinois

**Joe W. Painter**  
Greater Victoria 2736-56  
Victoria, Texas

**Jack D. O'Leary**  
Columbia 1393-58  
Columbia, South Carolina

**George B. Sigurdson**  
Forest City 2729-60  
London, Ontario

**Ronald S. Brown**  
Port City 1424-62  
Muskegan, Michigan

**James G. Petty**  
Monday Mumbler 2976-63  
Chatanooga, Tennessee

**Andy Anderson**  
Rome 1271-65  
Rome, New York

**Jack E. Kellogg**  
Kodak Park 1491-65  
Rochester, New York

**John R. Watts**  
Henry Kendall 3186-70  
N.S.W., Australia

**Michael H. Murdock**  
Shillelagh 2620-71  
RAF Upper Heyford, England

## anniversaries

### 40 YEARS

Totem 41-2  
Seattle, Washington  
Jesse L. Arnold 42-11  
Indianapolis, Indiana

### 30 YEARS

Cleveland 351-10  
Cleveland, Ohio  
Evansville Number One 337-11  
Evansville, Indiana  
Park River 2911-20  
Park River, North Dakota

### 25 YEARS

Westchester 863-46  
Hartsdale, New York  
Marin 890-57  
San Rafael, California  
Cosmopolitan 904-62  
Grand, Michigan

### 20 YEARS

Vernon 1929-21  
Vernon, B.C.  
Huntsville 1972-48  
Huntsville, Alabama  
Bangkok 2010-U  
Bangkok, Thailand

### 15 YEARS

Courthouse 1886-5  
San Diego, California  
Taxtoasters 2731-8  
St. Louis, Missouri  
Silver State 3017-26  
Denver, Colorado  
Channel Six 3210-35  
Milwaukee, Wisconsin  
Exxon 3195-46  
New York New York

### 10 YEARS

Spartan Speakers 2376-6  
Richfield, Minnesota  
Olney 2080-8  
Olney, Illinois  
Minuteman 2794-33  
Vandenberg AFB, California  
Nomad 2593-47  
Jacksonville, Florida  
Uptown 1458-56  
Houston, Texas  
Greeneville 2673-63  
Greeneville, Indiana  
Kansai 2244-U  
Kobe and Osaka, Japan

## new clubs

3036-1 GREAT WESTERN  
Beverly Hills, CA—Mon., 12 Noon,  
8484 Wilshire Blvd., Meeting Rms.  
1 & 2, (658-6000, Ext. 348/583)  
Sponsored by Robert Hollis, ATM  
& Howard Chambers, DTM.

1957-8 SOUTH COUNTY  
St. Louis, MO—Wed., 7:00 p.m.,  
Buck or Two, South County Shop-  
ping Center (894-0357).

1391-11 INDY VARO  
Indianapolis, IN—Tues., 12:30  
p.m., V.A. Regional Office, 575 N.  
Pennsylvania St., Rm. 303 (269-  
7881). Sponsored by Mason J.  
Miller, ATM.

1602-15 TOOELE VALLEY  
Tooele, UT—Tues., 7:30 p.m.,  
Tooele Army Depot Officers Club  
(884-3933). Sponsored by Pony  
Express Club 2108-15.

3528-15 REALTORS OF OGDEN  
Ogden, UT—Thurs., 7:00 a.m.,  
Mansion House, 2350 Adams Ave.  
(399-9273). Sponsored by Mt.  
Ogden Club 1614-15.

3442-18 NORTH ARUNDEL  
Linthicum, MD—Thurs., 7:00 p.m.,  
Linthicum Library, 400 Shipley Rd.  
Linthicum Heights (766-2463).  
Sponsored by Westinghouse Ga-  
veliers Club 3160-18.

336-30 SARGENT & LUNDY  
Chicago, IL—Mon., 5:10 p.m., 55  
E. Monroe (269-2000). Spon-  
sored by Silverstones Club 3559-30.

2194-30 KNOWLEDGE  
SPEAKERS  
Chicago, IL—Thurs., 4:00 p.m.,  
Marsh & McLennan, Inc., 222 S.  
Riverside Plaza, Board Rm., 34th  
Fl. (648-6000).

3332-33 DAY BREAKERS OF  
WESTLAKE  
Westlake Village, CA—Wed.,  
6:30 a.m., Sambo's, Westlake  
Village (889-2674 or 805/497-  
7467). Sponsored by Conejo  
Valley Club 1864-33.

3844-38 NERO'S  
Philadelphia, PA—Fri., 11:30  
a.m., Federal National Mortgage  
Assoc., 5 Penn Center Plaza  
(864-8928). Sponsored by DPSC  
Club 3403-38.

2868-48 POWER TALKERS  
Birmingham, AL—Tues., 12 Noon,  
Alabama Power, 12th St. Bldg.,  
1200 N. 6th (251-2061). Spon-  
sored by Reddy Talkers Club  
1987-48.

1374-57 SERENDIPITY  
Oakland, CA—Mon. & Tues., 4:30  
p.m., Safeway Stores Admin.  
Office, 4th & Jackson Sts. (444-  
4711).

3835-60 BLUE WATER  
Owen Sound, Ontario—Thurs.,  
6:30 p.m., Downtowner Motor  
Hotel, 845 2nd Ave., E. (371-2326).  
Sponsored by Barrie Club 1603-60.

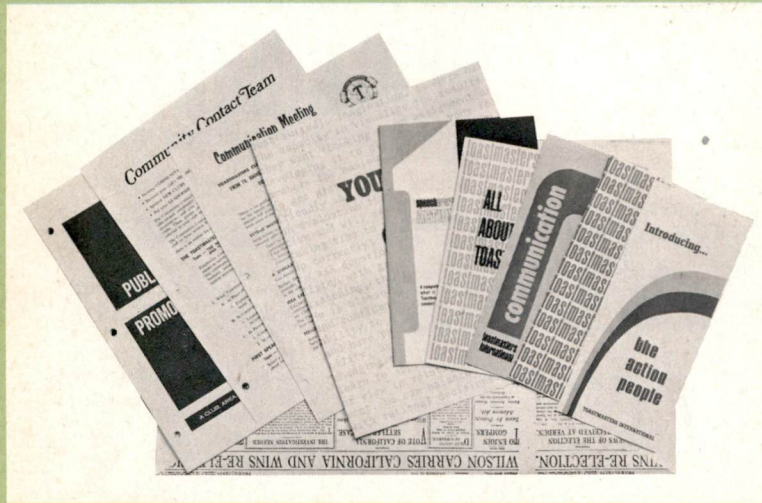
3810-U CHIANG MAI  
Chiang Mai, Thailand—Thurs.,  
5:30 p.m., Rincome Hotel, (236100  
or 234195).



YOUR 1976 RESOLUTION:

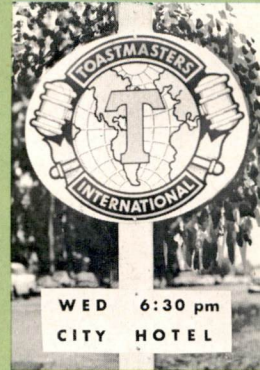
# Spread the Word!

Make it a point in 1976 to tell the people in your community about Toastmasters! It'll make your life—and theirs—a lot richer!



1141

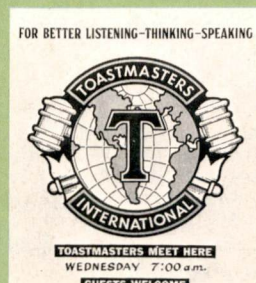
**1141. COMMUNITY PROGRAMS AND PUBLICITY KIT.** Ideas, activities, and programs to help your club become recognized as a vital part of the community. \$.50. (Add \$.25 packing and shipping charges.)



363

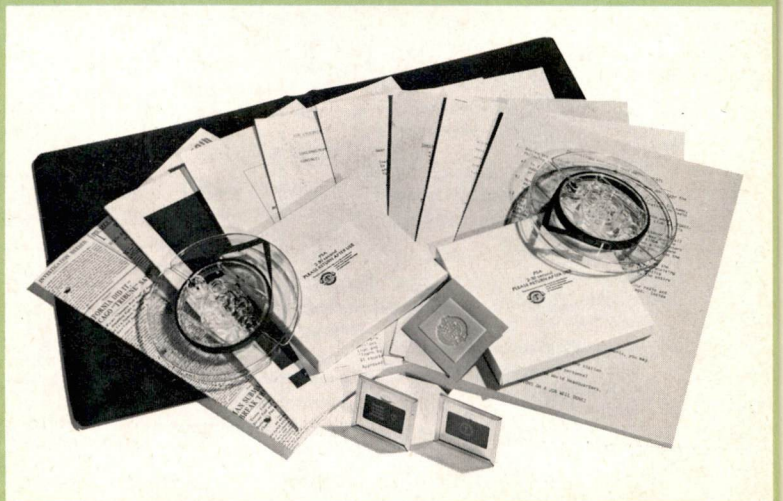
**363. 22" HIGHWAY SIGN.** Toastmasters emblem in weatherproof paint with reflecting "Scotchlite" T. Holes drilled for attachment to post. \$7.00.

384



**384. OFFICIAL CLUB MEETING PLAQUE.** White plastic plaque, 10¼" × 10", with Toastmasters motto and emblem. For inside display at club meeting place. Pressure-sensitive decals provided for day and hour of meeting. \$3.25.

When ordering, add 15% packing and handling charges to all items unless otherwise indicated. (California residents add 6% sales tax.) Send to: Toastmasters International, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711.



1150

**1150. ADVERTISING KIT.** Complete media package, with recorded radio spot announcements, color TV slides, scripts, newspaper advertising material, publicity manual, full instructions, packaged in vinyl binder. \$10.00.