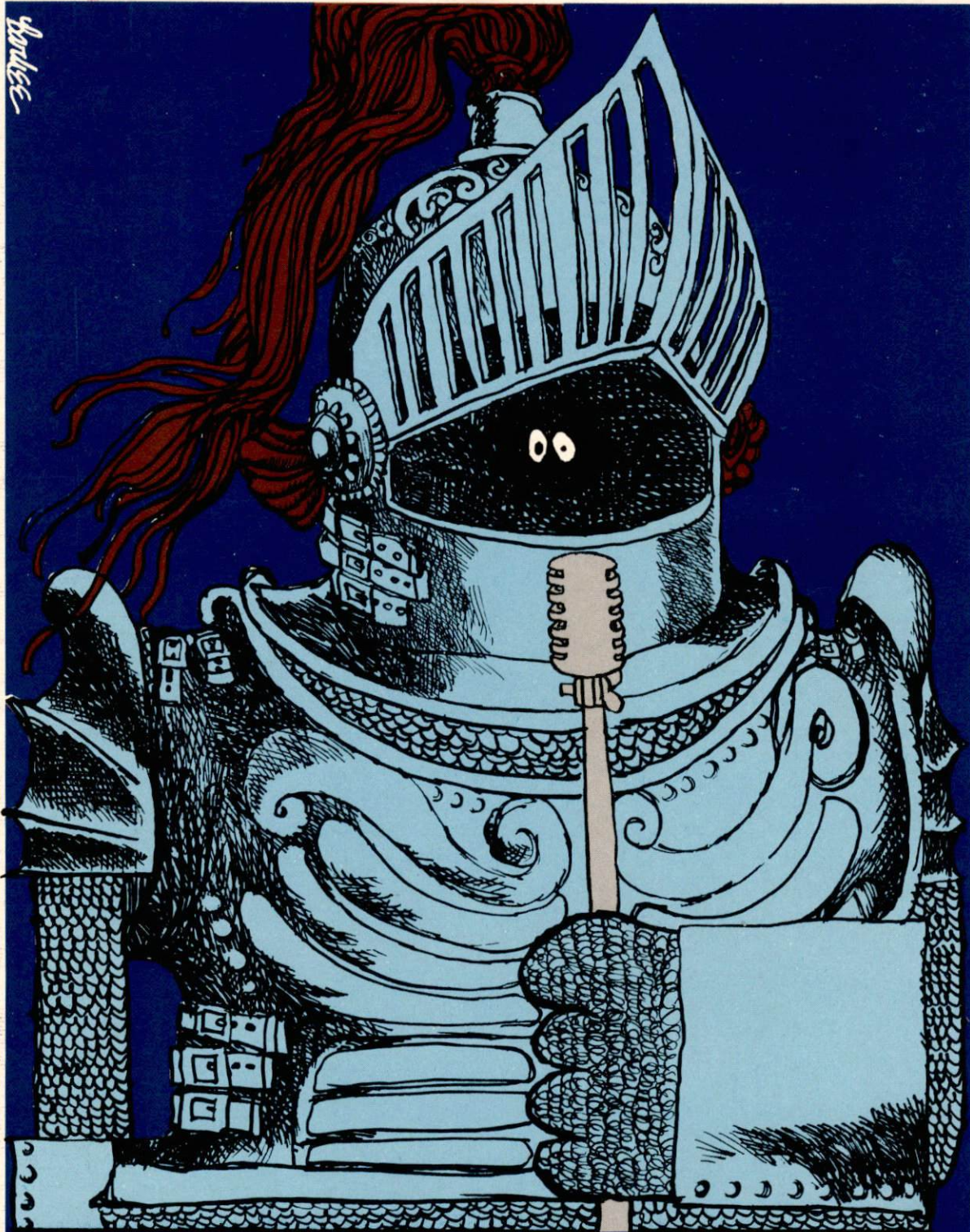


# The Toastmaster

DECEMBER 1978



**HOW TO CONQUER THE FEAR OF SPEAKING**



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## COVER

*For the modern businessman, the dread fear of speaking before a group of people — phonophobia — can be a curse on him and his chances for success. The ability to communicate is important if you are to get ahead. Why? Because you must impress others with your thoughts. Writing is but one way of accomplishing this. Another is speaking.*



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# Letters

## More On Notes . . .

Dave Adamy's article on the use of speech notes ["Speech Notes: How and When to Use Them," August 1978] was interesting, but he neglected to mention two major drawbacks to using 3x5-inch cards:

1. The cards slide to the bottom of most lecterns; referring to notes causes a major loss of eye contact and, if a microphone is being used, your voice level fluctuates unpleasantly.

2. People write smaller on smaller note media. This makes quick referencing difficult.

The notes I prefer to use are 8½ x 11-inch sheets of paper with boldly written phrases appearing at the top one-half or three-fourths of the page. They are easy to read and eliminate the problem of glancing almost straight down when referencing them.

Tracy Franz, ATM  
Whippany, New Jersey

## An Ex-Champ Speaks Out

Every year, a big drive is made in *The Toastmaster* magazine for new membership. Rewards are offered for this recruitment.

At the International Convention, plaques are given out to the top ten recruiters. At Toronto in 1977, where I was given a plaque and a trip to the convention for bringing in over 180 new members, pictures were taken of me receiving my plaque, as well as the other top recruiters.

But this was never mentioned in the following issues of *The Toastmaster*.

This year in Vancouver, the top recruiter, Ted Matthews, received a plaque and a necktie for bringing in 115 new members. Others of us also received a plaque for new membership recruiting.

Again I looked for mention of this or pictures in *The Toastmaster*. And again there was nothing.

If obtaining new members for our organization is as important as I believe it is — and if it warrants pages of prize inducements to try

and get members to bring in new members — then I ask why isn't sufficient space given in our magazine to publish the names of the top ten recruiters and, at least, the picture of the top winner?

New membership must be the lifeblood of our clubs. And any member who brings in over 100 new members in one year's time has worked and contributed a lot of time and effort — and, perhaps, money — to sell that many people on joining a club. Certainly he or she deserves the recognition of having their names mentioned and their pictures published in *The Toastmaster* magazine for all the world to see.

Edward R. Casper, DTM  
Van Nuys, California

*Thank you for your letter. You, Mr. Matthews and all the Toastmasters who participated in our recent membership promotions should be congratulated for all the unselfish work you've done. True, the membership "champ" deserves the recognition you mention, but so do all our other award winners. Unfortunately, the problem is one of space. While all award winners are listed in the official Hall of Fame Program given out at the International Convention, we have not, as yet, come up with an equitable way of listing them all in The Toastmaster . . . but we're working on it! — Ed.*

## "Steam Train" Remembered

The King of the Hoboes, "Steam Train" Maury Graham, mentioned in the September "People" section of *The Toastmaster*, most certainly was a member of our Toastmasters club! A former knight of the road during the time he was a Toastmaster, he was a skilled concrete mason working with the construction crew erecting our new hospital.

Of his own volition he came to one of our weekly dinner meetings. He said that he would like to "learn how to speak in front of people better" and thought Toastmasters could help him.

I feel we did. Maury certainly enjoyed his membership. A neatly

dressed man, with twinkling blue eyes and prematurely gray hair, he was very attentive to our evaluations. But we also enjoyed him. Maury's long, drawn-out "mercyme's," accompanied by a slow shaking of his head as he recalled some particularly interesting episode of his hobo days, were unforgettable.

One word — geniality — best describes his disposition. Whether or not he is looking for a Toastmasters club, I can assure you of one thing: Maury will speak highly of Toastmasters!

Bill Freemyer  
Findlay, Ohio

## A Plea to Traveling Toastmasters

Last July, my wife and I had the pleasure of visiting one of our clubs at the Rota Naval Air Base in Rota, Spain.

The club itself is fully integrated, composed of officers and enlisted men and women, and even includes some of the Spanish speaking wives. They make manual speeches, publish a bulletin and sent a representative to the overseas speech contest.

The members expressed their appreciation for our attendance, saying we were the only Toastmasters from any other club who had ever visited them.

I am sure that this same complaint could be voiced by many of our overseas clubs. I would hope that any traveling Toastmasters would take time from their vacation or business trips to seek out and attend local Toastmasters club meetings. Their need for personal service is multiplied by their distance from World Headquarters and district activities.

Fred E. Stockbridge, DTM  
Fortuna, California

*All letters 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, please send it to us. All letters are subject to editing for reason of space and clarity and must include the writer's name and address.*

## Give the Gift of Growth

The yuletide season is upon us, and the feeling of giving and sharing is foremost in our minds. Greeting cards and packages overload the mails enroute to distant friends and relatives. Christmas trees glisten with tinsel, and lights add a kaleidoscope of color to the array of gifts for friends and family. Solicitations, pledges and contributions of money, food and clothing for the less fortunate are also a vital part of the scene. Many — hopefully all — will take time out for spiritual and religious functions. The dominant focus, however, always seems to be on sharing or giving of material blessings.

But we often find that these new toys and other gifts soon wear out or vanish, our new clothes lose out to fashion change, and the monetary and sentimental value of these once most cherished possessions quickly diminishes. At the time of giving, the money that purchased those gifts seemed a most valued personal possession. Is it possible to give gifts that do not diminish in value? Yes. In reality, our most valued possessions are those that, when given away, increase in value. Those that head my priority list are *love* and *help*.

What will be your gift to the needy this Christmas? Will it be one of diminishing or increasing value? I recently spoke at a special training program for staff members of the West Virginia Rehabilitation Center. The setting was an ultra-modern, well-equipped facility where skilled personnel provide rehabilitation to the mentally and physically handicapped. While there, two thoughts sparked my imagination: First, that the members of this highly-skilled staff were giving my two valued gifts of love and help to these needy people. Second, that the need for self-confidence development was as vital to these patients as any of the other therapeutic and skill training they were receiving.

There exists a vast need for gifts of *help* to people in all walks of life — the handicapped and the healthy. A gift that generates self-confidence will bring increasing rather than diminishing value. For example, our Communication and Leadership Program is known to be one of the most effective builders of self-confidence in the world. Since 1924, over a million people have benefited from Toastmasters training by acquiring self-confidence through speaking and applying it in their professional, community and social activities. Today, there are over 3,400 Toastmasters clubs throughout 47 nations of the free world that offer this self-confidence builder.

A gift of *help* to one in need could change a career and the ability to reach for a higher rung on the ladder of success. I encourage Toastmasters everywhere to offer this gift to friends, co-workers, the handicapped and the healthy. Help us eliminate the most frequent barrier to success. An invitation to join a Toastmasters club may just be the most valuable gift available for one in need.

May this Christmas season be the brightest for you and those to whom you give your most valued possessions. ■



*Hubert E. Dobson*

*For the modern businessman, the dread fear of speaking before a group of people — phonophobia — can be a curse on him and his chances for success.*

# HOW TO CONQUER THE FEAR OF SPEAKING

by David R. Wheeler

**J**ohn C. (I will keep his name confidential; he has already been embarrassed enough without exposing him to more in print) faced the most important crisis of his business career a few months ago, and came within a ten-minute speech of failing.

John had just developed a radically new technique in marketing research which made it possible to measure attitudes, physiological changes and brain wave patterns in viewers of television commercials. The industry was very excited when word of his technique leaked out and, as a result, he was asked to give a speech on his work in front of a hundred industry executives. With the interest generated, John was likely to become very wealthy in licensing his technique to marketing research firms to test their clients' commercials.

But John almost never made the most important speech of his life.

He thought seriously about getting sick, or saying he had an emergency and could not make it, and he even contemplated hiding. He was never able to stand in front of his classes in school and give a talk. In college, he stayed away from the classes whose teachers used classroom participation and student

talks. In four years of college, he had been made to talk in class only once, and at that time he read — or more like stammered and choked through the reading of — two paragraphs of a term paper. Luckily, his grade did not depend upon the presentation. Now, a few years after college, he found himself facing the fears and anxieties of having to make another speech. The thought of it actually made him nauseous, dizzy, and his feet and hands turned cold.

"How can I get up in front of those people and appear relaxed when I can't even think about it without getting sick?"

But John did have a month. So, with his entire future riding on the talk, he decided to try and do something about it.

## Finding the Cause

Finding someone to help him with his problem was difficult given the shortness of time that was available before the scheduled speech. Psychiatrists told him that it might take months, even years, for them to regress to his early childhood where they expected to find the initial cause of his current problem. They further doubted they could be of much help with phonophobia, or the fear of speaking.

There are many phobias similar to the one John C. possesses. There is

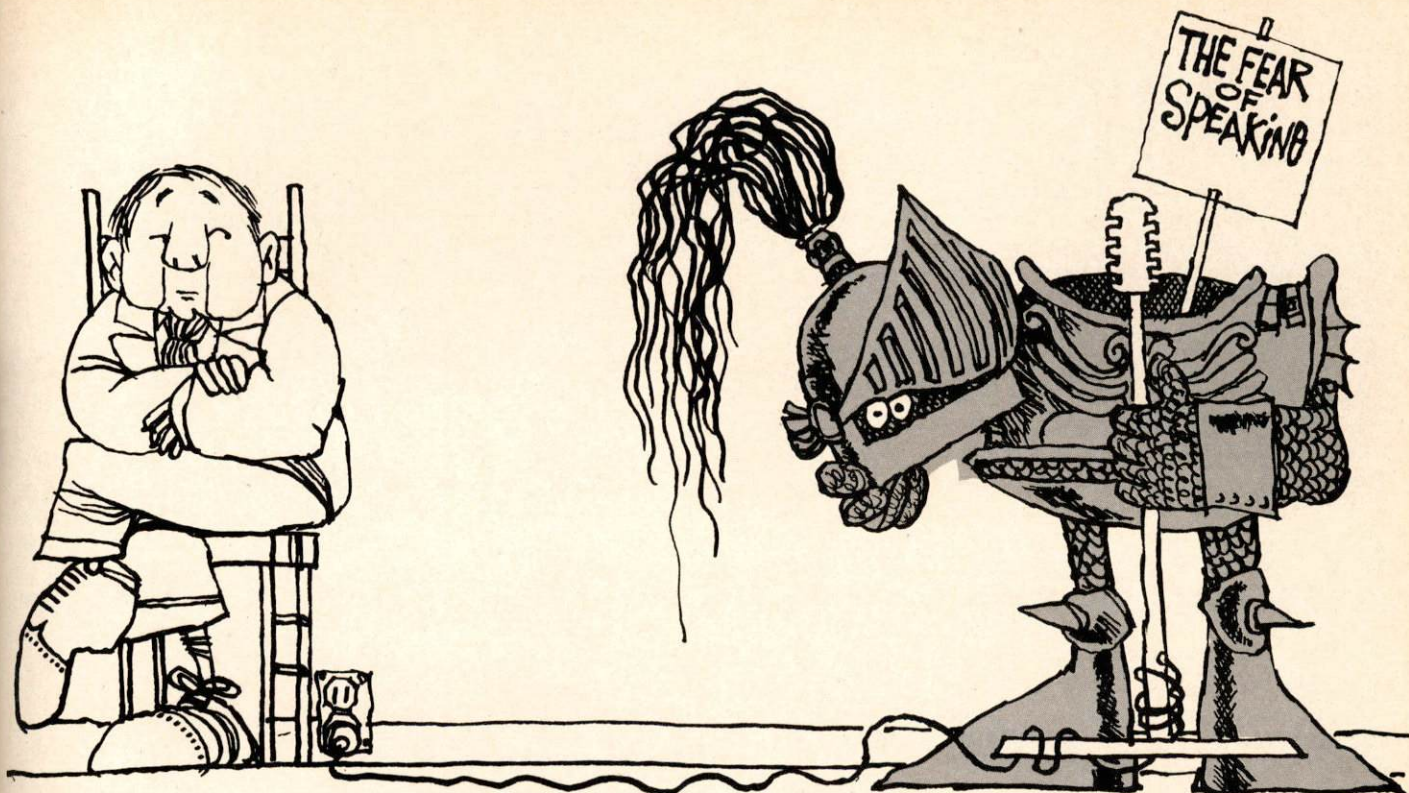
the fear of heights — acrophobia; the dread fear of germs — mysophobia; zoophobia — the fear of animals; agorophobia — the fear of the marketplace; and the all-encompassing pantophobia — the fear of everything.

Most have their origination in childhood; however, in most cases, the original cause of the mental imbalance is lost by the time the subject reaches adulthood. Generally, psychiatrists tell us, the various fears represent an individual's subconscious feeling that he will not be able to control the situation, that he will become embarrassed, and that he will make a fool of himself. Some fears are realistic, such as ophiophobia, the fear of snakes. When encountering certain snakes, it is wise to move away, and in our modern society there is little likelihood of ever seeing one.

## A Dreaded Curse

But for a businessman, the dread fear of public speaking can be a curse on him and his chances for success in business. The ability to communicate is important if you are to get ahead. You must impress others with your thoughts. Writing is but one way of accomplishing this. Another is public speaking.

John C. found himself faced with a fear that is shared by many people.



One survey found that fifty percent of Americans would rather vanish than stand before a group of people and give a talk. With that much fear of a single thing, one wonders why there has not been something done to help the sufferers.

Do you think that you have a fear of speaking in public? You may make monthly speeches and still become frightened just before (maybe during) the talk. Many well-known entertainers who have been performing in public for years, for example, still suffer terrible pangs of "stage fright" before every appearance.

In order to determine your emotional feelings toward public speaking, answer the following questions about yourself:

- Do you feel that you must be totally in control of every situation?
- Do you get a little nervous when you learn that you have to make a speech?
- Does that nervousness increase in intensity as the date of the speech gets closer?
- Have you ever had chest pains, dryness of the mouth, sweaty hands and back, rapid heart beat, or a coldness in hands and feet before or during a talk?
- Do you have a few drinks of alcohol to steady your nerves and

allow you to deliver a speech?

- Are you afraid of making a fool out of yourself or forgetting what to say during a speech?
- Are you easily embarrassed?
- Do you consciously avoid being the center of attention at parties and other gatherings, such as club meetings?
- Do you have any of the following symptoms just before a speech: insomnia, fatigue, irritable, depression, nausea or dizziness?

### Conquering Your Fear

John C.'s fear was a full-blown phobia, and as a result he experienced all the preceding symptoms. It was so bad that he would actually get physically sick over the prospect of having to give a speech. But he was able to conquer the fear of public speaking with a rather unique set of techniques for self-control called "systematic desensitization."

Learning to control one's phobias can be done without lengthy and costly psychotherapy. It can be done by the person himself. And most importantly, clinical psychologists who have taught their patients the techniques of self-control with systematic desensitization have reported that 90 percent of their phobic patients have completely and permanently (since the procedures

are so new, follow-up studies ranging over decades are not possible at this time) conquered their fears.

Anxiety is natural. What is not natural, nor good for your body and mind, are anxieties that become so strong as to ruin lives.

### Your Hidden Anxiety

Even if you feel your fears are not quite strong enough to be considered phobic, you may still suffer enough anxiety just before a speech to have it show in the overall quality of your presentation. An audience can perceive the tension in a speaker who is frightened, and they will tend to watch for additional signs of nervousness, instead of paying attention to what is being said.

Even if you do not have all the symptoms of a phobia — maybe you have a dry mouth, some nervousness or a concern that someone will ask a question you can't answer — unless you work at being relaxed before and during a speech, the quality of your talk will not be first rate. Good speakers have confidence in what they say and how they say it. A good speaker is relaxed and knows the material. And the audience knows when a speaker is good.

The principal behind the overwhelming success of systematic desensitization is that it is im-

possible to be relaxed and scared at the same time. The techniques and procedures are all aimed at getting one to learn a relaxed response in the face of stress-inducing situations. You start off with something which provokes only a mild form of anxiety, you learn to relax in its presence, and you then face a more demanding and stronger fear-provoker.

The fear of speaking is most likely due to a feeling that you are unable to control the situation — that you will forget what to say, get embarrassed and make a fool of yourself. Regardless of the reason, two things are for certain: One, those fears originate within your mind; and, two, the imagined fears are always more frightening than the actual situation.

There are two procedures you must master in order to conquer any fear of speaking before any size group: visualization and relaxation. How to achieve each of these will be shown in the remainder of this article. Diligent practice with each will allow you to master your emotions, anxieties and fears.

#### **Visualization**

One of the keys to successfully learning to relax in the presence of fear-provoking situations is the mental ability to visualize those situations at will. Being able to switch on and off images of an assembly of people will greatly aid your ability to relax in the real situation.

During the calm part of the day — early in the morning or at night when everyone else is asleep — practice putting mental images into your mind's eye. Make them simple designs at first. You might try picturing a circle or a dot. Concentrate on that image for a minute or so. Blank out competing thoughts and images and focus upon the one thing. With practice for a few minutes each day, you should be able to conjure up images at will after only two or three days.

If you have extreme difficulty (a few people just cannot seem to develop pictures in their minds because of a general lack of experience doing so) with visualizing, you might try practicing visual concentration with a device that has been used for over a half of a century to communicate with the inner,

subconscious mind. This device is called the "Chevreul Pendulum," and has been used by hypnotists, magicians and psychologists who need their subjects to concentrate on a specific object.

The Chevreul Pendulum is simply a piece of string with a weight attached to it. And it is very easy to make. Draw a circle on a sheet of paper, divide the circle into quadrants and draw in a couple of dark circles in two of the quadrants. Hold your "Pendulum" over the center of the circle and concentrate on the weight. Try to "will" it with your consciousness to move to the dark circles within the large circle. Slowly, the weight will move, not as a result of some mystical mental force, but because your subconscious is causing your muscles to move. The device does nothing more than increase your power to concentrate and develops your power to visualize.

As you learn to picture images in the mind, try to make them more complex and realistic. Think about the faces of people, then groups of people, then auditoriums filled with people.

Finally, close your eyes. Think about a large group of people waiting — waiting for you to walk onto a stage in front of them. You can "see" every one of them watching you and listening to what you are saying. All that you have to do now is to teach yourself to be completely relaxed while visualizing that scene!

#### **Relaxation**

To conquer your fears and anxieties associated with speaking in public, you must learn the relaxation techniques so well they become automatic. No matter what situation you find yourself in, you will know that you can step back for an instant, take a deep breath, say "calm" to yourself, and become perfectly relaxed and in total control of yourself and the situation.

To achieve that notable goal, learn the following steps in progressive relaxation:

1. With your eyes closed, get into a comfortable position, either sitting or lying.

2. Tense and relax the muscles of the body starting with the muscles in the toes, moving up to the leg and thigh muscles, to the stomach, the back, the arm and fingers, and

finally, the muscles of the forehead and jaws. The value of these progressive relaxation techniques have been known since they were first developed by Dr. Edmund Jacobson of the University of Chicago in the 1930s.

3. Tell yourself how warm and heavy your body is becoming.

4. Breathe deeply through the nose and repeat the word "calm" with each exhalation.

Practice the relaxation exercises ten minutes each day. Anxiety levels have been found to be lowered with only a few days of daily practice. This procedure was studied and fully described by Dr. Herbert Benson in his book, *The Relaxation Response*, and he compares the procedures to those taught in meditation and self-hypnosis. The regular repetition of the word "calm" does nothing more than get one away from the distractions of the outer world.

#### **Instant Calm**

Relaxation may not come easily to some, but modern electronic technology offers everyone an "instant calm." Biofeedback machines electronically "sense" the currents of body electricity and make those signals visible to the user. "Probably no discovery in medicine or psychology compares in breadth of application or in scope of implications to the biofeedback phenomenon," writes one of the foremost psychological researchers in the field, Dr. Barbara Brown, formerly of the UCLA Medical School.

One biofeedback device that offers anxiety-ridden public speakers a sure way of achieving a relaxed and calm state is the electronic thermometer. These devices have been advertised for sale in discount stores, through mail order companies and in drugstores. Some electronic hobbyist stores have kits for building these marvelous gadgets.

To use these electronic thermometers to relax and reduce anxiety, hold it in your hand or tape it to one of your fingers. Then, without moving your hand, concentrate upon making the temperature go up and go down. Through conscious efforts and concentration you can actually cause the temperature of the hand or the finger to change. The feedback from the thermometer's dial allows you to see how you are doing. Psychologists are not sure how our



minds are able to control the change of bodily temperature, but almost everyone can do it within minutes of being attached to the units.

Furthermore, a mysterious thing happens as you are concentrating on raising and lowering your temperature: anxieties and stress vanish. A woman suffering tremendous fears of having to make a public speech went to a behavior therapist who recommended that she use one of the electronic thermometers before her talk. She practiced with it and, on the night of her talk, took the small, battery-powered unit to the lecture hall with her.

"I had my speech down pat," she recalls. "I even had an outline prepared in case I got lost. I knew the subject perfectly. But I was scared to death. Backstage, a few minutes before my appearance was scheduled, I sat down with my thermometer and concentrated on making my finger warmer, cooler and warmer again. When I walked onto that stage that night and gave my first real speech, I was relaxed, gave an outstanding speech, thank you, and got a standing ovation."

Even if you have just mild anxiety before a talk, try out the relaxing effects of an electronic thermometer. There are other biofeedback devices available; some read your brain waves and allow you to enter a relaxed "alpha" state, others monitor your anxiety or emotional levels by way of your perspiration (the more you sweat, the more nervous you are). But these devices are unwieldy and impossible to carry with you in your attache case.

Once you have mastered the techniques for relaxation at will, and you can visualize a large group of people, it is time you put the two together and conquer your fear of public speaking.

### The Conquest

As soon as you can picture speaking to a large group of people and still remain calm, you have achieved success. You must start with a situation which provokes just a little fear in you. Write down a list of fear-producing events in order of anxiety produced. Your list might be similar to the following list:

1. You must make a short speech to a small group of people three months from now.

2. It is one month before you

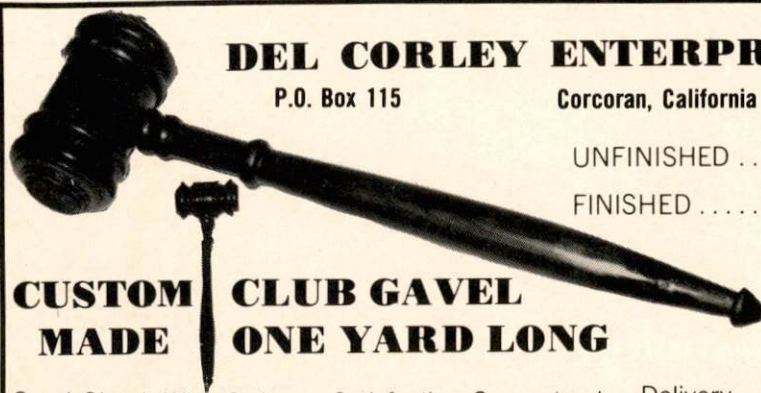
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have to make a 20-minute talk before 25 people you know.

3. It is one week before you have to give a 30-minute speech before 50 strangers.

4. It is the night of the speech, you are driving to the auditorium and are alone in the car.

5. You have just been introduced and are now standing behind the lectern.

6. You are speaking and can see the vast auditorium filled with people who are listening to your hour-long speech.

Visualize the element on the hierarchy which gives you the least amount of fear or anxiety and practice your relaxation exercises in its imagined presence. If you find yourself experiencing more anxiety than can be removed with calming exercises, step back one element in your hierarchy. The cardinal rule to remember during your systematic desensitization is not to rush to the end of the series. Do not try to force yourself to the last step.

A very useful technique to use as a

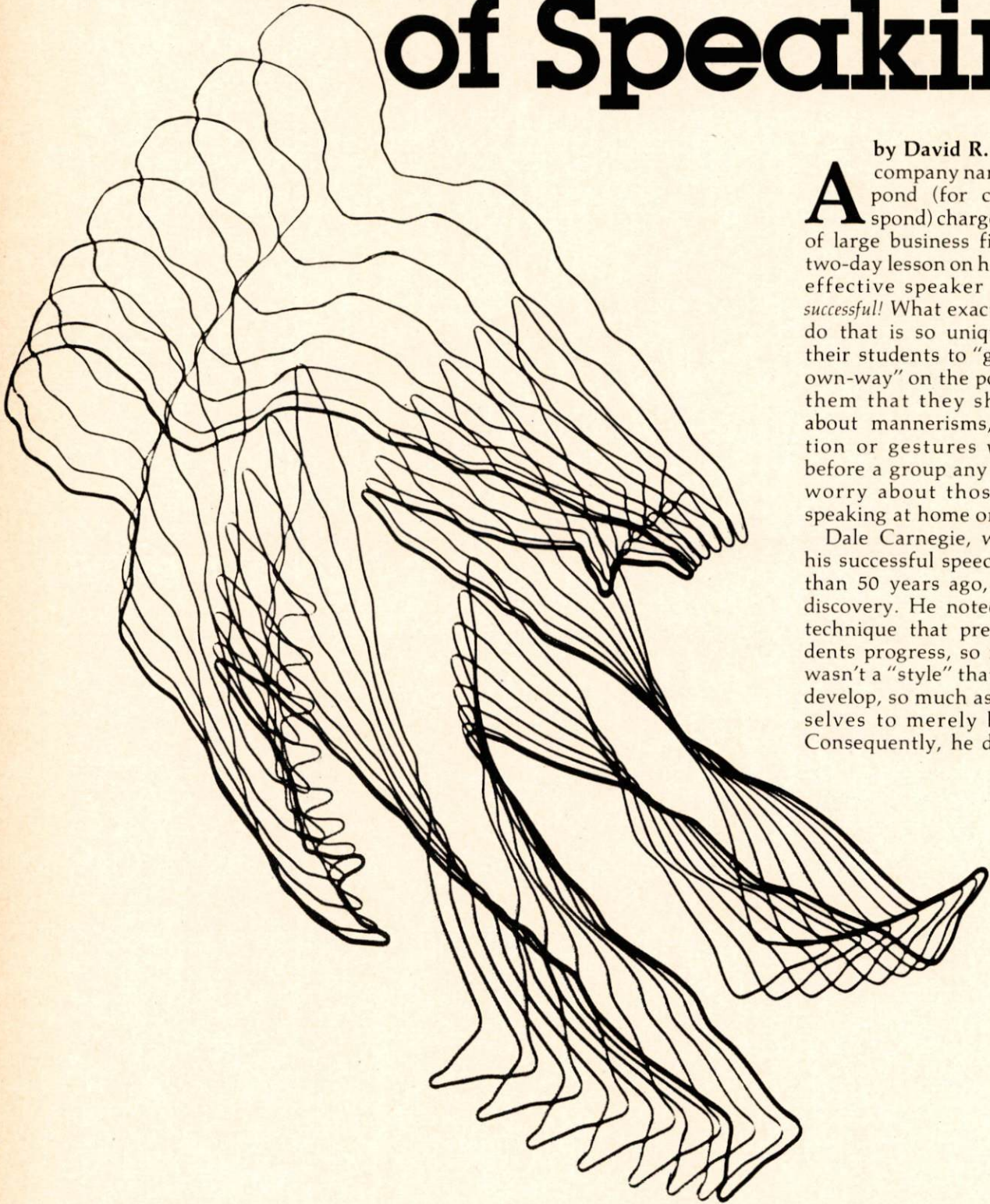
transition from the imagined presence of an audience to the real audience is a picture of a group of people. Act as though you are talking to them and practice the relaxation exercises if you feel any anxiety. You should find that your imagined fears were much stronger than the actual event, and learning to control your fears while imagining fear-provoking situations will carry over to real speaking situations.

Finally, nothing removes the fear of speaking failure quite as well as knowing your speech thoroughly. Memorize it or take an outline with you, but most of all, take the knowledge that you have the power within you to remain calm throughout the delivery of any speech! ■

*David R. Wheeler is an assistant professor at the University of Houston in Houston, Texas, and president of his own marketing research firm. The author of numerous magazine articles and business presentations, he has also written three books, Control Yourself, Journey to the Other Side and The Lubbock Lights.*

As amazing as it may seem, the techniques popularized in the best-selling book, *The Inner Game of Tennis*, can be applied equally as well to public speaking.

# The Inner Game of Speaking



by David R. Haapala  
**A** company named Communispond (for communicate/respond) charges top executives of large business firms \$900 for a two-day lesson on how to become an effective speaker . . . *and they are successful!* What exactly is it that they do that is so unique? They teach their students to "get-out-of-their-own-way" on the podium. They tell them that they shouldn't worry about mannerisms, voice modulation or gestures while speaking before a group any more than they worry about those things while speaking at home or in their offices.

Dale Carnegie, when he started his successful speech training more than 50 years ago, made the same discovery. He noted that it wasn't technique that prevented his students progress, so much as fear; it wasn't a "style" that they needed to develop, so much as allowing themselves to merely be themselves. Consequently, he developed meth-

ods to help his students achieve those objectives.

What Communispond is doing, and what Dale Carnegie discovered, is very similar to the natural, self-confident techniques that W. Timothy Gallwey popularized in his book, *The Inner Game of Tennis*.

### An Inner Game?

But is there an inner game of speaking? Can a process that was developed by a tennis instructor be applied to a platform performance? Gallwey's concept refers to the subconscious control of muscles. And isn't speaking a conscious act? How, exactly, can the inner-game technique be used behind a lectern?

First, let's examine what Tim Gallwey, himself, has to say about the process:

"The player of the inner game comes to value the art of relaxed concentration above all other skills; he discovers a true basis for self-confidence; and he learns that the secret to winning any game lies in not trying too hard . . . there is a far more natural and effective process for learning and doing almost anything than most of us realize. It is similar to the process we all used, but soon forgot as we learned to walk and talk. It uses the so-called unconscious mind more than the deliberate "self-conscious" mind, the spinal and midbrain areas of the nervous system more than the cerebral cortex. This process doesn't have to be learned; we already know it. All that is needed is to unlearn those habits which interfere with it and just let it happen."

When Gallwey talks about inner tennis, he is talking about the actual playing of the game and not its strategy or its rules. In the same way, when I talk about inner speaking, I am not referring to content or organization or your purpose for making a speech. I am only referring to how you speak, your delivery, and what you are concentrating on while you are in front of your audience.

### The Lazy Eight

Years ago, when I was a flying student in the air force, we were required as a part of our acrobatic training to master two coordination exercises called the "chandelle" and the "lazy eight." They were both quite difficult to do properly because of the constantly changing airplane

altitude and the corresponding control inputs that were necessary throughout the maneuvers.

The lazy eight, for example, requires the pilot to make a line through the sky and over the ground in a looping fashion similar to an "8" shape, but it also requires you to be precise. Angles of bank should be exact — 90 degrees at the top, after exactly 90 degrees of turn, and wings level at the bottom at the end of the next 90 degrees of turn. The airspeed should be at 105 knots at the high point of the turn and 280 knots at the bottom when the wings come level.

All of this is supposed to be graceful and fluid, with pitch and bank changing constantly, without any hitches. Power and drag must also remain constant.

It seemed almost impossible for me to do the maneuver properly with any consistency until I flew with a new instructor who introduced a new concept. After observing my efforts a few times, he asked me to do something rather extraordinary. Instead of urging me to concentrate on what I was doing, he suggested that I concentrate on where I wanted to go. Instead of focusing on what I needed to do to get there — such as back pressure on the stick here, pushing the rudder there, aileron now increasing or decreasing — he suggested I focus on a point in the sky where I wanted to go and the altitude that I wanted the airplane to be in when I arrived there. It worked beautifully. I relaxed and merely "put the airplane where I wanted it" in the same way that you "put" yourself across a room without thinking about every muscle movement necessary to get there.

He never said it — the term wasn't invented yet — but what he was doing was teaching me "inner flying." He was urging me to let my conscious self go and allows my subconscious self do what it could do much more effectively.

Can this kind of "letting go" be applied to speaking — a process where, hopefully, one conscious mind is communicating with another conscious mind? Sure it can!

### Let Yourself Go

After your speech has been carefully and thoughtfully prepared — after your purpose is clearly in mind

and you know what you want to give your audience; after you have thoroughly rehearsed and practiced it — then let yourself go. Now, give control of your delivery to your "inner self," your unconscious self, while you concentrate on your message and your audience.

Instead of concentrating on what you are (How do you look? How do you sound? What words should you use?), concentrate on what you are communicating. What are your feelings? Your emotions? Allow your audience to experience your enthusiasm for your message along with you.

When a boy rushes home to tell his dad that he hit a home run in a Little League game, he doesn't need any advice on how to speak or gesture. No one could accuse him of being unnatural in his style or boring in his delivery. He is not worrying about how he will "make his speech." He is only thinking about telling his story. His unconscious self does the rest for him . . . to perfection.

We make a mistake in trying to make public speaking more difficult than it is. As Millard Bennett, the noted lecturer and speech consultant, has stated, "To speak is as natural as eating when hungry, drinking when thirsty or resting when tired. It comes to us naturally at a very early age."

A French language student was once complaining to his teacher how difficult the language was to learn. "Why?" his teacher retorted, "Chinese is probably the most difficult language in the world, but even the most stupid Chinese kid learns Chinese!"

### The Informal Learning Process

It's true! Some of the most difficult things — the most complicated things — that we ever have to learn, we learn naturally, easily, as little children. Talking, walking, running, skipping, catching, throwing, turning on a light switch; we learn all of these things without formal instruction, without evaluation, and usually, without criticism.

Take, for example, the world-famous Suzuki method, which revolutionized musical instruction throughout the world. Suzuki started this teaching technique about four decades ago after he observed that Japanese youngsters

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branded by schools as "dumb" had mastered their complex mother tongue through their own ability and their family's instinctive encouragement. He decided the same approach could be taken to music.

Suzuki's pupils learn by imitation, along with their mothers, and in front of other children and parents. The child first watches and listens as his mother learns and practices. Then he is permitted to start, following her example, using a special 1/16 scale violin. Criticism and suggestions are always positive in order to develop confidence and pride of achievement.

"A child learns to speak before he can read," Suzuki says. "Why shouldn't he learn to play a musical instrument before he reads music?"

A beginning public speaker can begin to learn his skill in a similar way. Complicated analysis of speech technique is not necessary — in fact, it may be harmful to progress. Observing good models in action, noting good examples and then frequent practice in an atmosphere of friendly and positive evaluation is the best possible way of learning our speaking skills. Toastmasters clubs are an excellent forum for this process to take place.

The message of the inner game of speaking, then, is this:

### The Inner Message

First, that we will discover our natural speaking ability best by letting our unconscious self take over at the time of delivery. Concentrate your conscious mind on your message, your purpose and your audience, and let your "inner mind" handle the rest.

Second, rather than study mechanical theory about speech technique, look for good models. Not to merely copy them (that would be disastrous!), but to be inspired and motivated by them, and to learn what works.

Finally, practice in front of a group that will give you honest, yet supportive, suggestions and encouragement.

Like, for instance, you local Toastmasters club! ■

*David R. Haapala is president of the Cosmopolitan Club 515-6 in Minneapolis, Minnesota. An airline pilot for Northwest Orient Airlines, Mr. Haapala is also an instructor for Dale Carnegie Courses.*



## Executive Forum: The Toastmasters Solution

*More than one-third of all Toastmasters clubs in existence today are sponsored by private companies. Few, however, are using them to their maximum advantage.*

by Timothy F. MacDonald  
and G. Nik Nixon

*I hear and I forget.  
I see and I remember.  
I do and I understand.*  
—Confucius

**E**ffective decision-making requires an understanding of the problem and all its facets. Unfortunately, today's business executive often settles upon a solution with too little input. The three-front Confucius prescription of seeing, hearing and doing all too often goes unheeded.

This article proposes a solution to that communications dilemma. We call it the "Toastmasters Solution." It is the marriage of two long-standing practices: Toastmasters club meetings and executive forums. But first, let's consider the present situation.

### The One-Man Decision

The inexperienced manager, feeling the press of responsibility, frequently takes action only after hearing that a decision must be

made on an issue. After a small amount of mental cogitation, the judgment is rendered with lordly authority and peacock pride.

The more experienced manager realizes facts must first be assessed of which he or she is not aware and will task his or her staff to surface them. The usual result is the proverbial staff report which addresses thorny issues in cold, hard terms; often in statistical format. Their deception is an implication that problems which may be costing a business thousands of dollars can be easily understood.

These examples are simplified representations of state of the art decision-making in many companies. The art is limited by the communication of information in a written medium. It is further limited by the ability of any given individual to properly and fully assess sterile statistics of a staff report.

A written report is only a useful tool, at best. Its chief benefit is a systematic presentation of objectives, criteria, cost estimates and alternatives. Its detriment is that,

like so many bureaucratic products of our time, the summary lacks humanity and is often political.

What are the alternatives? Management texts spend reams of paper on the topic of communications and decision-making. But, alas, for all the prose, proposals are so diverse as to be diluted and possess no central theme.

Barriers to communication are generally agreed to be voluminous. Specialists overuse technical language; listeners "turn-off" when bored; first impressions often affect the decoding of any message; and so on. Many correctives offered by business academia tell us what needs to be done, but not how to do it. This has opened the door for entrepreneurs to sell books, seminars and recordings about communications systems. A few work; more do not. The common weakness? Pop cures to the problem of business communications usually lack enough behavior reinforcement to guarantee permanent change.

### The Toastmasters Solution

What is needed is an executive

forum which invites mutual assessment of issues. Speech assessment — a Toastmasters specialty — allows hidden pockets of information to surface which could impact significantly on the decision-making process. Facts surfaced in staff studies could be discussed, weighed and evaluated in such a forum.

The potential value of Toast-

## **What Toastmasters Can Do for You**

Thousands of businesses — both large and small — around the world have found Toastmasters to be a perfect partner by providing communication and leadership training to their employees at very low cost. Today, over 250 major corporations sponsor in-house clubs; many, such as State Farm Insurance, Bell Telephone, Sears and Roebuck and the Burlington Northern Railroad, sponsor several clubs in various company locations. Much of Toastmasters' phenomenal expansion outside the United States in recent years is due to strong corporate support for clubs by overseas facilities of Bechtel Corporation, Fluor, Textron and others.

Managers of corporate speakers bureaus have also found Toastmasters to be an indispensable training tool. Training managers are turning to Toastmasters in ever increasing numbers for an inexpensive, self managing training program.

Interested in forming a Toastmasters club within your company? Take the first step by writing World Headquarters (2200 N. Grand Ave., Santa Ana, California 92711.) Ask for the Corporate New Club Information Kit, which will be sent to you at no charge.

Find out what Toastmasters can do for you! ■

masters is already being tapped to a great extent. More than one-third of our clubs are sponsored by private companies. Some even make membership mandatory for employees. Others informally hinge career advancement to membership. Various government agencies also sponsor the communication and leadership clubs, such as the Department of Agriculture.

The bridge to the problem of this article, however, has not yet been built. Few, if any, clubs have successfully integrated into a business organization's formal structure. Rather, they function independently, with the speeches ranging from topics of summer vacation to the various controversial political issues of the day.

### **The Club As Problem-Solver**

The "Toastmasters Solution" would be for sponsor companies who pay employee memberships to take advantage of clubs to solve company problems. The staff report, for example, could be debated. Or the familiar "Working With Words" communications exercise could be spent by a specialist explaining his jargon to other divisions of the business.

In true Toastmasters fashion, there can be structure and order. The problems would be defined and evaluations offered. Think of it! A staff study enjoying emotion and advocacy.

The problem of integrating a Toastmasters club into an organization's management structure can be approached from one of two extremes on a continuum of options. Today, most clubs sponsored by a firm operate independently. The benefit to the organization is that employees have an avenue for self-development. This is the conservative end to the Toastmasters Solution continuum. Conversely, the company could use an addendum Toastmasters communications development course, tailored with topics to suit organizational ends concurrently with individual needs. This organizational development approach typifies a more progressive Toastmasters/executive forum.

The exact nature of a proper blend of the two styles should depend on such factors as company policy and individual desires. In any event, business should consider this lucra-

tive opportunity to include organizational issues in the Toastmasters agenda. The idea that Toastmasters clubs should be only a fringe benefit to the individual is woefully inadequate. Business, utilizing the proper continuum mix of the Toastmasters Solution, can capitalize upon their human resources with one of the best and least costly executive development programs available today.

### **Nuts and Bolts**

The entire organizational structure of the Toastmasters meeting can be modified to meet company objectives without bending any of the "rules." The idea is to more closely align a Toastmasters club to the business environment. Policy issues, for example, are a good reference pool for Table Topics. Managers could potentially use new information learned in free association speeches which are business-oriented. In these and other ways, the individual development goes on while new learning of use to the manager "sinks-in."

We mentioned earlier the fact that a company could develop a course of development parallel to the Toastmasters Communication and Leadership Program. Caution, however, is suggested. Remember, the Toastmasters program was developed by an expert, Dr. Ralph C. Smedley, a pioneer of the "club" concept which he devised for the Young Men's Christian Association (YMCA).

A wholesale revision would most probably not be wise. A route which might be pursued would be one in which the Toastmasters manuals are used, but supplemented by an agenda worked out by the host business. For example, the "Ice Breaker" speech, where an individual is required to introduce himself, might be one in which he is to introduce his division of a going concern. Each of the 15 basic speech assignments of the Communication and Leadership Program could be tailored in such a manner. The Toastmasters Solution is to use a forum which already exists (a Toastmasters club meeting) to discuss business topics.

### **Facilitating Leadership**

Another aspect of this executive arrangement would be the leadership development it fosters. Recent studies on the topic suggest that

when a manager's position power is high, when the task structure is clear and where good superior/subordinate relations exist, leadership is facilitated. In such an environment, employees are motivated to make their own decisions on many issues, thus sparing senior executives from involvement in mundane, time-consuming issues. The Toastmasters Solution promotes this work environment.

Every position in a Toastmasters club — be it president or evaluator — plays an important role. The position power of each member's "job" is high. Similarly, the task of each position is clearly structured so every person knows what is expected. The Topicmaster, for example, is tasked to plan, prepare and conduct Table Topic discussions. His role is clearly defined. As such, his position has high task structure.

In the arena of manager/non-manager relations, consider the Toastmaster-of-the-Day. Aside from learning how to organize and conduct meetings, he must meet and talk to fellow executives on both a personal and professional basis. His job is to get the work done through the willing efforts of others. Stated differently, to be a success one must apply human relations skills. It is through this exercise which each member experiences that skills in interpersonal relations — the key to enhance manager/non-manager relations — are built.

Remember the Confucius prescription? At its core is the premise that for understanding to take root, ideas must be accompanied by practice in action. The Toastmasters Solution, through its program of planned rotation through key positions, is the embodiment of this directive. Eclipsing the staff report, a Toastmasters executive forum would allow for emotion, advocacy, evaluation and, finally, understanding. ■

Timothy F. MacDonald is the immediate past president of the Castle Club 3056-36 in Washington, D.C. The Deputy Director of Personnel for the Air Force of Special Investigations, he is engaged in research of communications in the management arena. G. Nik Nixon, who also serves the United States Air Force as a personnel officer, is a freelance writer specializing in psychology and management.

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# How to Survive the Program Chairman's Nightmare



*Anyone vaguely familiar with a law attributed to some guy named Murphy will tell you that the game of life is not always played according to the rules. Sometimes, someone simply goofs.*

by Al Emil Vopata

**T**oastmasters are commonly known as diverse, enthusiastic individuals who are the pillars of their communities. As such, they assume various vital roles in a wide variety of civic, social and religious organizations. Sometimes, they even become program chairmen or presidents of these groups.

Usually, their accepting these positions results in a rewarding and personally fulfilling growth process for them, and an enriching, valuable service to the community.

When a Toastmaster becomes a leader, such as program chairman of a civic organization, he or she probably already knows how to handle the position efficiently and effec-

tively. Even so, anyone vaguely familiar with a law attributed to some guy named Murphy will tell you that the game of life is not always played according to Hoyle. In other words, not everyone uses the same rules. Other times, someone simply goofs. Even machines have been known to fail. And once in every blue moon several people happen to goof during the same event, turning the program into a chairman's nightmare.

Suppose for a bit that you have recently accepted the position of program chairman of the Community Improvement Society of Betterville. Through Toastmasters, you learned the importance of careful planning, courteous public relations and efficient delegation of responsibility. In short, you evidently have touched and retouched all the necessary bases. However, just to make the evening (and this article) a bit more interesting, let's consider a few untimely developments.

## The Added Responsibility

First, it appears that the organization's president neglected to get his swine flu shot and is feeling a bit under the weather. You took your added responsibility in stride, though, after a little reassurance from him as he reminded you that you have learned to wear several hats in Toastmasters, and everyone is sure to provide the guest speaker with a cordial welcome, even though he's talking on the unpopular side of a controversial bond issue.

Well, reassurances are nice, but now let's look for a bit at the realities of the evening and at a few options.

As program chairman, you have remembered to have at least one person greet the guest speaker as he enters, but what really develops is that he enters, tries to find out if he has come to the right place and begins to leave after no one has greeted him or even recognized him — except you. And you are on the opposite side of the room. Are you going to yell to your appointed greeter to "grab that man before he gets out the door"? Are you going to suddenly call the group to attention and chastise them for their inhospitality toward honored guests? Fortunately, more constructive op-



tions may be available.

For instance, why not quietly and tactfully — but definitely — let your greeter know that the speaker has arrived and that it would be a good time to say "hello" (assuming that the speaker is still in the building). Or why not greet the guest yourself and introduce him to your appointed greeter. It might even remind him that there was something he was supposed to do.

### Always the Exception

Members of groups who have met in the same church basement since the Revolutionary War tend to believe that everyone else and their dog know exactly when and where they will meet. Unfortunately, the exception is the guest speaker. He has just arrived after the dinner dishes have been cleared and it's time for him to be introduced. It seems that he has some feeble excuse about having spent the last hour exploring church basements in search of your Community Improvement Society.

At this point, you may recall the worth of "an ounce of prevention," but it's a little late. Clear, explicit directions to a specific address can be a good first step, followed by some definite indication that the listener has correctly interpreted the explanation. Now both of you have managed to come to the same place, and you should be ready for step eight or nine. Is it to send your rather perturbed and embarrassed guest speaker to the kitchen "for a bite to eat"? Is it an opportune moment for letting this guy know that he must either be very busy or very inconsiderate to show up halfway through the meeting? How would it be if you simply pretend that you planned it this way and invite him to come to the podium to speak while he is looking around for a place to hang his hat?

### Due to Circumstances

Usually, a tardy guest speaker has an explanation of what happened which he would like to share as quickly and credibly as possible. Often, it will benefit both him and the group when he reports that "due to circumstances beyond my control, I could not have been here sooner."

Hopefully, the reason or excuse is accepted by the group and it won't detract from his presentation. Regardless of whether he is late because of poor timing, forgetting it is the night of the meeting, or even because he stopped somewhere to catch a quick snack, little can be gained by publicly making him appear undependable or insensitive to the group's needs. He is still the honored guest and should be blended into the proceedings as discreetly and diplomatically as possible. Whatever you decide to do, several more options may be involved, but we won't go into those now.

Instead, think back to the time you had a well-developed, well-rehearsed, 25-minute talk that seemed to be tailor-made for the group you planned to address. Unfortunately, they got started a little late and the business meeting took a little longer than expected, so you were asked to "wind it up in about the next ten minutes because that's when the janitor starts to turn off the lights and lock-up." Chances are, as program chairman, you don't want to subject the speaker to anything similar to what you experienced. But let's face it, he is planning to talk for 25 minutes and only ten are available. What are you going to do?

Consider your options. You could ask him to condense his talk. Maybe he manages a dairy and could do it sort of like Carnation takes a gallon of milk and puts it into a little can. Or you could suggest that he cut out three-fifths he planned to say and just give the group the "nitty-gritty." What do you think of saying, "I don't think we can work you in this time. Why don't you consider coming back to talk some other time?"

### Finding the Solution

If a speaker doesn't want to give a 25-minute speech in ten minutes, he will probably be uncomfortable doing so, and much of its effectiveness be proportionately diminished. As program chairman, you will somehow need to discreetly determine how the speaker feels. Whatever solution seems to be in his best

interest may be appropriately accompanied by sincere apologies for someone's oversight. Foresight, like love, means never having to say you're sorry, while oversight is apt to lead to all sorts of confessions. Anyway, the speaker is waiting for your action.

Now let's assume that your speaker is on the edge of his seat, ready to spring forward and eagerly address his audience. Suddenly you remember that you left your introductory remarks on the kitchen table where you would be certain to see them as you rushed out the door. Also, your schedule has been a bit tight the last few days, so you haven't had a chance to practice it as much as you would have liked. In fact, you just forgot who you are introducing! Rather embarrassing, isn't it?

At this point, do you smile broadly and announce, "Now, without further ado, it is my great pleasure to introduce our very honored speaker who needs no introduction and who will tell you a little bit about himself"? As a cop-out, that's not bad. Maybe most of the group has already forgotten that you were once in Toastmasters, so they may just figure you don't know any better.

### Saving the Introduction

Fortunately, many experienced speakers bring printed background information with them, so if you're on the ball you can call a brief recess to check and see if the speaker brought this information or can give you a few quick tidbits that can still save the introduction. If time or circumstances do not permit that, maybe you should simply admit that you goofed and ask the speaker to say a few words about his background while you contemplate the Boy Scout motto.

Finally, your guest of honor is proceeding to the podium. Would you believe that his left foot has just caught under the cord to the projector, sending it crashing to the floor? Well, let's imagine it happened anyway. Do you sigh and say to yourself, "That pretty well takes care of those 15 minutes we didn't have"? Or do you suddenly recall, as the projector lights go out, that you left your headlights on and had

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better run out and turn them off before your battery runs down, or before something else goes wrong . . . whichever comes first? On second thought, you may begin to wonder if the speaker has more than a broken projector as he starts to slowly raise himself off the floor. Fortunately, you decide the speaker's safety and well-being come first. In this case, only his ego and a \$300 projector were damaged, so in a couple minutes he is safely, if not soundly, ready to address your group.

### An Untimely Exit

You relax a bit as the speaker begins with some light, timely humor about some recent disaster, but then tense up again as the entire softball team, on which your club bestowd the coveted Betterville Betterball Banner a short time ago, makes its rather conspicuous exit. Did they not appreciate the speaker's humor? Were they bored with club activities? Was it getting close to their bedtime? Who cares! The point is they have just made a rude, untimely exit and the speaker appears justifiably annoyed.

So what are you going to do about it? Will you sit tight because the speaker's opening humor is probably sufficient cause for anyone to walk out? Will you yell at those disrespectful kids to "sit down and shut up"? Is it time for a simple apology and some encouragement for the speaker to continue?

Your speaker is a rather tenacious fellow who decides to give it another shot. He is proceeding nicely into point two, example C, when someone with a somewhat divergent viewpoint expresses it loudly and clearly. You've learned through Toastmasters that there are several adept ways of handling a heckler. Unfortunately, your speaker doesn't seem to have any of them in mind at the time, so a shouting match is rapidly developing. Do you begin escorting the ladies to the nearest exit? Do you have the speaker and the heckler choose up sides, then turn the program into an old-fashioned debate? Do you slowly bump your head against the wall and ask, "Why me? Why me?"

At last, there is something in your favor — time. If you can diplomatically restore peace and tranquility at this point, perhaps with

another apology to the speaker, he may be willing to summarize in a couple minutes. Then you and your fellow members can express your sincere appreciation for his very nice message. You can say a few brief goodbyes and, before you realize it, you will be home. In a few hours, this all will seem to be just an unpleasant dream.

As the applause subsides, there is a rush to the exits of members who couldn't wait a second longer. Then you overhear one of the remaining few tell the speaker that he was the greatest orator since Julius Caesar. Someone else steps up to the speaker and thanks him for saying something that he thought he said, but really didn't. In a couple of minutes, you and the speaker stand alone.

### A Learning Experience

Are you going to sneak out while his back is turned, and let the janitor help him pick up his equipment and show him the way out? Will you give him some snow job about how enlightening his speech was and how much everyone enjoyed it? Let's face reality. Neither you nor the speaker will soon cherish this evening, but it's been a learning and growing experience for the both of you. This may be especially true if the two of you convey some sincere empathy for what you've both been through. Who knows? This may be the beginning of a steadfast, enduring friendship.

Hopefully, you will never experience the evening just described — neither as a program chairman nor as a speaker. At the same time, you may have detected some elements of truth in what has just been presented. Maybe you even thought to yourself, "Something just like that happened at our last club meeting."

If you have what it takes to deal with the individual problems, including the subsequent confidence that comes through Toastmasters and its related activities, then surely you will find yourself much more prepared to cope with a program chairman's nightmare — if and when one ever occurs. ■

*Al Emil Vopata is a member of the Mineral King Club 887-33 in Visalia, California. An orientation and mobility specialist for the Tulare County Department of Education, he is the editor of Westword, District 33's bulletin.*

# Speeches Are for Reading

Read speeches from a prepared script? You bet! Almost every major speech is first written. So why not read it instead of spending hours memorizing the words or cribbing notes to cue presentation?

by Charles A. Boyle

In recent years, the practice of reading speeches has gained a bad image — not because the speeches were bad (although they might have been), but because they were presented poorly. Your speech can gain the conciseness, clarity and organization of a written speech without the boring and/or deadly presentation that often accompanies a speech read word-for-word by using a number of tricks. These simple tips make all the difference, as Jim Cummings discovered.

James W. Cummings, like many of us, wears several different hats. In the daytime he is the director of the speakers bureau for Pacific Northwest Bell. On his own time he is a past president and member of the Chamber Club 540-2 in Seattle, Washington. When he speaks at his Toastmasters meetings, he memorizes or works from notes. When he presents a speech for the phone company, he reads a script, as do all other members of PNB's speakers bureau.

Recently, Jim was invited to give the keynote speech to a Toastmasters Spring Conference in

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Olympia, Washington [District 32]. The invitation was extended to Cummings, the "speakers bureau director," by conference planners who were not aware that Cummings was also a Toastmaster. When he began his 20-minute speech, he told the audience that he actually was a Toastmaster . . . one of them. And, during the course of his speech, he surprised his audience by telling them he was reading a script. He spoke about speeches — why they are so important in this age of controversy (face-to-face communication), why memorizing a speech is fine if it is a very short speech (such as the one-to-seven minute speeches in Toastmasters), and why a script is better for longer speeches where being misquoted by the press is a risk and where factual information and statistics can be easily forgotten or transposed.

When Cummings finished giving his speech, many of the Toastmasters wanted to see his script. They had found it difficult to believe that he actually *read* his speech word-for-word. Actually, he hadn't read the entire speech. On a couple of pages he had written a note to himself: "Ad-lib the story about Joe. . ." or "Tell about the time the slides stuck. . ." As a Toastmaster experienced in speaking extemporaneously, Cummings could confidently break away from his script for an appropriate anecdote. But the main body of the speech had been written, and he was reading those portions word-for-word.

Cummings knew before he began

that he would meet his three primary objectives:

- To speak in a way that each person listening could understand every word
- To say what he had to say in a way that didn't waste anyone's time and in a manner that leads to a comfortable audience
- To speak with sincerity.

## The Speaking Accessories

All other activities in public speaking — animation, inflection, humor, etc. — are accessories to effective verbal presentations. Much of the skill in those accessory activities depends on an individual speaker's natural flair, ego and how much effort he is willing to put into public speaking — whether the "public" is a group of stockholders or after-lunch listeners at a service club.

When a script is handled properly, clarity, audience comfort and sincerity take care of themselves, and you achieve your goal of selling your ideas and yourself.

"But reading a script is so stilted," argue many critics. True — if a speech is not read well. Learning to read with feeling and using a few tricks to improve eye contact make the difference. Speeches can be just as bad if they are memorized, given from notes or presented poorly off the top of your head. A script doesn't make a speech dull or boring. A speech is boring or stilted only if the speaker presents it badly.

With the possible exception of Sir Lawrence Olivier, who could read almost any collection of words with dramatic impact, the first thing a person needs to *give* a good speech is to *write* a good speech. It should be clear, make sense and not ramble. That boils down to two things: knowing your subject and putting it down on paper in *verbal* language. You write verbally to be heard — not seen on the page.

Once you have organized your ideas and written the script, you may choose to memorize it, make notes from it or read it. I recommend reading it, but with a difference.

The secret of delivering a good speech is to learn how to read *out loud*. When reading, you don't have to worry about *what* you are saying; you can concentrate on how you are saying it.

## Know Your Speech

"But what about eye contact?"

There's an easy answer: familiarize, don't memorize. Once you know your script, it's easy to maintain excellent eye contact — easier, in fact, than the person who stares at the ceiling or the podium trying to remember what to say next or stalling while searching for the right word. One trick I teach is to half-page the script (Fig. 1). With words only in the top third of the page, your eyes are lowered without dropping your head to read the script. Another trick is to mark your script for the ends of sentences or thoughts. These marks cue you to look up for eye contact (Fig. 2).

Why do millions of people listen to Paul Harvey? Because he reads well and he delivers a message.

When you get up to give a talk, you have a message. A message, for those who have not heard it before, that is every bit as interesting and informative as the messages broadcast by Paul Harvey. But do you *read* it well? Do you deliver it with passion and emotion? Or does it come out flat?

If you don't sound like a Paul Harvey, how can you develop his kind of flair? It's not hard. But you

are the one who must do it. Nobody can do it for you. For example, I can tell you how important it is to read out loud every day for at least a few minutes. The reason is to get three functions coordinated and working together — the eye, the brain and the mouth.

### The Third Faculty

When we engage in conversation, we use the brain and mouth. (At least, I hope we use more than just the mouth.) When we read a book, we use the eyes and brain. But when we read out loud, we draw on a third faculty, and we must use all three at the same time. The eye sees the word on a script, the brain registers it and the mouth says it — instantly. We don't read out loud too often, and most of us are not good at it unless we practice. Practicing could be a chore, but it needn't be. I tell my students to read the first two or three paragraphs of their newspaper out loud each morning or evening. After all, they're going to be reading the paper anyway, how much trouble can it be to read for the first few minutes out loud?

When Jim Cummings was first

appointed director of PNB's speakers bureau, he began reading highway signs and billboards out loud while he was driving: "Exit 8, Seattle-Tacoma Airport." "Stop at the Cozy Motel in Paradise, only one hour's drive ahead."

Once you develop the facility of being a good *out loud* reader, which may only take a week or two of reading a few paragraphs each day, you might want to put a little more pizzazz into your out-loud reading. Try this exercise taken from a speech by Abraham Lincoln:

"When the conduct of men is designed to be influenced, persuasion, and unassuming persuasion, should ever be adopted. It is an old and true maxim that 'a drop of honey catches more flies than a gallon of gall.' So with men. If you would win a man to your cause, first convince him that you are his sincere friend. Therein is a drop of honey that catches his heart, which, say what he will, is the great high-road to his reason, and which, when once gained, you will find but little trouble convincing his judgment of the justice of your cause, if indeed that cause really is a good one."

It's been said that if we don't profit from the mistakes of history, we will repeat them. I don't think we should repeat the mistakes of the Chinese Mandarins.

If we're going to have a government of the people, by the people, and for the people--let's have it--and not a government of the bureaucrats, by the bureaucrats, and for the bureaucrats. Thank you.

Most of us have a tendency to read several words ahead of the words coming out of our mouths. By keeping the margins wide, the lines on the page contain fewer words, and reading them out loud is easier. By putting a dark slash mark at the end of each sentence, or in the middle of the sentence if it is a long one, and underlining the last three words before the slash mark, we can look up from the script on those three, underlined words and have good eye contact with our audience. Try it.

FIG. 1 — "Half-paging" a script calls for typing your speech double- or triple-space only on the top third to 40 percent of the page.

FIG. 2 — Diacritical marks at the ends of sentences or phrases cue the speaker to lift his head to say the last few words while looking directly at the audience.

By pausing at each comma and period, you are forced into inflection and animation.

### Are You Understood?

A critical element of speech is to be understood. This exercise will not only assist in developing a measure of animation to your speech, but also help to eliminate those "slovenly slurrings." By using a script, the chance of slipping into sloppy pronunciation — which leads to misunderstanding — is considerably reduced. Reading a script also knocks out another danger: troping.

You may be aware of the technique for improving your memory called mnemonics. The technique works like this: "Bless My Dear Aunt Sally" provides clues for the correct order for algebraic operations. "B" is for brackets. "M" calls for multiplication. "D" is for division. "A" for addition. And "S" calls for subtraction. Unfortunately, mnemonics may lead to "troping the text."

Troping can be deliberate, as demonstrated by some night club comics and television beer commercials. For example, a comic may substitute a bunch of fancy words with one meaning for a group of similar sounding words with a completely different meaning. It's a sort of double-talk that can be amusing when correctly pulled off by certain comedians. But "troping" — associated with the medieval church — is more like a "Spoonerism," reminiscent of Colonel Stoopnagle. A good example of a Spoonerism or troping would be someone trying to say "A half formed wish in my mind" and having it come out, without the speaker even being aware of it, "A half warmed fish in my mind."

So what does this have to do with speeches?

Memorization tends to become somewhat routine, and this can lead inadvertently to troping the text. But by having a script with the words spelled correctly, we are encouraged to pronounce them properly, and our audience will understand what we are saying.

By practicing with a Dr. Seuss book or the Lincoln exercise, you will not only pronounce the words properly, but you will automatically develop inflections that add life to those words.

So, you see, getting up in front of an audience and giving a decent speech is not that difficult. But it does require that you, first, have prepared a good speech and, second, deliver that speech in a way that an audience can understand you without struggling — and without their struggling to help you say what you want to say next.

Both steps are far easier with a good script read with authority.

The final step is to take those words on paper and breathe a little life into them. Good words on paper are diamonds, but they are diamonds without settings. The personality, drive and urgency of the speaker can make a treasure of those words in the proper settings. ■

## Writing for the Ear

Writing for the "eye" is quite different than writing for the "ear."

Newspapers and books are written for the eye. Speeches and broadcasts are written for the ear. Some people, like Winston Churchill, were very good at writing both ways. Others can be very good at one but not the other. My experience has primarily been in broadcast, so I tend to write for the ear, and that is good for speeches.

I'm going to assume that you are a person who knows a heck of a lot about something and your problem is putting what you know into words on paper which, *when spoken*, will come out sounding natural, clear, intelligent and, hopefully, inspiring.

Without grammar, our words wouldn't make sense. Grammar is like a traffic cop at a busy intersection — *but*, as my old United Press stylebook puts it, "Normal conversation, even among professors of English, differs from the written word, and rules of grammar can be bent, if not ignored." Writing the spoken word so that it will be listened to and understood is an art that depends on simplicity. If it takes something slightly less than absolutely perfect grammar to accomplish this, don't worry about it. You can always polish the grammar for the copies of your speech to be printed and distributed.

In writing for the ear or the

eye, keep is simple. Don't try to impress anyone, and don't use 50 words where five will do the trick. Remember, you know a lot about your subject, so you don't have to puff it up with unnecessary words.

When we speak to people — friend, stranger, employer or employee — we use contractions. We say "that's," not "that is"; "I'm," not "I am." In writing a speech, use contractions. When you read it aloud, the contractions will probably sound a lot more natural in nine cases out of ten. Once in a while, however, to emphasize a point, you may not want to contract words. Then don't.

When you have a reasonably clean, triple-spaced copy of the rough draft of your speech, the next step is to read it *out loud*. That great alliterative sentence may not roll off your tongue as easily as it rolled out of your mind. Or, just because everyone else is starting to preface their thoughts by saying, "Indeed," it may sound phony when you use it. It only sounds silly to say "finalize an upward corrective adjustment in product lines" when what you are talking about is raising the price. But, again, this reading must be done *out loud*; those tripping words and phrases might be a cinch to read silently, but can ambush you orally. ■

—Excerpt from *Speak Out With Clout* by Charles A. Boyle.

*Delegating other people's time is one of the most delicate of the managerial arts.  
After all . . . you can't lead the band and play all the instruments, too!*

# Using Other People's Time

by Robert Montgomery

**B**ecause you hold a leadership position you must, by necessity, manage other people's time as well as your own. But just because you have employees to delegate to doesn't necessarily mean you know how to *properly* delegate.

Delegation is one of the most delicate of the managerial arts. It requires awareness and sensitivity. Poor delegation, in fact, is worse than no delegation at all. It destroys morale. It wastes time. Those on the receiving end of poor delegation frequently call it "passing the buck."

Take a look at your delegation process. How much do you delegate? Are you content merely to delegate unpleasant jobs, unnecessary busy-work? Do you delegate only when you are rushed and have no other alternatives? Do you practice the "more work" reward system, giving your best employees more to do without compensating them accordingly?

What are your beliefs about delegation? Your fears?

## You Are Doing the Job

Discard the idea you are not doing your job if you don't do everything yourself. That might have been true before you reached your present management level. But being an effective leader means delegating *properly*. (You can't lead the band and play all the instruments, too.) And the higher you go, the more you will have to delegate.

Also throw away your hesitations to delegate because:

- You are afraid a subordinate will move ahead too fast
- You fear you will not get credit
- You are reluctant to admit someone else knows more than you.

If you delegate properly, you will receive just as much credit as your talented subordinates — credit for

being a manager who knows how to recognize and utilize the particular abilities of his or her employees. If an employee knows more about a certain aspect of the business than you, then you should be guiding that expertise in a profitable direction. Your job is not to know everything, but to *manage* and make the best use of the collective knowledge of those under your supervision.

How receptive are those around you to delegation?

Their attitudes depend largely upon you, their leader. If you have been a poor delegator, then they probably have a low opinion of the delegation process. But that can be corrected.

## The Seven-Step Plan

The following seven-step plan will help you improve your ability to delegate properly. Initially, delegation might take more time than you think necessary. But getting started is the hardest part. In the long run, the payoff will be there as you better and more profitably manage your own time as well as that of those who work for you. "When a man realizes he can call others in to help him do a job better than he can do it alone," Andrew Carnegie, the famous U.S. industrialist, once said, "he has taken a big step in life."

1. *Determine the activity, interaction or objective to be delegated.* Is it worthy of assignment? Can it be conveyed clearly to another party? Effective delegation requires communication — usually a two-way process.

2. *Select the person to be delegated to, based upon situational and organizational objectives.* Do you want the most capable person doing the job as quickly as possible to save time and/or money? Do you want to provide an inexperienced employee with the opportunity to see what he or she can do for personal betterment, as well as company profit? Or

do you want to use a rotation system so every person on your staff is called from time to time and thereby feels he or she is contributing regularly? (The latter alternative is an important consideration if you have subordinates who insist on being highly competitive with one another.)

Ask yourself if the person to be assigned the task can complete it efficiently and effectively within the time frame required. If not, what will be sacrificed for the sake of training? Does the person have the ability to handle the authority necessary? Will everyone involved benefit from his or her doing the job?

3. *Select the time, situation and method to delegate.* When possible, delegate well in advance of deadlines. Delegate regularly, and try to avoid dumping jobs you should have done yourself but suddenly find you don't have time for. The old bureaucratic adage, "When in doubt, mumble. When in trouble, delegate!" is the perfect example of what *not* to do.

The best time to delegate several routine jobs to one employee is the afternoon before, so he or she will have time to plan the next day's activities accordingly. The two of you then can go over the day's objectives the next morning, if necessary, and clarify any uncertainties.

## Face-to-Face

The method you choose for delegating should be determined by the complexity of the task, the confidentiality involved and the skills of the subordinate. Use the fact-to-face method for communicating complex jobs that require the give-and-take of questions and answers. Memos will suffice for smaller, simpler chores or assignments that have been done time and again by the individual.

4. *Develop a delegation plan.* Think before you delegate. Planning allows you to be more decisive in the actual delegation and helps prevent your forgetting crucial details such as deadlines, cost limitations, etc.

5. *Delegate.* Explain the importance of the job, priorities and why you selected whom you did. Be truthful, but tactful. "I don't have time to do it myself" is the wrong approach. A subordinate's time is just as important to him or her as yours is to you, no matter how much more you are getting paid.

Clarify the results wanted, if necessary, as well as the authority to be given. Be certain your employee understands how he or she is to be held accountable.

Establish deadlines. Emphasize your availability for questions. Assure your subordinate that others in the company who will be working with him or her have been notified and asked to cooperate. Provide incentives.

6. *Monitor progress and motivate when necessary.* Remember that delegation doesn't divest you of responsibility for a project's success. But don't be too heavy-handed in your overseeing. Try to "talk over" instead of "take over" if and when problems arise.

Accept the fact everyone is not going to do a job the same way you would. "The best executive," said Theodore Roosevelt, "is the one who has sense enough to pick good men to do what he wants done and self-restraint enough to keep from meddling with them while they do it."

7. *Review the job when it has been completed, evaluate the quality of work and reward when appropriate.* Remember, you are not doing less when you efficiently and effectively tell others what to do. Conceivably, in terms of benefits for all concerned, you are doing more. You are profitably practicing one of the most delicate of the managerial arts — managing other people's time as well as your own. ■

*Robert Montgomery is a former newspaper feature writer and columnist. In addition to working as a freelance magazine writer and consultant, he also serves as communications director for Time, Life & Lee, a time management organization headed by Dr. John W. Lee.*

DECEMBER 1978

# The Idea Corner



## Wanted: New Members. . .

Looking for a novel idea on getting new members for your Toastmasters club? If so, you may want to consider this one, submitted to *The Idea Corner* by Robert O'Connor, a member of the Pioneer Club 331-21 in Victoria, British Columbia, Canada:

"As you can see by the letterhead [Bayshore Insurance Agencies Ltd.], we are an insurance agency in Victoria, British Columbia. I recently joined in October [1977] and was told that the springtime of each year was a good time for a membership drive. For a period of two weeks, we put the above ad on our readograph board and, as a result, obtained three new members."

As we've always said . . . a little advertising never hurt anyone!

## Clinically Speaking. . .

Here's another advertising idea that may be of some use to your club, area or district. This one, however, directly utilizes Toastmasters' most important product — its members.

As a way of background, Toastmasters International received a request from Specially Advertising Association International in the summer of 1977 to put on an educational session on speaking at their upcoming conference, scheduled to be held the following February in Dallas, Texas. As with all such requests, this one was passed on to the appropriate district governor — in this case, to District 25 Governor Dick Dodds.

Dick began moving on the project right away, and appointed Jerry Smith, now District 25's educational lieutenant governor, to put together a team that would project the district's best and most professional image to the advertising audience.

"Jerry drew his talent from the Daybreakers (2899-25) and Trinity (1190-25) clubs," says Dick. "And, like any good Toastmaster, he was up bright and early on the morning of the conference checking the facilities, the PA system, acoustics and publicity posters."

According to Dodds, the "Clinic" started promptly as advertised at 1:15 p.m. From that point on, there ensued four hours of the most animated Toastmasters presentations, filled with flamboyant gestures, ambitious vocabulary, intensive audience participation and penetrating eye contact. In short, four hours of superb communication and leadership.

"The Clinic was well received by the audience," says Dick, "and word of the quality of the meeting soon spread throughout the conference. By the end of the afternoon, there was standing room only in the conference room.

"It was an outstanding success, not only for the audience, but for the participants as well." ■

# People

## Hitler: Very Dull Copy for Detroit Toastmaster

*Detroit, MI* — To Bernie Meyers, ATM, a member of the West Adams Speak Easy Club 1222-28 in Detroit, Michigan, it was no big deal in 1923 and it's no big deal now.

And he's probably right.

But, fortunately, *The Detroit News* thought it important that Bernie be recorded as the first American journalist to interview Adolph Hitler, and published an article in a recent edition detailing that historic meeting.

The meeting with the infamous Nazi lasted only five minutes, and Bernie wasn't even given a chance to ask any questions. Forced to listen to one of Hitler's legendary harangues, he had to be content with the story he was fortunate to get — a story that never got published.

It seems that editors at that time weren't taking Hitler seriously yet.

Now 79 and living in Royal Oak, Bernie says he hasn't a single item of memorabilia from his famous interview with Hitler — not even a copy of his unpublished story.

"At the time," he told *The News*, "it just didn't seem important."

Before the memorable event, Bernie was a reporter for the *Milwaukee Journal* and engaged to a woman from Minnesota. They decided to quit their jobs and go on an extended honeymoon in Europe, during which Bernie hoped to establish himself as a freelance writer. After marrying in the fall of 1922, they headed for Paris, where they met F. Scott Fitzgerald and Ernest Hemingway.

"I couldn't drink like them," he recalls, "which is probably why I could never write like them."

At the time, his greatest hope was to get an interview with Ernst Udet, considered the "Eddie Rickembacher" of Germany. He even had a letter of introduction.

"I never gave Hitler a thought," Bernie said. "He was just a funny little guy with a mustache. But



Bernie Meyers, ATM

when I called Udet, he suggested we meet someplace private, because Hitler was making anybody suspect who associated with Americans.

"I got to Munich in 1923, and all over town, shops had placards in their windows saying, 'No Jews served here.' That was Hitler's doing.

"He was making speeches around town, blaming the Jews for everything, and I went to a few of them. On the spur of the moment, I decided I'd interview him.

"In those days in Europe, you were supposed to write a letter requesting an audience. All very formal. But I didn't know that. There was this little brown house in downtown Munich that was headquarters for the Nazi Party, and I just walked in and said I wanted to see Mr. Hitler."

After a long wait, Hitler did, for some reason, finally agree to see Bernie, and began the meeting by accusing him of being a Jewish spy. Bernie hauled out his passport and showed Hitler where it said he was Roman Catholic, but Hitler wasn't buying any of it.

"He was sitting behind a long, plain table, piled with papers, wearing an ordinary business suit," Bernie recalls. "He had these toughs around him. I felt like I was among a gang of outlaws. They were just like

the goons that surrounded Al Capone.

"When I explained to him that I was an American journalist, Hitler said, 'America — BAH! We're going to change things, and America isn't going to stop us. If I were you, I wouldn't hang around here very long. It's not healthy here for Americans and Jews.'

"After these pleasantries, the rest was all party line — the unfairness of the treatment Germany got after World War I, just because they lost, how they were going to avenge themselves for the insults they'd received.

"I tried explaining to him that there were many Germans living in places like Milwaukee who were interested in what he was doing, and he said, 'Who cares? Those Germans didn't speak up for us during the war. We're not interested in what they think about us.'"

And with that, Bernie Meyers' historic interview with one of the most heinous villains of modern history was over.

"I filed a story," Bernie said, "but nobody ever used it. It wasn't much of a story." ■

## Herb Clark, DTM, Receives Silver Jubilee Medal

*Saskatoon, Saskatchewan, Can* — It's not often that a member of Toastmasters (at least, to our knowledge) is honored by royalty. When that Toastmaster is one of the few in Canada to receive such an award, we thought you'd like to hear about it.

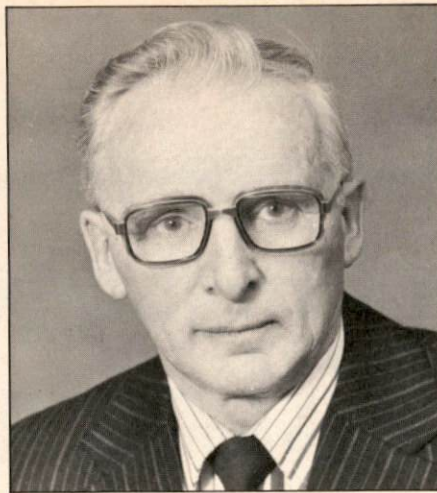
Herb Clark, DTM, a member of the Saskatoon Club 450-42 in Saskatoon, Saskatchewan, Canada, and a professor of extension at the University of Saskatchewan, was recently awarded a "25th Silver Jubilee Commemorative Medal" by Her Majesty Queen Elizabeth of Great Britain. The medal, especially struck for the twenty-fifth anniversary of the accession of Her Majesty the Queen to the throne, was presented to Mr. Clark by the Queen's



representative in Canada, the Honorable Jules Leger, Governor-General of Canada.

The award, according to Kenneth Panchuk, administrative vice-president of the Saskatoon Club, was presented in recognition of Mr. Clark's contribution to the Saskatchewan 4H movement during the past 32 years.

"Toastmaster Clark, has had a distinguished career in the 4H movement as provincial 4H leader, project leader, executive secretary of the Saskatchewan 4H Foundation and was one of the prime movers in the development of the Saskatchewan 4H camping center," said Panchuk.



Herb Clark, DTM

"Our club feels greatly honored to have one of our members so recognized by the Crown."

According to Mr. Panchuk, commemorative medals are struck from time to time to mark important British anniversaries and other great occasions. The most recent of these events was the Centennial of Confederation in 1967. Before that, a medal was issued at the time of the Queen's coronation in 1953. In keeping with tradition, a medal was created in 1977 to commemorate the twenty-fifth anniversary of Her Majesty's reign.

Congratulations, Herb, on a job well done! ■

**C&L AWARD** — Immediate Past District 72 Governor Roger Pitchforth, ATM (right), looks on while the Right Honorable R. D. Muldoon, Prime Minister of New Zealand, looks over the Communication and Leadership Award given him by the New Zealand Toastmasters. While Prime Minister Muldoon had been scheduled to receive the award during District 72's May convention, he was unable to attend because of unexpected business overseas.



**SPEECH CONTEST** — A panel of seven European judges look on expectantly as Malcolm Salter (right) of Luxemburg delivers his winning speech, "Bumf." Mr. Salter was one of seven contestants participating in the recent European Speech Contest for undistricted clubs held at the Hilton Hotel in Brussels, Belgium. Hosted by the Brussels Club 3286-U, the memorable event was attended by nearly 100 Toastmasters from Heidelberg, Ramstein, Barbarossa, Luxemburg, Paris and Zurich.



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# How to...

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## Break the Language Barrier: Go Bilingual!

*Tired of having language act as a barrier between you and a prospective member. Well, now there's something you can do about it.*

by Linda Folkard-Stengel, ATM,  
and Rudy Stengel, ATM

Let us invite you to a meeting of one of the newest clubs in District 52. As a Toastmaster, you will encounter a familiar scene on entering the room. You are greeted by the sergeant-at-arms, asked to sign the guest register (on a table with a display of TI educational and promotional material) and introduced to the members. There is a flag against the rear wall, a lectern, trophies — all the usual elements. The meeting is called to order, and one member leads the Pledge of Allegiance: *Prometo la fidelidad a la bandera de los Estados Unidos, y a la Republica que la representa: una nacion, bajo el Dios, indivisible, con libertad y justicia para todos.*

If you belong to the English-speaking majority of the present Toastmasters membership, you may just have felt a slight jar; and yet, the cadence of "...with liberty and justice for all" sounded well-matched by "...con libertad y justicia para todos." Welcome, then, to Club 896-52, "Los Conquistadores," a bilingual club (English and Spanish).

"Why bilingual clubs?" you may be asking yourself. To begin with, we all are members of Toastmasters International. TI had its beginnings, and most of its growth to date, in English-speaking areas. But take a look at your current club directory. We are spreading into areas where

the major language is *not* English. In fact, some of our basic Communication and Leadership manuals and collateral material are already available in Spanish and French as well. Spreading the educational benefits of Toastmasters is truly an ingredient of "growth through sharing," but in some cases these growth opportunities are right "at home" in the metropolitan areas of North America. So let's get down to the nuts and bolts.

### Finding Your Prospects

It is estimated that, in Los Angeles County alone, 15 percent of the population claims Spanish as its primary language. One of the relatively most compact Spanish-speaking areas is east of the city center, in a territory split among numerous political subdivisions — and among three districts (52, F and 1).

In early 1977, a search of club listings revealed that there was only a single club operating in District 52's share of this territory, and that was an associated club (for employees of one county agency only). Here we had a population potential of at least 100,000. If it were a city by itself, somewhere "out there," surely someone would have thought of starting a club already — except for the language factor. Speaking of that, there is, as we soon discovered, a kind of built-in bonus in a bilingual club project. For each prospect who wants to improve English language skills there is likely to be a prospect-in-reverse, with English as the

major language who wants to improve his or her skills in the opposite language.

### Your Plan of Action

Starting a single-language club is a serious undertaking. Planning to launch a bilingual club is doubly serious, because the target community is likely to judge the entire organization by the pilot project.

We did not merely perform a population survey (which included transferring district boundaries onto street maps), but also generated a written plan (a useful exercise — and people may ask you for one, anyhow) which started with demographics and proceeded to outline district involvement, personnel needs, media plans and special requirements of the project. And these items are important enough to merit individual discussion.

### Involve Your Leaders

No one in Toastmasters ever accomplished anything alone. Even when you speak, you have an evaluator, a timer, a grammarian and an audience. After we had our plan outlined, we presented it orally to just about every member of our district team. For good measure, we also accepted an invitation from Founder's District to give the same presentation at one of its conferences.

Uniformly, the reaction was not "Why do you want to do a crazy thing like that?" but "How soon can we help you get started?" In the months that followed, we began to

get the distinct feeling the "How soon?" had really meant "How about next week?" But we were not yet ready.

### Assemble the Starting Team

A new club is usually sponsored by an existing club, and for good reason. *One* mentor may try very hard, but he or she cannot possibly carry 20 brand new Toastmasters through a successful first year. In this case, there *was* no pre-existing bilingual club. Therefore, we needed a core group of experienced bilingual Toastmasters to become involved.

An appeal in the district bulletin yielded some volunteers; others were simply personal acquaintances. Not all of them were able to assume the responsibility of dual membership, but even drop-ins on a "whenever possible" basis were obviously welcome.

One word of caution, however. A project like this needs Toastmasters who are not only bilingual, but in a sense bicultural, with sensitivity for the other person's background and cultural values. After all, would you go into a solidly Polish neighborhood with a community contact team and bring a Toastmaster who insists on telling Polish jokes?

Finally, and most importantly, we had the promised (and solidly delivered) support of the district demonstration team.

### Your PR Channels

Once we had set a date for the first demonstration and organization meeting, we used all available public relations avenues available to us. The district bulletin has been mentioned. We also contacted, for example, "La Opinion," where Octavio Costa, a staff writer, made his daily column available, and has given us exceptional editorial support ever since. Another approach was through Los Padrinos Club 2110-F, which is linked to Los Padrinos Foundation and has considerable community outreach. The broadcast media, alas, have yet to discover us, but we used to good advantage an older broadcast method called word-of-mouth. Everybody knows *someone*, and that has generated walk-in prospects very nicely.

### Your Educational Materials

You can't expect novice Toastmasters to have much faith in prom-

ises that *someday* they will see a copy of "Comunicacion y Liderazgo" (Does anyone need a translation for that?). Anteing up the \$50 charter fee got us an advance of educational materials as soon as we had filed initial papers for the club. The catch with starting a bilingual club is that you cannot borrow manuals from an existing club library. And, generally, we were able to issue educational materials as soon as prospects were ready to put their names on the charter application.

### Hang in There

It took six months almost to the day from our organizational meeting to charter presentation. And most of the problems we experienced, I suppose, were common to all new clubs. But there are some special issues to address because of the nature of the club.

We have, for example, *two* grammarians on each meeting schedule (one for Spanish, one for English). We have also set a policy that members should try to give their speeches in the language in which they are less proficient. Apart from that, language use is thoroughly optional — you can even change in the middle of a speech.

We are still experimenting as we go along to make our meetings not only educational, but interesting and varied as well. After all, the name "Los Conquistadores" had little to do with the Spanish conquest of the New World. Rather, it refers to the three I's — ignorance, inability and inhibition — which we are determined to conquer. It has been a lot of work, but has also brought us a lot of personal learning and satisfaction. And by the way, we do intend to complete a Distinguished Club Plan for 1978!

You do not have to have a Spanish-speaking community to start a bilingual club, nor a compact "ghetto" of any linguistic description. In a sizable urban zone, prospects for a bilingual club may be scattered all over the area.

Start looking, start organizing . . . and good luck! ■

*Linda and Rudy Stengel are both members of the Los Conquistadores Club 896-52 in Los Angeles, California. Linda currently serves as District 52's Area G governor, while Rudy acts as its Division II lieutenant governor.*

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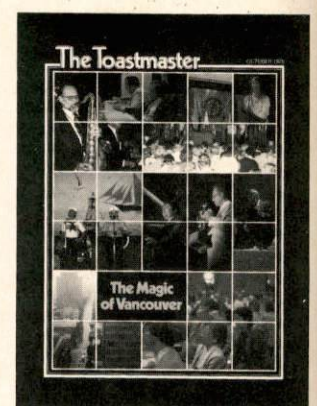
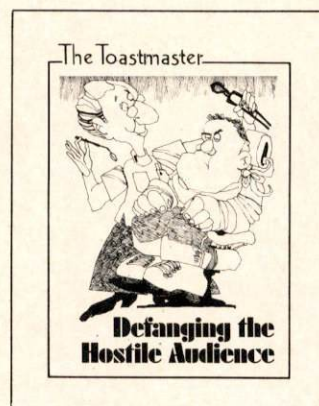
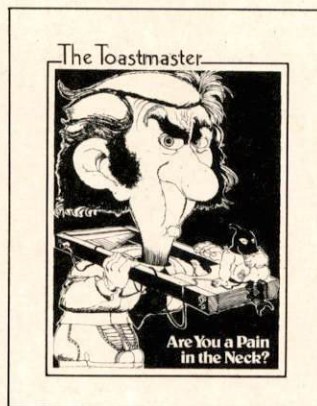
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# Hall of Fame

## DTMs

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

### Herb Chow

Puc (K) Sters 3873-4, San Francisco, CA

### Floyd O. Swathwood

Anthony Wayne 521-11, Ft. Wayne, IN

### John P. Kozlowsky

Glendale 1 8-52, Glendale, CA

### Doreen Henley

First York 3815-60, Toronto, Ont., Can

### Bernice Henry

First York 3815-60, Toronto, Ont., Can

### Piers Foa

Yarra Valley 26-73P, Croydon, Vict., Aust

## ATM's

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

### Harry K. Wolfe

Seattle International 10-2, Seattle, WA

### Mary Lou Reed

Easy Risers 2961-3, Scottsdale, AZ

### Donald F. Stanton

Carlsbad-Oceanside 47-5, Carlsbad, CA

### Olive Bernice Minyard

Vapor Trails 203-5, San Diego, CA

### B.H. Milkes

Blue Ox 1235-7, Portland, OR

### Leland E. Russell

Bootstrappers 2397-7, Salem, OR

### Theodore E. Roberts

Early Words 3657-7, Longview, WA

### Lloyd H. Smith

Blue Mountain 618-9, Walla Walla, WA

### Henry B. Darrell

Derbytown 3688-11, Louisville, KY

### Quinnon S. Walker

Artesian 3379-14, Albany, GA

### Albert F. Schrempp

Wesley 1022-16, Oklahoma City, OK

### R.J. Bouchard

DESEAA 2240-18, Wilmington, DE

### Robert M. Turner

Golden Belt 3449-22, Great Bend, KS

### Janet Stojack

DCASR Chicago 265-30, Chicago, IL

### John C. Bernhartsen

Buzzard Point Speakers 259-36,  
Washington, D.C.

### Jack Hilton

Helmsmen 2412-36, Arlington, VA

### Roland W. Gerstenberger

Asheville 436-37, Asheville, NC

### William C. Collins

Sub & Surface 2886-38, Philadelphia, PA

### Richard B. Dankin

SAAD SAC'S 2591-39, Sacramento, CA

### Bob N. Engstrom

SAAD SAC'S 2591-39, Sacramento, CA

### Melvin S. Lammers

Kittyhawk 1108-40, Wright-Patterson AFB,  
Dayton, OH

### John Stoffel

Pile O Bones 1862-42, Regina, Sask., Can

### Ab R. Ellis Jr.

Permain 1509-44, Midland, TX

### Lawrence Washer

Vanderbilt 3061-46, New York, NY

### Virginia Hedding

Venetian 952-47, Fort Lauderdale, FL

### Charles Carter Peterson

Tallahassee 1135-47, Tallahassee, FL

### Jack O. Sanders

Bold City Challenger 2092-47,  
Jacksonville, FL

### Horace F. Bennett

Battle Creek 1027-62, Battle Creek, MI

### Trevor Guy Hammond

Taree 2893-70, Taree, N.S.W., Aust

## New Clubs

### 414-F March Air Force Base

March Air Force Base, CA — Tues., 11:45 a.m., March AFB, NCO Club (780-8646). Sponsored by Moreno Valley 2169-F.

### 2211-2 Golden Bell

Bellevue, WA — Thurs., Seattle 1st National Bank (883-6615 or 883-6656). Sponsored by Overlake 2889-2.

### 2731-3 Farmers Insurance Group

Phoenix, AZ — Thurs., 5:00 p.m., Coco's Restaurant, 2740 W. North Lane (997-5971). Sponsored by Ocotillo 68-3.

### 2957-3 Greyhound High Risers

Phoenix, AZ — Wed., 11:15 a.m., Grey-

hound Mgt. Center, 4020 N. Central, Rm. 103 (248-7106). Sponsored by Greyhound Early Risers 213-3.

### 692-6 Northwest Wind

Osseo, MN — Tues., 6:15 p.m., Kopper Kettle, 225 Central Ave. (553-4271 or 425-6983). Sponsored by Midland 776-6.

### 3191-26 Hinooner

Golden, CO — Tues., 12:00 noon, Auditorium-Adolph Coors Co., 12th & Ford (278-1229). Sponsored by Brewmasters 2554-26.

### 3203-30 Riverside

Chicago, IL — Thurs., 12:00 noon, 300 South Wacker Dr., 35th Floor (353-5122). Sponsored by Windjammers East 2530-30.

### 3300-35 Johnson Controlmasters

Milwaukee, WI — Wed., 4:30 p.m., Johnson Controls, Inc., 507 E. Michigan (276-9200). Sponsored by Ozaukee 3210-35.

### 1950-42 New Dawn

Regina, Sask., Can — Wed., 4:10 p.m., Simpson's Sears, Ltd., 1050 Broad St. (569-1711). Sponsored by Wascana 577-42.

### 2039-43 Forrest Capital

Crossett, AR — Wed., 12:00 noon, Wagon Wheel (567-8614). Sponsored by Pine Bluff Arsenal 1204-43.

### 2100-46 TELA

New York, NY — Wed., 12:00 noon, American Telephone & Telegraph, 32 Avenue of the Americas (334-6620). Sponsored by Broadway 1000-46.

### 2191-46 TRIBECA

New York, NY — Tues., 5:00 p.m., A.T. & T. Long Lines Bldg., 32 Avenue of the Americas (580-8325). Sponsored by Broadway 1000-46.

### 2950-49 Camp Smith

Camp H.M. Smith, HI — Tues., 4:15 p.m., Public Affairs Office Conference Room (477-6245). Sponsored by Pearl City 2805-49.

### 251-52 Public Employees

Los Angeles, CA — Thurs., 11:30 a.m., Los Angeles City Hall, Room 910, 200 N. Spring (485-5226). Sponsored by Civic Center 3567-52.

### 1961-61 Paul Smiths

Paul Smiths, NY — Mon., 6:30 p.m., Paul Smiths College, Administration Bldg. (327-6330).

### 1214-64 JR

Winnipeg, Man., Can — Tues., 5:30 p.m., St. Regis Hotel, 285 Smith St. (988-5802). Sponsored by Winnipeg 250-64.

### 1163-65 The Hooker

Niagara Falls, NY — 1st Mon. and 3rd Thurs., 5:15 p.m., Parkway Ramada Inn, Bubbalo Ave. (278-7216).

**3814-69 Bundaberg**

Bundaberg, Qld., Aust — Mon., 6:30 p.m.,  
East End Hotel, Princess St. (721822).

Sponsored by Rockhampton 3732-69.

**3585-70 Pennant**

The Hornsby District, N.S.W., Aust —  
Tues., 7:00 p.m., Pennant Hills Bowling  
Club, Yarrara Road (634-1546). Sponsored  
by The Hills District 3180-70.

**848-72 Ragitoto**

Auckland, New Zealand — Wed., 7:15 p.m.,  
Commercial Travellers Club, 29-33 Chinerau  
Remuera St. (30-637).

**2859-U J.R. A. Chartered Accountants**

Johannesburg, South Africa — 2nd Thurs.,  
5:00 p.m., Nat'l Council Boardroom, J.R.A.  
Bldg. Last Thurs., 7:00 p.m., Wanderers  
Club (833-1650). Sponsored by Country  
Club 2636-U.

**2980-U NATO School**

Oberammergau, Germany — Wed., 7:00  
p.m., The NATO Community Club, Am  
Anger Strasse (08822-6818).

**3329-U South Cotabato**

South Cotabato, Philippines — Thurs., 7:30  
p.m., Celemas Place, Alunan Ave. Sponsored  
by Toastmasters Club of Davao 3854-U.

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## Anniversaries

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**45 Years (October)**

**Orange County Braille 15-F**, Anaheim, CA  
**Huntington Park-Bell 14-1**, Huntington  
Park, CA

**45 Years (November)**

**Tacoma 13-32**, Tacoma, WA

**30 Years**

**Twin Rivers 667-42**, Calgary, Alberta, Can

**25 Years**

**Creston 804-19**, Creston, IA  
**Anthony Wayne 1380-28**, Toledo, OH  
**Sanduskey County 1402-28**, Fremont, OH  
**Camrose 1432-42**, Camrose, Alberta, Can  
**Columbia 1393-58**, Columbia, SC  
**Lavolette 1392-61**, Trois Rivieres, Quebec,  
Can

**Mainstreet 1407-62**, St. Joseph, MI  
**Twin City 1410-62**, St. Joseph, MI  
**Old Dominion 1397-66**, Richmond, VA

**20 Years**

**FMC 2873-4**, San Jose, CA  
**Northwest 2855-30**, Elk Grove, IL  
**Armed Forces Staff CLG 2865-66**,  
Norfolk, VA

**15 Years**

**Derbytown 3688-11**, Louisville, KY  
**Presque Isle 2493-13**, Erie, PA  
**Golden West 2427-39**, Sacramento, CA  
**Waikiki 3680-49**, Honolulu, HI  
**Fukuoka 3405-U**, Fukuoka City, Japan

**10 Years**

**Douglas Aircraft 1497-1**, Long Beach, CA  
**World Way 2596-1**, Los Angeles, CA  
**Columbian 708-9**, Coulee Dam, WA  
**McCook 2888-24**, McCook, NE  
**Stag 2908-53**, Hartford, CT

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# 1978-79 District Governors

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- F. Don Robinson, DTM, 1807 S. 3rd Ave., Arcadia, CA 91006
1. Ken Himes, DTM, 5361 Russell Ave., #212, Los Angeles, CA 90027
  2. Dennis C. Eldridge, ATM, 7717 200th S.W., Edmonds, WA 98020
  3. Juris Kursulis, DTM, 519 N. 72nd Place, Scottsdale, AZ 85257
  4. Ray E. Brooks, DTM, 33114 Lake Garrison St., Fremont, CA 94536
  5. R.E. Kenyon, DTM, 5595 Morro Way, La Mesa, CA 92041
  6. Frank J. Smith, ATM, 716 W. 38 St., #203, Minneapolis, MN 55409
  7. Herbert C. Stude, DTM, 3335 N.E. 53rd Ave., Portland, OR 97213
  8. Ed Richfield, ATM, Rt. #5, Box 200, Hillsboro, MO 63050
  9. Marshall C. Miller, DTM, 34 K St., N.E., Ephrata, WA 98823
  10. J. Ceyril Crawford II, ATM, 9200 Buckeye Rd., #1, Cleveland, OH 44104
  11. Lowell H. Spalding, 3422 Woldhaven Dr., South Bend, IN 46614
  13. Charles H. Vondracek, DTM, 4488 Sardis Rd., Murrysville, PA 15668
  14. T.R. (Dick) Banks, DTM, Box 80804, Atlanta, GA 30366
  15. Joan C. McNeil, 4657 Loyola St., Salt Lake City, UT 84120
  16. Stephen B. Peter, DTM, 1920 N.W. 17th, Oklahoma City, OK 73106
  17. Robert K. Powell, ATM, P.O. Box 1116, Bozeman, MT 59715
  18. Donald L. Pugh, 127 Fairmont Dr., Bel Air, MD 21014
  19. Robert A. Jenkins, DTM, 2734 - 56th St., Des Moines, IA 50310
  20. LeRoy A. Spilde, ATM, Box 562, Casselton, ND 58012
  21. R.S. (Dick) Dixon, DTM, 439 E. 16th St., North Vancouver, B.C., Can V7L 2T4
  22. Woody Allen, ATM, 6514 N.W. Ames, Kansas City, MO 64118
  23. Coleman A. Richardson, DTM, 9601 San Gabriel N.E., Albuquerque, NM 87111
  24. Ruth M. Kraft, ATM, 4930 California St., Omaha, NE 68132
  25. B. Jack Holt, ATM, 6845 Craig, Ft. Worth, TX 76112
  26. Jack C. Nemmers, 2442 Carr St., Lakewood, CO 80215
  28. Sharon A. Mohr, ATM, 3548 Glynn Dr., Toledo, OH 43614
  29. Birney T. Pease, DTM, 2961 Starfighter, Tyndall AFB, FL 32403
  30. Henry H. Sharton, DTM, 716 Columbian Ave., Oak Park, IL 60302
  31. Lew Mutty, ATM, 129 Nimrod Dr., Concord, MA 01742
  32. Robert Damiano, ATM, 2991 Pickering Pl. N.E., Bremerton, WA 98310
  33. Don Ensch, DTM, 410 Del Norte Rd., Ojai, CA 93023
  35. William G. Trottier, DTM, 1213 Meadowlark Dr., Madison, WI 53716
  36. Toshio Hoshide, DTM, 1993 Milboro Dr., Rockville, MD 20854
  37. Jay R. Nodine, DTM, 1316 N. Juniper Ave., Kannapolis, NC 28081
  38. Ginny Goodrum, ATM, 210 Broomall St., Folsom, PA 19033
  39. Marcia L. Peters, DTM, 1092 Salmon Dr., Roseville, CA 95678
  40. Rhuel K. Craddock, DTM, 1413 Princess Dr., S. Charleston, WV 25309
  41. Raymond L. Linder, ATM, 317 Lincoln Lane, S., Brookings, SD 57006
  42. A.D. (Al) Munroe, ATM, 1300 Princess Crescent, Moose Jaw, Sask., Can S6H 6S9
  43. Bill M. Williamson, ATM, 4435 Rosemont Dr., N. Little Rock, AR 72116
  44. Scott A. Edwards, DTM, 6304 Raleigh Ave., Lubbock, TX 79414
  45. Jack Kiuru, ATM, P.O. Box 2182, Halifax, N.S., Can B3J 3C4
  46. Elias E. Ezra, ATM, 3 Maxwell Dr., Jericho Gardens, NY 11590
  47. Robert Gelfand, DTM, 4310 Mangrum Ct., Hollywood, FL 33021
  48. Earl D. Heath, ATM, 3820 Rouse Ridge Rd., Montgomery, AL 36111
  49. Doug Kelly, ATM, 1547 Haloa Dr., Honolulu, HI 96818
  52. James O. Wildes, DTM, 6640 Blewett Ave., Van Nuys, CA 91406
  53. Marc A. Ruggeri, DTM, 71 Desson Ave., Troy, NY 12180
  54. Carl G. Houchins, ATM, 226 Walnut Dr., St. Charles, IL 60174
  56. James La Prade, 1150 Babcock Rd., #G16, San Antonio, TX 78201
  57. Lynden F. Davis, DTM, 555 Pierce St., #1305, Albany, CA 94706
  58. Richard D. Berkland, ATM, Rt. #1, Box 199, Marwood, Rock Hill, SC 29730
  60. Doug Barclay, DTM, 5426 Winston Rd., Burlington, Ont., Can L7L 3B2
  61. Fred B. Coulson, 129 Taywood Dr., Beaconsfield, Que., Can H9W 1B1
  62. John H. Maclaren, 909 Oak Grove Rd., Jackson, MI 49203
  63. Marcia A. Taylor, DTM, 164 Walton Ct., Kingsport, TN 37663
  64. C.J. (Tom) Thompson, DTM, 11 Tod Dr., Winnipeg, Man., Can R2M 1Y5
  65. Raymond W. Tardiff, ATM, 3238 Winton Rd., So., Rochester, NY 14623
  66. J. Fred Powell, 905 Carson Dr., Christiansburg, VA 24073
  68. Elmer H. Wagner, ATM, 108 Prospect, Lake Charles, LA 70605
  69. Bruce Maddison, 11 Liamena St., Mansfield, Qld., 4122, Aust
  70. Chris Veitch, 40 Loquat Valley Rd., Bayview, NSW, 2104, Aust
  71. Pat Dullaghan, 56 Springhill Park, Killiney, Dublin Co., Ireland
  72. John A. Fauvel, DTM, P.O. Box 3114, Auckland 1, New Zealand
  - 73p. Tony Jessop, ATM, 2 Ellery Ct., Mulgrave, Vic., 3170, Aust

# TELL EVERYONE ABOUT TOASTMASTERS

Does everyone in your community know about your Toastmasters club? If not, you'll want to spread the word as quickly as possible. Here are some promotional ideas to help you do just that. . .

## 267. COMMUNICATION ACHIEVEMENT AWARD.

Now, your club can honor a local dignitary for outstanding communication and gain valuable publicity at the same time! Comes complete with a handsome award plaque ready for engraving and a helpful "how to" booklet with valuable tips on who to select, how to present the award and how to gain the needed publicity. \$15.00.



## 376. MEMBERSHIP AND EXTENSION SLIDE PRESENTATION.

This unique 40-slide show provides a great way to introduce Toastmasters to a civic group, business association or prospective club. The show comes with professionally prepared slides and script booklet. \$15.00.



## 363. HIGHWAY SIGN — 22".

Features the Toastmasters emblem in weatherproof paint with reflecting Scotchlite "T." Provides an excellent way to publicize Toastmasters — and your own Toastmasters club — in your community. Pre-drilled holes make attaching this sign to your community post a snap! \$15.00.



## 377-378. TV, RADIO PUBLIC SERVICE ANNOUNCEMENTS.

Let Earl Nightingale work for you! These 30-second television and radio public service spots will go a long way toward making the Toastmasters program better known in your community. Information sheets with tips on how to use the tapes are included. Television spots (377), \$25.00; Radio (378), \$5.00.



## 369-370. TI LICENSE PLATE FRAMES AND BUMPER STICKERS.

Carry Toastmasters with you wherever you go . . . or give them as gifts. Let everyone know how proud you are to be a Toastmaster. License Plate Frames (369) sold only in sets of two — \$2.50, plus \$1.00 postage and handling (U.S.). Bumper Stickers (370) come in sets of two — 70 cents each.



## 384. OFFICIAL CLUB MEETING PLAQUE.

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

