

February 1976

the toastmaster



An Expert Looks at
VOICE CONTROL

LETTERS TO THE EDITOR



How About It?

How about starting a monthly feature that deals with language, grammar, and word usage—something under a new and challenging title?

This effort would surely help make our communication truly beautiful.

Everett J. Deubner
West Milton, Ohio

Any grammarians out there? If you would like to write a feature on words and language for THE TOASTMASTER, send us some samples.—Ed.

Bulletin Board

In reading the last issue (December, 1975) I was most pleased to see your newest innovation: excerpts from various club and district bulletins. That's a great idea!

For years, I have been receiving many club and district bulletins and have, from time to time, noticed items that were of general interest to the membership. In my opinion, sharing these ideas through THE TOASTMASTER promotes fellowship and unity while, at the same time, affording recognition to some of our most dedicated members who take the time to write

an article for their club or district bulletin.

In addition, I am pleased to say that I am still receiving unsolicited compliments on behalf of your staff for the overall quality of the magazine. Keep up the good work.

Chuck Allen, DTM
International Director
Huntsville, Alabama

Who Is the Fairest?

The article by David Schmidt that appeared in the December, 1975, issue of THE TOASTMASTER (Who's the Fairest of All?) was great. It made me stop to think how often we become preoccupied with ourselves.

At the end of the article, you mentioned three other articles written by Mr. Schmidt: "Read to Remember," "Managing Management Time," and "A Guide to Better Writing." Where can I obtain reprints of these articles?

Herbert Kramer
Lyndhurst, Ohio

Reprints of the articles you mentioned can be obtained by writing directly to Dave Schmidt, Schmidt, Pryor, and Company, 5909 Martway, Shawnee Mission, Kansas 66202.—Ed.

It's Alive!

Your publication has really come alive with excellent "how to" articles, educational theme publications, and recognition.

My special thanks to you and the World Headquarters staff for going back to an expanded format for ATM/DTM Hall of Fame recognition. It's much better.

Club news, individual Toastmaster news, and special happenings could use a bit more space, but overall, an A plus for a good magazine that gets distributed here in Oklahoma City.

Keep up the good work.

Dick Schneider, DTM
Oklahoma City, Oklahoma

The Magic of Speechcraft

May I suggest an interesting objective for Toastmasters for 1976? Each club sponsor one Speechcraft program.

For revival of interest and increase membership, I believe no single effort can compare with the magic of Speechcraft. I have witnessed the revival of three clubs with this excellent communication service which we have to offer.

Just try Speechcraft once. There is little to lose . . . and so much to gain!

R. J. Kenworthy, DTM
Queensland, Australia

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

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

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

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

Vo
197
Pre
F
Ser
6
Sec
4
Thir
H
Pas
9
Exe
G
Sec
G
DIR
Cha
ville
Win
Car
Yak
P.O.
DTM
Ham
8525
wau
Wes
McC
SC
Stre
DTM
Can
Burd
ards
John
TX 7
nue,
502
Mille
CA
Robe
90
Publ
Copy
All F
Santa
Toas
Santa
belor
wise
those
and
mark
Regis
PRIN
Non-r
30 ce
MAST
Ana,



Dr. Ralph C. Smedley
Founder, 1878-1965

No. 2 February 1976

OFFICERS

—**George C. Scott, DTM**, 1600 Standard Bldg., Portland, OR 97204
—**Robert W. Blakeley, DTM**, 1000 Bay Blvd., Alexandria, VA 22310
—**Durwood E. English, DTM**, 1000 Alifan Drive, San Diego, CA 92111
—**Hubert E. Dobson, DTM**, 1205 1/2 Road, South Charleston, WV 25303
—**John F. Diaz, DTM**, 14302 Broadway Drive, Houston, TX 77024
—**Terrence J. McCann**, 2200 N. Ave., Santa Ana, CA 92711
—**Herbert C. Wellner**, 2200 N. Ave., Santa Ana, CA 92711

MEMBERS

—**S. Allen, DTM**, 2704 Dry Creek Drive, Huntsville, AL 35810; **Douglas A. Barclay, DTM**, 5426 1/2 Road, Burlington, Ont., Canada L7L 3B2; **Berryman, DTM**, 711 Scenic Bluff Drive, WA 98902; **Howard E. Chambers, DTM**, P.O. Box 1585, Hawthorne, CA 90250; **Guy V. Ferry**, P.O. Box 3, Moffett Field, CA 94035; **William D. [Name], DTM**, 6414 East Sheridan, Scottsdale, AZ; **Norman R. Maier, ATM**, 5660 North Lydell, Milwaukee, WI 53217; **Anthony J. Marra, DTM**, 568 Wood Drive, Downingtown, PA 19335; **P. Gregory [Name], DTM**, 807 Springdale Road, North Augusta, SC 29841; **Robert A. Owen, DTM**, 3917 Woodbine Chevy Chase, MD 20015; **Don A. Plaskett**, 428 South Norah Street, Thunder Bay, Ont., Canada P7E 1N9; **Warren C. Reeves, ATM**, 4999 Creek Drive, Ogden, UT 84403; **Phillip B. Rich- [Name], DTM**, 2619 Robinwood Drive, Toledo, OH 43610; **A. Shults**, 1411 Wirt Road, Apt. 256, Houston, TX 77055; **Richard L. Storer, ATM**, 1684 Wicke Ave., Des Plaines, IL 60018; **Richard A. Ward, DTM**, South Lincoln, Aberdeen, SD 57401.

ADVERTISING REPRESENTATIVE

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

Published monthly by Toastmasters International. Copyright © 1976 by Toastmasters International, Inc. All Rights Reserved. Second class postage paid at Santa Ana, California, and additional mailing offices. Toastmasters International, 2200 North Grand Avenue, Santa Ana, California 92711. All material submitted belongs to Toastmasters International unless otherwise stated. Author's opinions are not necessarily those of the organization. The names "Toastmaster" and "Toastmasters International" are registered trademarks of Toastmasters International, Inc. Marca Registrada en Mexico.
PRINTED IN U.S.A.

Non-member subscription \$3.60 per year; single copy 10 cents. Address all communications to THE TOASTMASTER, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, California 92711.

toastmaster

-
- 4 Get Rid of Those Chains
by George C. Scott, DTM
-

- 6 A Professional Look at Voice Control
by Al Bernsohn



You've learned to choose a topic you care about and one that will interest and benefit your audience. You've developed research techniques, found how to organize and structure what you have to say, even chosen the words, the key thoughts precisely phrased. But there is something else you should be concerned with . . . how you sound when you say all of this!

-
- 10 The Spouse in the Toastmasters House
by June McMahan Roy
- 14 Speak Up . . . Your Audience is Waiting!
- 16 That's Sharing '76!
- 18 Speaking Off the Cuff?
by Dr. William S. Tacey
- 24 Can You Sell That Brainchild?
by Mike LeFan
- 26 How to Communicate What You Really Mean
by Dr. David H. Smith
-

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

Get Rid of Those Chains

by
George C. Scott, DTM
International President



I remember a warm summer evening not long ago when my three-year-old grandson and I squatted down and peered under the flap of the large tent that housed the animals of the Ringling Brothers, Barnum and Bailey Circus. As our eyes gradually became accustomed to the semidarkness, the outlines of the various animals soon emerged. Horses, lions, camels, and tigers all came into focus. "Grampa," he shouted. "Look at all the elephants!"

There they were, the behemoths of the jungle, perhaps some of the strongest beasts in the world, being held in

place by a short chain fastened around one leg. The other end of the chain was attached to a peg in the ground. Why didn't they just wrap their trunks around the pegs and pull them out? They were certainly strong enough. The reason was that they just didn't think they could do it.

At a very early age, these same elephants had been chained to a stake they found impossible to pull out. As they grew older, they just accepted the condition as something they couldn't change. Their whole attitude about the chain and stake was one of futility because they thought they couldn't do anything about it. They had been mentally programmed to believe just that.

As the two of us walked away from the animal tent, I couldn't help but think how similar our lives are to that of the elephant's. If I were to start "programming" my grandson into thinking he could never be a good reader or speaker, in all probability that's how he would be. He would find a chain tied around him which would seem impossible to break.

Most of us put similar chains on ourselves. We tell ourselves we can't stand in front of people and give a talk, and sure enough, the chain is there. We think of reasons why we can't do it. But these reasons, like the chains, are no more than handicaps we place on ourselves. We call them excuses when other people use them. It's really self-defeating behavior. Like the chains, they are self-imposed handicaps that defeat our real desires to find pleasure and satisfaction in our own talents.

Toastmasters can help break the chains that bind you.

Self-confidence. The ability to communicate more effectively. A better understanding of leadership principles. These are but a few of the benefits of the Toastmasters programs which you can develop as your shackles fall.

But to do this, you have to become involved to get a there is out of the Toastmasters program. Involvement means following the established programs, using the manuals, spending time on preparation, and thinking about what you're supposed to be doing. It means regular attendance at all your Toastmasters club meetings and a willingness to help your fellow members, either as an officer or as a member. Every time you fail to do any of the above and shrug it off with an excuse of some kind, you are placing another chain on yourself. That is self-defeating behavior.

You can gain the power you need over your own behavior in a positive way through the great resources available to you through Toastmasters. Every one of your club members wants to help you overcome your weaknesses and capitalize on your strengths. But the greatest resource lies within you. It really is up to you to make your membership meaningful.

Or would you rather be like a chained up elephant? □

\$3.00

May We Send You
This \$8.00

EXECUTIVE'S LETTER WRITING AND SPEAKER'S KIT

ABSOLUTELY FREE!

Two Remarkable, Valuable Handbooks Specifically Designed to Upgrade Your Business Correspondence and Improve Your Speaking Abilities!



When You Have to
Get Up and Talk

\$5.00

Just send in the coupon below to receive your **FREE Kit**—two unique Handbooks that will vastly improve your writing and speaking skills!

THE EXECUTIVE'S COMPLETE PORTFOLIO OF LETTERS gives you hundreds of prewritten letters for every business situation. It will save you hours of dictation—make letter-writing simple. No more struggling for the right phrase or tone!

WHEN YOU HAVE TO GET UP AND TALK brings you hundreds of tips and ideas in the art of public speaking—exactly the help you need for making yourself interesting and perfectly understood on the job, at meetings, or in social situations!

This \$8.00 Kit Is Yours—Absolutely Free—Along With a 15-Day FREE Trial Examination of the Famous EXECUTIVE'S WORKSHOP. There's No Obligation to Buy a Thing!

Along with your **FREE Kit**, you'll receive an Introductory Subscription to the **EXECUTIVE'S WORKSHOP**. The **WORKSHOP** gives you the skills it normally takes years to develop in simple, step-by-step monthly lessons. Each month, 5 to 8 lessons upgrade your skills in these essential areas:

PRODUCT MARKETING—All you must know about consumer appeal—a complete grasp of the 15 factors necessary for marketing any product!

EXECUTIVE WRITING—You'll learn how to organize your thoughts and convert them into meaningful memos and reports!

MANAGING PERSONNEL—Gives you the key to the most important executive talent—getting along with people! Provides the finest methods for supervising personnel and motivating employees!

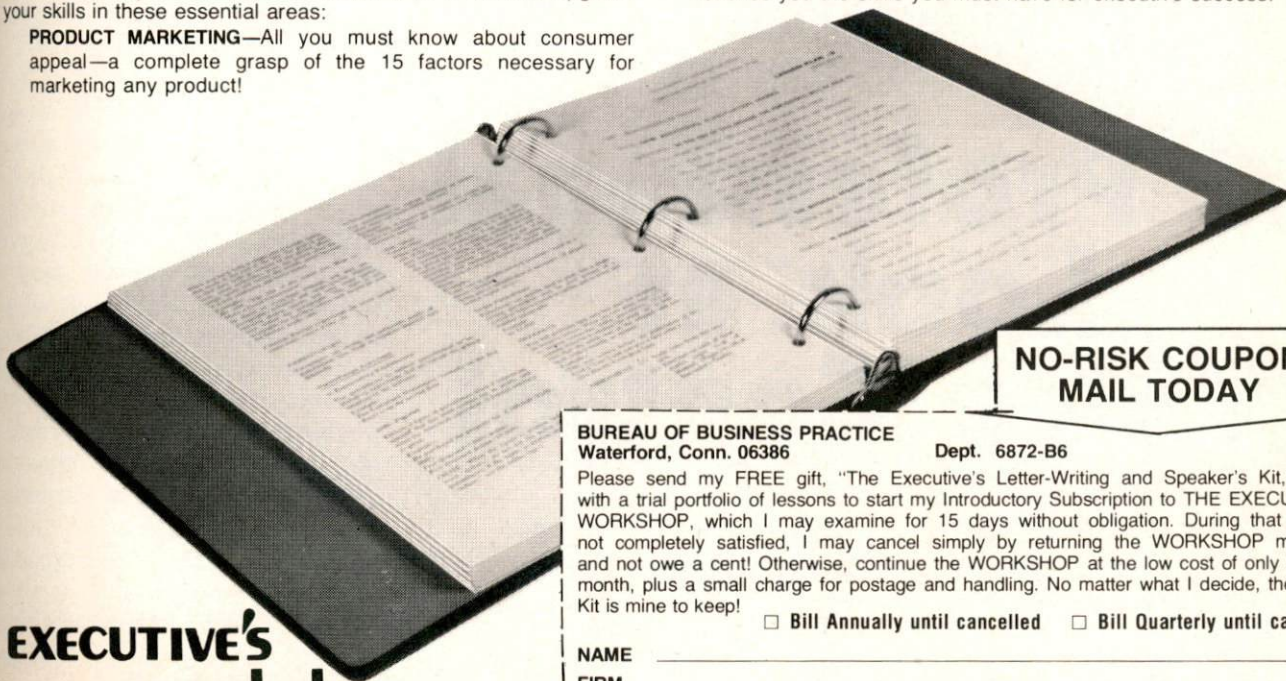
SPEED READING—You'll learn how to speed through business reading in half the usual time, and comprehend more!

EXECUTIVE MATH—The **WORKSHOP** gives you 24 proven formulas to simplify all forms of business math!

MODERN SALESMANSHIP—Provides a complete course in salesmanship at the leadership level. Sell ideas, sell yourself!

GENERAL SKILLS—You'll learn the essential skills to help achieve top administrative posts . . . decision-making . . . delegation . . . self-improvement!

Each monthly portfolio is complete—no added expense for books, worksheets or pads. Ample space is included in each lesson for working out problems. It is a continuing course that teaches you the skills you must have for executive success!



**NO-RISK COUPON
MAIL TODAY**

BUREAU OF BUSINESS PRACTICE
Waterford, Conn. 06386

Dept. 6872-B6

Please send my **FREE** gift, "The Executive's Letter-Writing and Speaker's Kit," along with a trial portfolio of lessons to start my Introductory Subscription to **THE EXECUTIVE'S WORKSHOP**, which I may examine for 15 days without obligation. During that time, if not completely satisfied, I may cancel simply by returning the **WORKSHOP** materials and not owe a cent! Otherwise, continue the **WORKSHOP** at the low cost of only \$2.00 a month, plus a small charge for postage and handling. No matter what I decide, the **FREE Kit** is mine to keep!

Bill Annually until cancelled Bill Quarterly until cancelled

NAME _____

FIRM _____

ADDRESS Home Office _____

CITY _____ STATE _____ ZIP _____

EXECUTIVE'S workshop

Backed by years of experience . . . a
proven key to executive advancement

(1107-232-XW)



A Professional Look at Voice Control

by Al Bernsohn

You've learned to choose a topic you care about and one that will interest and benefit your audience. You've developed research techniques, found how to organize and structure what you have to say, even chosen the words, the key thoughts precisely phrased. In other words, you've created the music.

Now what instrument will you use to play it?

A favorite old college professor once told of Lytton Strachey lecturing before a group of students on the meaning of life. He had a scraggy red beard, long bony fingers, and a high-pitched voice.

"Professor Strachey," an earnest sophomore asked after the lecture, "what is the most important thing in life?"

The professor's fingers combed through his beard as he thought for a moment, then his voice squeaked, "Passion."

That vocal pitch that brought laughter wasn't an inescapable handicap. Zina Provendie, former head drama coach of MGM, regards finding an attractive lower-register vocal range attainable for virtually every speaker.

"A high-pitched voice," Ms. Provendie says, "is rarely as effective as a deeper one." How to lower your register? "Practice speaking with your throat relaxed, using the lowest voice you can reach comfortably.

Say "Ah"

"That word 'comfortably' is important," she stresses. "Your throat passage is under your muscular control. The doctor gets you to stretch your throat passage when he asks you to say 'Ah.' You can practice the same thing in a whisper or even silently or aloud in privacy while driving.

"Tense your throat and your voice becomes strident. Relax it and you project more authority, ease tension, not only in your throat, but also in your neck and shoulders, and appeal more to the ears of your audience.

"But don't force it lower than is comfortable for you. It could make your voice less audible and could give your audience the impression you're doing a Ted Baxter imitation."

more difficult speech problem regional accent. Those of the South and West are generally pleasant and acceptable both in those regions and most of the United States. But not the New York, New Jersey, or Bronxian tone.

One movie star, strikingly handsome and known to motion picture fans everywhere, had to undergo extensive coaching ever since his audition, supposedly playing the handsome prince, he came onto the set and was amazed, "Yondah lies da castle of da my fahda."

How do you check your own voice to discover whether you have a major regional accent problem? Ms. Provendie suggests that you make tape recordings of some of the better-voiced radio personalities like Walter Cronkite, Edwin Newman, or any of the anchor men of the top network newscasts on radio or television. Then transcribe a few paragraphs, no more than five minutes, of your material. Tape your own reading of it and note where your pronunciation of certain words differs from theirs, where there is a variation of inflection and syllabic emphasis.

Projecting Your Image

"To have a natural voice that still projects an image of cultivation and authority is an effective success tool," Ms. Provendie counsels. "It helps in winning promotions, making sales, winning staff respect, and improving your social opportunities, not just in making successful talks."

One of the most common speech aberrations, this speech expert feels, is the making of a diphthong or a triphthong of what should be a clear, crisp vowel sound. She suggests noting the pronunciation marks on the various vowels in most dictionaries and practicing each of these until you have them made instinctively. Then, whenever you're uncertain of a word you've heard pronounced differently from your customary way, check it in the dictionary.

"The 'a' of 'father' and the 'oo' of 'pool' are joined by some who mispronounce 'town' as 'taoon,'" Ms. Provendie says.

"The secret of correct speech is the position of lips, tongue, and teeth. Drooping your jaw can have a tremendous influence on the sounds that emerge. Take the 'a' sound in 'cat' or 'can.' If the tongue is not dropped low in the mouth when you say these words, it comes out an offensive-sounding 'cayun.'"

According to Ms. Provendie, barter had much to do with the origins of speech. At first, man communicated with grunts and signs. As he developed aptitudes—where one could carve, another make wheels, a third catch fish—a carved wooden bowl might have been worth five fish, a value denoted by five grunts. "But man had tongue, teeth, lips, and a jaw and discovered that by positioning them differently he could make a variety of sounds. Language evolved."

Whatever your assets—charisma, charm, poise, an eagerness to impart what you know, a genuine liking for your audience and real interest in it, the knowledge that what you have to say is worthwhile—all are enhanced by proper speech. "Not artificial speech mannerisms or verbal posturing," she stresses. "Those could be disastrous. Rather, clear, accurate, involved, interrelating communication. Your interest is in the subject and the audience. You want better speech in order to bring those two interests together. You don't want a high register, inaudible projection, or speech that reveals educational limitations to be a barrier between yourself and your listeners."

As with every other instrument, practice is essential. While driving alone in the car, speak aloud, and listen to the sound of your voice. What is the register? Is it pleasant? Try smiling when you speak and listen to the difference. Can you sustain voice without obvious interruption for the intake of breath? Do you find yourself tending toward a flat, monotonous vocal quality, or is there variation, enthusiasm, real interest, and the ability to attract and hold attention as much by how you say it as by what you say?

Even without outside professional counsel, you can make highly recognizable improvement in your speech quality through consistent effort to add dimension, strength, vitality, and authority to your voice.

Ms. Provendie recommends reading quality writing aloud, both to acquire the phrasing skills of the writer and to strengthen and gain control of your voice.

She advocates your gaining some knowledge of the mechanism that creates speech sounds in the human being. "Your lungs are cone-shaped pumps for the air you use in breathing and speaking. At the base, sheltered by the ribs, the cone is widest. Yet, shallow breathing causes you to use only the shallow, narrow, upper part of the lung, while deep breathing gives you use of much more of the lung, adding strength to your voice and helping you sustain prolonged speech."

She also recommends that you become familiar with the function of the vocal cords and the diaphragm, which "stretches sheet-like across the floor of the rib cage. It partitions the lungs from the abdomen. Inhaling fills the lungs with air, causing the rib cage to expand to the front, sides, and back. Pressure from the diaphragm forces the lungs to release air back up through the windpipe and through the vocal cords. These are just above the Adam's apple. The air pressure causes the vocal cords to vibrate, creating the sound which, aided by tongue, teeth, lips, and the throat, can emerge as speech."

Think Them Open

The relaxed and open throat, in contrast to the tense, tight one, is of primary consideration in making a voice pleasant to hear. Says Ms. Provendie: "You can stretch your throat at will or relax it without making a sound. You can control the muscles in your throat passage by 'thinking' them open; imagine that you are taking a drink of cool liquid to free your throat of tension. Practice this. It works. Listen to your voice that way. Then, deliberately tense your throat

CONVENTION TAPES

The 1975 convention is history. But you can hear some of the highlights on the official cassette tape available through Toastmasters International. Included are the top three speeches from the International Speech Contest, and the educational session speakers Dr. Raymond Taylor and Lew H. Byrd. Available on one 90-minute cassette for only \$3.50, including shipping and handling (Code 2021). Quantities are limited, so order yours early!

muscles and compare the resultant sound. That high, squeaky quality you can attain this way is what you're trying to avoid. Listen for it. When fear, pressure, or anger take control and you lose your sound of authority, stop and deliberately think of that cool, relaxing drink. Get your throat back under your own command, and the sound will be that of the 'you' that you had in mind when you first envisioned yourself speaking to an audience."

A few exercises may prove helpful in mastering your breathing apparatus. Try standing with your hands on your hips, inhaling slowly and deeply. Note how your abdomen and ribs expand. Lift your chest and forcefully push out your abdomen and lower ribs. Then exhale slowly, easily, a steady stream of air. Let your diaphragm do the work. Keep exhaling until your abdomen is as close to your spine as it can get. Repeat this until you have a sense of real familiarity with how this muscle works.

Let your tongue come forward, relaxed, while you pant the way your dog does after chasing a rabbit. Pant increasingly fast until you have a sure feeling of how the diaphragm affects the way you inhale and exhale with almost complete control.

Stand tall. Stretch as tall as you can. Now, put the heels of your hands along your lower ribs, with your fingers on your diaphragm, just at the base of your rib cage. Take a full, deep breath to inhale a column of air to support a full

tone. Slowly, evenly, recite the alphabet on that one stream of air, giving each letter equal volume and tonal value. Maybe you'll not make it all the way through the 26 letters on your first effort, but you can go the route in a short time with a little practice. Keep the movement in the diaphragm area only. This exercise counteracts "breathiness," or audible inhaling, after the airborne voice gives out.

Now, try it with a series of progressively-longer sentences of your own devising. Start with a three-word or four-word sentence. They try one with seven or eight words, then one of 12 to 14. Now, try an even longer sentence. Ms. Provendie calls this a vocal "breath stretch," and says to "deliver the sentences in full, rich tones. Breathe through your mouth to speak, taking in a breath on a vowel sound, even if it's in the middle of a sentence."

Concentrate on Tone

She notes that a bell has a single amplifying cavity, while your head has two: the nasal chambers and the mouth. These add resonance and richness to the voice, if the vocal passage is relaxed and it and the nasal passage are kept open and clear. Read aloud a favorite portion from literature or a poem, concentrating on the tones in your mouth and nasal area, she suggests, to gain firmer control over your voice and give it the impressive, authoritative qualities that help distinguish a strong, masculine speaker.

An executive who knew every aspect of his business was having difficulty getting his own staff and associates carry out his instructions. In executive staff meetings, he frequently presented opposing views to those of the majority, and, despite the fact that he was often right, he rarely succeeded in getting the group decision he sought.

The president took him aside and told him, "Look, Hank, here are two memos. One has legible handwriting, the other a difficult scrawl. It even had eccentricities: the 't's were crossed at an extreme slant, 'i's dotted with circles, 'g's at the ends of words with their tails a curling spiral. "Given my choice, even though I respect the man who writes this strange way, I'm more likely to favor the other one. That's simply because I know what he's trying to do."

"And my speech is as hard to understand as this man's handwriting," the executive responded. "Probably with some distracting eccentricities, too. Thanks. I appreciate that tip."

He took some private lessons from Ms. Provendie and later confided, "I've been so involved with the thought-structure, I neglected the equally-important communication one. So, I had to learn to make my voice pleasant enough to let the others to 'buy' it, strong enough to be heard, deep enough to command respect, and free enough of odd pronunciations and dictions and of technical jargon so the audience wasn't distracted or lost.

"My people understand better what I want them to do," he added, "and I stopped losing so many policy battles now that I've learned to avoid all the speech traps I used to fall into." □

Al Bernsohn is the executive editor of *Dealerscope* magazine, an appliance/consumer electronics business periodical. A former executive vice-president of the National Appliance and Radio Dealers Association, he has written *TV Guide*, *True*, *Mechanix Illustrated*, and *The New York Times*.

Seeking Speakers for Meetings and Conventions?

The Best in the Business Will Be in Atlanta in 1976, May 3 - 7

almost a hundred top platform personalities in rapid succession that week

* Information * Instruction * Inspiration * Entertainment

you should pay \$300 a day to hear these exciting speakers but registration fees are as low as \$160 for the entire week.

space is limited and registrations probably will be closed out in March. Don't miss this unusual opportunity *** send in your registration today!

This is the kind of leadership you will find in Atlanta, May 3 - 7:

Ira Hayes, Roy Hatten, Dick Gardner, Jim Arch, Alan Cimberg, Paul J. Micali, Dick Garipey, Charles E. Jones, Winston K. Pendleton, Mary McBride, Rolland Storey, Edward McFaul, Art Fetting, Sam Hunter, Ross V. Hersey, Sam Edwards, Dr. James Blakely, Dr. David J. Schwartz, Jr., Ray Monsalvatge, Dr. Tom Haggai, Dr. John H. Furbay, Dr. Henry M. Johnson, Al Pollard, Dr. George Halstad, John H. Wolfe, Thom Norman, John M. Grogan, Fred Herman, Arnold "Nick" Carter, Dr. C. L. "Chuck" Lapp, Les Giblin, Lee Boyan, David Yoho, J. Lewis Powell, Henri Saint-Laurent, Suzy Sutton, Mig Figi, Somers White, Don Hutson, Mike Frank, Zenn Kaufman, George Morrissey, Dr. and Mrs. Philip R. Harris, Earl D. Brodie, Dr. David L. Ward, Morris I. Pickus, Dr. Dorothy Shaffer, Dr. Cody Sweet, Bill Woodruff, John N. Christianson, Robert H. Jansen, Dr. Harold R. McAlindon, Frank M. Butrick, Henry Flarshiem, Dr. W. N. Schultz, Ben Gay, III, Cathrina Bauby, Edwin C. Bliss, Judith Keith, William J. McGrane, Dick Semaan, Dr. W. C. Christians, Mrs. Rose Dorrance, Joe Larson, Don Thoren. . .and many, many more.

These comments are typical of the enthusiastic interest in this great week of speakers:

Dr. Carl Winters, president of the National Speakers Association, is one of those who plans to spend that entire week in Atlanta. He says: "This is really great! I'll gladly take part on your program, and will personally do everything I can to help you. I'm sure NSA will support it, and help you publicize it."

Cavett Robert, one of the most active and popular speakers on the professional circuit, says: "We've been needing just this sort of thing. Others have talked about it, but you're the first to do it, and I think it's tremendous. Atlanta is an ideal place for it, and I know the week will be a great success. Count me in. I'll help you every way I possibly can!"

Dr. Charles Jarvis, considered by many to be the best humorist on the platform today, was just as enthusiastic. He said: "You've got a terrific idea. Of course, I'll be glad to speak for you — and do everything I can to help make that week the great success I know it will be."

The only way you can make certain you get in on these great sessions is to send in your registration TODAY.

Reservations can be guaranteed only to those whose checks are received before March 1st.

Low, Low registration fees *** special low hotel rates.

DON'T DELAY. . .NOT EVEN ONE DAY. . .MAIL YOUR REGISTRATION TODAY SO YOU CAN BE PART OF THIS EXCITING WEEK!!

Success Leaders Speakers Service

3960 Peachtree Road, N.E., suite 425 Atlanta, Georgia 30319 (404) 261-1122
or phone Dr. DuPree Jordan, Jr. at (404) 261-1122

1976 SHOWCASE OF PROFESSIONAL SPEAKERS

REQUEST for the Speakers Bureau of Jordan Enterprises, 3960 Peachtree Road N.E., Suite 425, Atlanta, Georgia 30319

Please send us a copy (without cost or obligation) of your new Speakers Directory. (404) 261-1122

We are particularly interested in speakers of this kind _____

We are interested in attending the 1976 Showcase of Professional Speakers _____

Monday, May 3 Thursday, May 6 We would like more details on that entire week

Tuesday, May 4 Friday, May 7 We would also like you to handle hotel reservations for the following nights

Wednesday, May 5 All 5 days _____

Name _____

Title _____

Organization _____

Street address _____

City _____ State _____ Zip _____

Telephone number (if you would like us to phone you) AC _____ # _____

one day, only \$80
two days, only \$110
three days, only \$130
four days, only \$145
all 5 days, only \$160



by
June McMahan Roy

When a man joins Toastmasters International, he receives all kinds of material to sustain and guide him in his new life, from the Communication and Leadership manual and other World Headquarters guides, to every book on speechmaking the public librarian will let him cart away. In addition, he receives the experienced counsel of two dozen or so other Toastmasters, all very liberal with their exhortations.

The Toastmaster's wife, however, has no manual, no equivalent of Dr. Spock to instruct her on the care and feeding of a Toastmaster in the home, nor, until her husband's club has a Ladies Night, or she becomes a member herself, does she have the shoulders of other Toastmasters wives to cry on.

What the perplexed Toastmaster's wife needs, therefore, as she follows her own personal Toastmaster through

his early days of training, is advice. What she needs is reassurance that her Toastmaster is developing normally and that there are thousands of other women who share her problems. What she needs, quite frankly, is a bucketful of tranquilizers to get her through the rehearsal of her Toastmaster's 15 basic speeches.

With the help of the following rules, however, I believe that the wife of a promissory Toastmaster can survive the C & L Program without resorting to dope, drink or divorce. I may say at the outset that I have never known a Toastmasters couple to wind up as dope fiends, drunks, divorced, or even in the domestic relations court. Domestic relations may be strained at times, true; but about the worst that can happen is that the Toastmaster and his wife will wind up in separate bedrooms during the preparation and evaluation of a crucial speech. But, since neither of them is going to sleep much during this trying time anyway, they are probably better off thrashing around in separate beds.

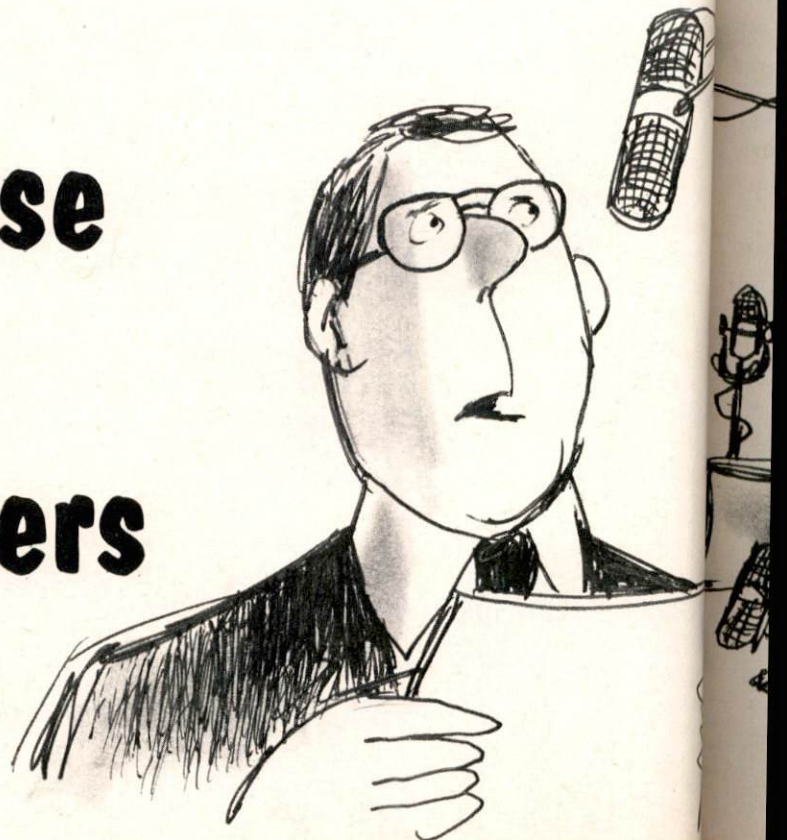
My rules for the "Beginning Wife" are based not only on my own six years of seasoning as a Toastmaster's wife but also upon research among a vast number of other veteran Toastmaster wives, all of whom agree with my major premises and endorse my rules.

The Hearty Assertion

The fundamental problem faced by the Beginning Wife is her Toastmaster's insistence that she evaluate his speeches beginning with his Ice Breaker. Even the dullest-witted, most dewy-eyed bride realizes, however, that her Toastmaster does not want candid evaluation, but rather the hearty assertion that he possesses the eloquence of Sir Winston Churchill, the stage presence of Sir Laurence Olivier, and the sparkling wit of Bob Hope; and furthermore, that he has absolutely no need for Toastmasters training and the horrors attendant upon standing up in front of 20 or 30 people and making his Ice Breaker.

Why the Beginning Wife never responds to this unspoken plea is a minor mystery, since it would save a

The Spouse in the Toastmasters House



and tear on her if she did. sn't. Instead, she evaluates. es and within 11 minutes ping and saying, "But you and he is snarling and say- ed for *constructive* evalua- t-picking!" and pretty soon howling and the whole house noil.

on for this unpleasing dissen- t the Beginning Wife under- mpossibly heroic task of trying e her Toastmaster in all direc- nce. True, he *needs* improving ctions, but that's why he joined ters. Let Toastmasters, then, his obvious but definitely cur- king faults, such as glassy eyes, us hands, and a regrettable ten- lean on the nearest upright

ult as it may be, the Beginning ust utterly ignore these tempo- perfections and not use blanket ion, which covers absolutely ing, but spot or band-aid evalu- which covers only her Toast-

master's outstanding speaking vice. This can be accomplished by following my Basic Rule No. One: *The Vice-Breaker*.

With the Vice-Breaker, the Begin- ning Wife concentrates on any personal eccentricity, whether it be random scratching, hair patting, or nose twitching, which badly flaws her Toastmaster's public image. Take the nose twitching, for example. Perhaps the Beginning Wife has observed over the years that whenever her Toastmaster thinks deeply, his nose twitches. As a concomitant of thought, nose twitching is barely endur- able in the privacy of the home, but is absolutely intolerable on the public speaker's platform. And so, the Begin- ning Wife applies band-aid evaluation to the nose twitch, until, in time, she breaks him of this vice.

The Hidden Vices

The Vice-Breaker is extremely effec- tive for two reasons. First, the vice is something that time and training will not cure, because the Toastmaster is completely unaware of such a personal

idiosyncrasy and, thus, will not root it out himself. And his fellow Toastmasters will be reluctant to mention the vice in their evaluations, because the scratch, the pat, or the twitch may be due, after all, to disease, fleas, or an inborn tic, and the poor fellow can't help it. Only the Beginning Wife, therefore, and band-aid evaluation can break the vice. Second, and far more important, the Vice-Breaker confines the critical phase of speech preparation to one arena in- stead of scattering it all over the place in a teeth-gnashing uproar.

Under the Sofa

The Vice-Breaker is of immense value, but, unfortunately, it will not completely eliminate teeth-gnashing uproars, because there will come a time when the Toastmaster, practicing a forth- coming speech in the living room, will solicit the Beginning Wife's opinion on his projection, enunciation, and vocal variety. Incautiously, the Beginning Wife states her opinion—and that is when the family dog retires under the sofa and the couple retire to separate



How do you treat your guests?

Believe it or not, the treatment your guest gets when he attends your club meeting has a lot to do with whether or not he'll join your club. Here's a list of Toastmasters materials your club should have on hand to help ensure that your guest is treated right . . . and will want to become a member of your club.

- **Communication and Leadership Program (99)** 25 free to each club upon request
- **All About Toastmasters (124)** 5 cents
- **Guest Badge-Visitor's Card (231)** 2 cents
- **Invitation to Membership (348)** \$1.25 for 25
- **Application for Membership Form (400)** No Charge (10 per club)
- **Prospect Orientation Program Form (402)** No Charge (Limit, 3 per club)
- **Visitor's Card (904)** 50 cents for 30

Ask your educational vice-president about these materials or check the Toastmasters Catalog for further details.

bedrooms. In such a case, the Toastmaster undoubtedly exercises a wide range of vocal varieties, but they are of dubious value since they are hard to work into one of his 15 basic speeches and have the further drawback of stirring up domestic strife.

Hence, in the interest of harmony in every home that contains a Toastmaster, I have formulated my Basic Rule No. Two: *Her Master's Voice*.

Her Master's Voice requires only two things of the Beginning Wife: the purchase of a tape recorder and her fixed resolution never to yield an opinion on an untaped speech.

Even if the Beginning Wife has to put everybody on beans and rice for a month to buy a tape recorder, its worth in domestic tranquility will be beyond rubies because there is absolutely no way to quarrel with a piece of machinery.

Although the primary function of Her Master's Voice is that of peacekeeper, it is equally meritorious in that it brings

home to the Toastmaster the justice of the evaluation he has been receiving (and grouching about) from his fellow members. Indeed, it is wonderfully therapeutic for the Toastmaster to listen to a tape which faithfully transcribes what he considers his fine masculine rumble as a monotonous drone, his effective pauses as the moribund gasps of a very large animal, or his tonal modulations as some weird tribal chant. If therapeutic, this experience is often downright frightening, and the Toastmaster may be tempted to push the tape recorder into the back of the deepest closet and revert to a rehearsal of his speeches before some live, captive audience with whom he can argue—*i.e.*, the Beginning Wife.

Remain Inflexible

The Beginning Wife must not let this happen. She must be perfectly inflexible in her observance of the second part of Rule Two and make sure at all times that she has a tape to confirm even the mildest comment on her Toastmaster's speeches. If her Toastmaster says it isn't worthwhile to get out the recorder and microphone, or claims that there is something wrong with the mechanism and it doesn't matter because this is just a quick run-through, the Beginning Wife may listen, but she must decline to evaluate or she's in for trouble.

She's in for trouble anyway. If she evaluates an untaped speech, she will get an argument about picayune frubbles. If she declines to evaluate an untaped speech, she will get an argument about her obstinacy in refusing to talk. But with a tape recording of Her Master's Voice, the Beginning Wife can bring any argument whatsoever to a screaming halt by plonking the tape on that paralyzing piece of machinery, because there's not a man born who won't instantly abandon even the most vociferous argument to listen to the sound of his own voice.

I wish I could guarantee that observance of my two Basic rules would assure a lasting peace in the Toastmasters home, but this is a utopian hope. As he plows through the Communication and Leadership manual, the Toastmaster learns ever more diligently to speak persuasively, to sway his listeners, to point

out that something is wrong—and he does a lot of homework by practicing on his wife. If the Toastmaster undertakes to speak persuasively about an under-boiled egg on his breakfast plate, to sway his Beginning Wife into boiling one minute longer, and to point out the said egg wasn't very fresh in the first place, neither the Vice-Breaker nor Her Master's Voice are applicable. The Beginning Wife can only endure stoically and recognize that the egg talk is merely an informal rehearsal for a speech on the poultry business.

Within the realm of their proper application, however, the two basic rules will assuredly minimize uproarious disagreements and thus make it possible for the Toastmaster and his Beginning Wife to go happily, hand in hand, into the Advanced manual.

Since some people actually relish great window-shattering, dog-bothering potter, I have not formally drawn up any other rules, because they might hamper the Beginning Wife who thrives on controversy. But, for any Beginning Wife who is basically peaceable and who is willing to make some sacrifice to maintain amity in the home, I can strongly recommend my own informal but inviolable "Motto for Meditation."

She is Listening

To benefit from this, the Beginning Wife must commit to memory the motto of Toastmasters International: "For Better Listening, Thinking, and Speaking." She must understand fully that to her own personal Toastmaster the motto has but one meaning: *When he is speaking, she is listening!*

She must engrave this motto on her heart, because it has one enormous virtue: While he is speaking and she is listening, she can be thinking whatever she pleases. □

June McMahan Roy was born in California, grew up in Colorado, and sold her first story when she was nine years old. According to June, this article was written "with the full consent and approval of my husband, who is a former member of Toastmasters Club 3699-49 in Honolulu, Hawaii."

Turn Your Club Into a Convention!

by
Fran Renz
Club 2023-25

The Chair recognizes the delegate from the State of Boredom.
Mr. Chairman, the delegation from the State of Boredom asks this Convention to go on record as having its major purpose to stamp out excitement.
With that, a delegate from the State of Utopia slipped off his chair. "The State of Utopia has dropped into the chair," observed the Chairman.
"No wonder," replied a delegate from the State of Bliss. "Their platform is weak!"
With that bit of nonsense, a mock political convention put on by the CUNA

Mutual/CUMIS Club 2023-25 in Madison, Wisconsin, was off and running. This interesting and educational program did not, however, come about overnight; it took more than a year of planning. The initial idea for the mock convention was proposed by Darel Baer, now the president of the club. Darel had experienced a similar program in college before joining CUNA Mutual and thought it would be an excellent vehicle to help us achieve our Toastmasters goals. After the club officers and the Educational Committee agreed, the development of the program began.

The mock convention was held in the City of Madison Council Chambers because we felt it would lend a convention-like atmosphere to the meeting. News releases were prepared and sent to the news media, resulting in excellent coverage by the local newspapers.

Did it work? We thought it did.

As every member of Toastmasters International knows, the underlying purpose of every Toastmasters meeting is NOT nonsense, but to give every member frequent opportunities to stand up before an audience and give a prepared or extemporaneous speech. The organization's goal is for Toastmasters to help one another in the development of their individual speaking skills.

The mock convention, despite the witticisms that pervaded it, gave every participant the opportunity to give a brief, hastily-prepared talk—hastily-prepared because none of the members knew, prior to arriving at the meeting site, what his assignment would be. Each was assigned as a delegate from one of the following "states": Bliss, Boredom, Confusion, Harmony, Irritation, or Tranquility. They were notified that they might be called upon to give the platform speech, outlining their "state's" views as to what action (or inaction) would propel the "Union of Retrospection" toward fulfillment.

In addition, each delegation also selected one of its members to give its "nomination speech" and another to give its "candidate's acceptance speech." These "elections" took the place of the evaluation process customarily followed in a regular club meeting.

Finally, each "state" delegation was given four "issues" to discuss. Some were current national or international issues, some strictly local, and some very silly ("The three-wheeler is better than the two-wheel bicycle").

This rapid progression of platform speeches prompted a delegate to rise and say, "We from the State of Boredom feel that this meeting is improving by the minute."

In short, the CUNA Mutual/CUMIS Toastmasters' mock political convention was anything but boring! □



SPEAK UP...

Your Audience Is Waiting!

by

Noel K. Julkowski
Club 2032-4

The challenge of facing a new audience is one that, unfortunately, too many of us avoid. We're content to go to our Toastmasters club meeting and kid ourselves into believing that we are getting all we can out of the program. But there is much more to Toastmasters than facing the same audience week after week. We need new faces, new opinions, new challenges. And a speakers bureau can provide all of these.

Speakers bureaus—whether in your Toastmasters club or district, a favorite organization, or a business—are often used by civic clubs and schools to highlight special subjects of interest, and they provide an excellent training ground for the Toastmaster who wants to meet the challenge of a new audience. They offer a unique service to the community and a valuable source of information on almost any subject. The list of ideas is endless—from subjects like science and history to gardening and home repair.

The advantages of participating in a speakers bureau are almost too numer-

ous to mention. With every well-prepared speech you give, you attain a greater ability to communicate your thoughts to others. You provide a genuine service by enriching the lives of those you touch. But there are also tangible results.

You may earn up to 25 points for your club's Distinguished Club Plan by participating in a speakers bureau. In addition, the speakers bureau of which I am a member forwards a "Letter of Appreciation" to the person's employer for each speaking engagement. These letters tell the employer that you are a person interested in contributing to the world around you. In my case, I feel that they were a factor in a recent promotion I received.

Speakers bureaus are made up of volunteers and are often a division of a firm's public affairs office. Military installations, universities, and many large companies receive requests for speakers. With the speeches cataloged by topic, the members may speak as often as they

desire, with sufficient notice given so that you can fit a lecture into your schedule.

Invitations come for after-dinner, after breakfast, and classroom talks. Lions, Kiwanis, Elks, and women's clubs are just a few of the clubs and lodges which desire lecturers.

I average about one lecture per month speaking mostly to students at the elementary and high school levels. Interest may be in a particular topic, or perhaps the employment potential in my profession. I find these talks most rewarding. The students are attentive and courteous and their questions are as challenging as those that come from adults.

Presentations are normally about 20 minutes long, with an additional 10 minutes for questions and answers. I have found no better practice for Table Topics than this final portion of the speech. My specialty is Oceanography, but my subject may range from Marine Biology to deformation of the earth's crust. I have no idea what the question will be and find that this part of the program helps me tremendously.

Added Confidence

My first ventures in extemporaneous speaking were abysmal, complete with false starts and stutters. Now I feel fairly competent at Table Topics, and the secret lies in the confidence that I have gained from the give and take of volunteer lecturing. The comments and votes of my fellow Toastmasters seem to support this opinion.

I have found that speaking to a new group of people is slightly different from giving a speech at a Toastmasters meeting, where most of the faces are familiar. Host audiences usually range from 25 to 50. However, I once had an audience of seventy-five third-graders, which I thought was charming and intelligent. I hope the feeling was mutual. All in all, the atmosphere one experiences as an invited guest is rather heady . . . and the challenge is real.

Every speech you give as an invited guest is opening night, so to speak, and you are the show. You are due to give a 20-minute talk on the American Civil War, but are you ready? Like any other successful speech, the secret preparation.

at aid can be an artist's sketch
se rough sketches to highlight my
nd use them to put the thought
fore my audience. Stick figures
phasize your sketch, serving as a
or your words. For example, I fre-
use a sketch of a sailing vessel. It
le: just a rough outline of a hull
vo masts and some square sails,
crude stick figure shown peering
d. Everyone easily relates the
ne world to the sketch. (Notice
also economized a little.) The hull
s maritime vessels in general, the
represent propulsion, and the figure
e the crew or the captain. The ver-
y of this sketch allows it to be used
fferent emphases. I am sure you
ave your own ideas.

Use Those Props

careful not to have too many
nes to keep track of. A device I have
with good effect is a current-event
item. One or two characters act out
cene. The basic rule is to show the
then discuss it. With a little
ght, you may use this cartoon idea to
our talk over with success. It has the
bility to provide humor, always a
in after-dinner speaking. In addi-
these props can aid you in keeping
train of thought. Using them, it is
difficult to give a 30-minute speech
out notes, and they add to the smooth-
ness and professionalism of your presen-
on.

For visuals, I borrow the tripod my
b uses to display the Toastmasters
ernational seal and use it as an easel
my sketches. I feel it best to set up the
display before I am introduced. This pre-
vents a loss in continuity. You won't
ve the feeling of everyone staring
hile you suddenly become fumble-
ngered, like I did the evening I had to
to the back of the room to get my
rops.

While you are setting up, select your
osition with care. I once chose to be in a
ace where neither the man who invited
e nor the club president could see my
splay. I had to look behind myself to
chieve the correct eye contact with these
eople, a rather awkward feeling. Be
ure everyone can see you and your
eaking aids clearly. If you are speaking

in a classroom, select your position out
of the line of the sun. For an evening
program, make sure you can read any
notes you require.

You may be interrupted. A waitress
rattling dishes will steal part of your
audience. If you stop, you will simply
embarrass the person. A workable device
here is to summarize a few points that
you have just made. This is a further ad-
vantage of the sketches.

In a job placement lecture I give to
schools, I note pertinent names and
phone numbers on a sheet of paper. Pass-
ing out copies of this list obviates the
need for the student to scribble down in-
formation, which may distract his atten-
tion from the talk. Similarly, for an
environmental talk, I typed a bibliog-
raphy available in the local library
and had several of the books with me
for the lecture.

Remember, your purpose is usually to
inform and educate. Your enthusiasm for
your topic will give your audience the
feeling that you are doing both. Any use
of a handout underlines the care which
you have used in preparing your talk. In
a school, you are more of an educator,
and such handouts provide permanent
notes for the students. For an adult audi-
ence, you are informing and perhaps a
handout might still be appropriate. A lit-
tle experience will help your judgment.

Do Your Homework

You can set a favorable impression by
doing some homework on your hosts.
Most civic clubs have a pet charity or
project with which they are involved. A
little interest in their project will enhance
your image as a well-informed guest and
will ensure a warm audience.

Before the meeting, you will get a
chance to meet several members. Note
their names with care. In a classroom,
the students are frequently introduced. If
they are not, try to ask for a class roster.
The more faces that you can link with
names, the better you show your interest
to the audience. In the question and
answer period, your ability to address
people by their name will ensure an at-
tentive audience. In addition, when asked
a question, I think it is a good idea to
repeat the question. Then everyone
knows what you are answering.

Try to get an estimate of the audience
size to which you will be speaking and
the type of room. Do not use small props
that cannot be seen from 30 feet away. If
you are fortunate enough to have slides
that will enhance your talk, remember
that you cannot read notes in a darkened
room. With respect to slides, remember
where you will be speaking. I heard
about one speaker who took a great slide
show to a Boy Scout cookout meeting.
Imagine his surprise when he found there
was no electricity!

If your talk concerns traveling, a map
is a must. Be it a city map or a chart of the
heavens, such a visual aid provides a dis-
tinct place and time for your audience.

Regardless of your talk or audience,
friendliness and courtesy are musts. You
are, in effect, a minor celebrity to your
audience, an authority in your field.
Whatever you say will be taken as gospel.

The Unanswered Question

Occasionally, you will field a question
that you cannot answer. This is a danger-
ous situation. The temptation to say
something, anything, is almost irresisti-
ble. A simple "I don't know" is incredi-
bly hard to say. A little embarrassment
can be saved by something like, "The
only honest answer is I don't know."
You will be regarded as a human being,
not a know-it-all.

You probably have a hobby or profes-
sion in which people are interested. A
simple phone call can put you on a
speakers bureau. A lasting feeling of
worth comes from developing these
community contacts, and increased skills
and community service await you when
you join a speakers bureau. □

*If you would like more information
about forming a speakers bureau in your
club or district, write World Head-
quarters for a free copy of the Speakers
Bureau brochure (No. 127).—Ed.*

Noel K. Julkowski is president of the
Naval Postgraduate School Club 2032-4
in Monterey, California. An ex-member of
the U.S. Navy's submarine service, he
is currently employed as an Oceanog-
rapher with the Navy's Fleet Numerica
Weather Central in Monterey.

Attracting the New Member,
Recognizing Achievement,
THAT'S . . .



Millions need what Toastmasters
can give. Let's all share our
membership opportunities with
others!

In 1976, Toastmasters International will move into its second year dedicated to Sharing Membership Opportunities with **SHARING '76!** And what's more . . . there's special recognition for the special effort that goes into membership building:

For the member, SHARING MEANS:

Distinctive awards for sponsoring five new members. With each five new members, sponsoring Toastmasters receive five SHARING POINTS. These SHARING POINTS add up quickly and can be redeemed for:

- A beautiful Toastmasters Wood Desk Calendar—a daily reminder that you're a Toastmaster. *5 Sharing Points.*
- A Toastmasters Paperweight—sure to start up a conversation about Toastmasters. *10 Sharing Points.*
- A Toastmasters Tie. You've always wanted one and the only way you're going to get it is by earning it. *15 Sharing Points.*

You can cash in your points for a prize with every five members or save them for a 10 or 15 point prize.

Top Awards:

- The five members with the highest totals all join the PRESIDENT'S CIRCLE and will be awarded special recognition and award plaques.
- The top membership builder is the PRESIDENT'S SPONSOR for 1976. The PRESIDENT'S SPONSOR—the one member with the largest number of new members to his or her credit at the end of the year—will receive roundtrip coach air fare to the 1977 International Convention, single room accommodations at the convention hotel, and convention registration (including meal tickets). In addition, the PRESIDENT'S SPONSOR will be presented with a special trophy at the convention recognizing his or her achievement.

Using SHARING '76 in your club, area, and district:

- Follow-up on the International **SHARING '76** program with your own programs. Clubs, areas, and districts can sponsor competitions within themselves.
- Use **SHARING '76** as a spur to improved club programming that will attract and hold visitors.
- Use the TI Advertising Kit (1150), the Community Programs and Publicity Kit (1141), and the Silent Salesman (366) to spread the word about Toastmasters throughout your community.

Success with SHARING:

The ultimate success of **SHARING '76** depends on community awareness (letting people know what kind of program Toastmasters has to offer) and club programming (welcoming new prospects and showing them that

Toastmasters deserves their time and effort).

When's the time to start? There's no better time than right now! Get involved with **SHARING '76** and encourage your fellow Toastmasters to do the same. *Let us share with others the benefits we have gained with ourselves* —Dr. Ralph C. Smedley, Founder.

That's **SHARING '76!**

SHARING '76 RULES

1. All Toastmasters are eligible.
2. In order for the sponsoring Toastmaster to receive credit, his name must appear on the application (No. 400) of the member he is claiming. The new member must join in calendar year 1976, December new membership applications must reach TI World Headquarters by January 10, 1977, and credit must be claimed by the Sharing '76 sponsor by January 31, 1977.
3. Recognition is based upon the number of new members who pay the member service fee, charter members, and reinstated members. Transfers are not included.
4. Toastmasters participating in Sharing '76 should use the Sharing '76 Recognition form provided. (This form will be reprinted periodically in THE TOASTMASTER magazine and in TIPS.)
5. Five SHARING POINTS are awarded for each five new members sponsored. Each Sharing '76 participant may select the award(s) he is entitled to, but each SHARING POINT may be used only once toward one award. For example, 15 SHARING POINTS would be required to receive both the calendar (5 points) and paperweight (10 points), with 30 SHARING POINTS required to receive all three awards.
6. Please allow 6 weeks for delivery of awards to U.S. addresses, slightly longer outside continental U.S.
7. Customs duties (or taxes) on awards are the responsibility of recipients.

SHARING '76 RECOGNITION FORM

TOASTMASTER HAS SPONSORED MEMBERS INDICATED: (PLEASE PRINT)

COMPLETE & MAIL TO WHQ

TOASTMASTER	NAME: _____	
	ADDRESS: _____	
	ZIP: _____	
	CLUB: _____	DISTRICT: _____
NEW MEMBERS	CLUB NO.	_____
	CLUB NO.	_____
	CLUB NO.	_____
	CLUB NO.	_____
	CLUB NO.	_____

DATE _____

SIGNATURE: _____

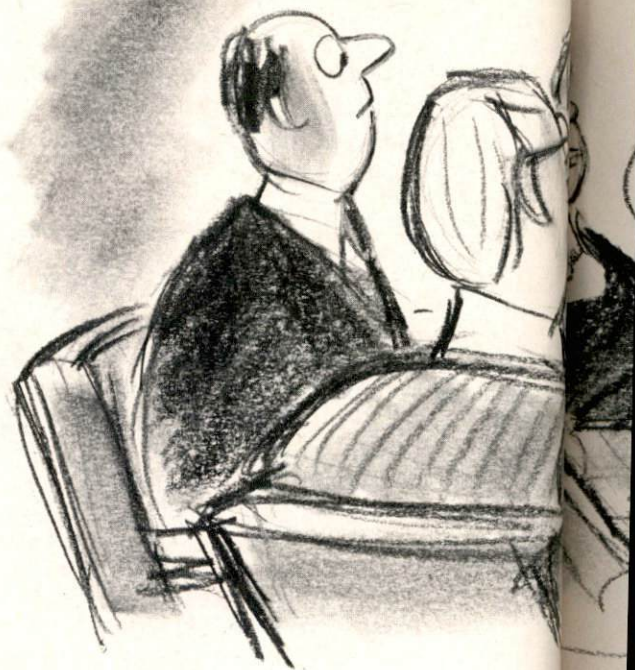
PRIZE SELECTED:

- CALENDAR (5 PTS.) PAPERWEIGHT (10 PTS.)
 TIE (15 PTS.)

Those great "impromptu" speakers—were they really . . .

Speaking Off the Cuff

by Dr. William S. Tacey



On VE Day during World War II, people in England celebrating their victory called upon Winston Churchill for a "few appropriate remarks." As the great Prime Minister spoke in his usual excellent manner, his audience thrilled at the majesty of his thought and the excellence of his command of the language. Newspaper writers hurried to their typewriters and newscasters to their microphones to heap glowing praise upon the old master for his unexcelled ability to give an impromptu speech whenever the occasion demanded.

One enterprising reporter thought to interview Churchill's secretary. When asked about the preparation of the recent speech, the secretary replied that she had first taken her boss's dictation of the speech some two months earlier. In the meantime, Churchill had revised it several times, and by the time he gave it on request, he had polished it until it was as nearly perfect as any other of the Prime Minister's great speeches.

Churchill's procedure for "off the cuff" speaking differs but little from that of other master speakers who anticipate the day when they will be called upon to "say a few words." Webster's

famous "Reply to Hayne," for which he supposedly had but a few hours to prepare, was made up of thoughts that he had been preparing for over 20 years. For the purpose of the speech in the Senate, he had but to arrange his thoughts in order, and adapt them to the circumstances of the audience and the occasion. When William Jennings Bryan went before the Democratic Convention which was to nominate him for the presidency, it was to give a well-prepared speech despite the fact that he had but short notice of the fact that he was to address the convention. The "Cross of Gold" speech had not only been delivered before his colleagues in the United States Congress, but also in numerous appearances before his constituents while campaigning for office.

The "Rope Trick"

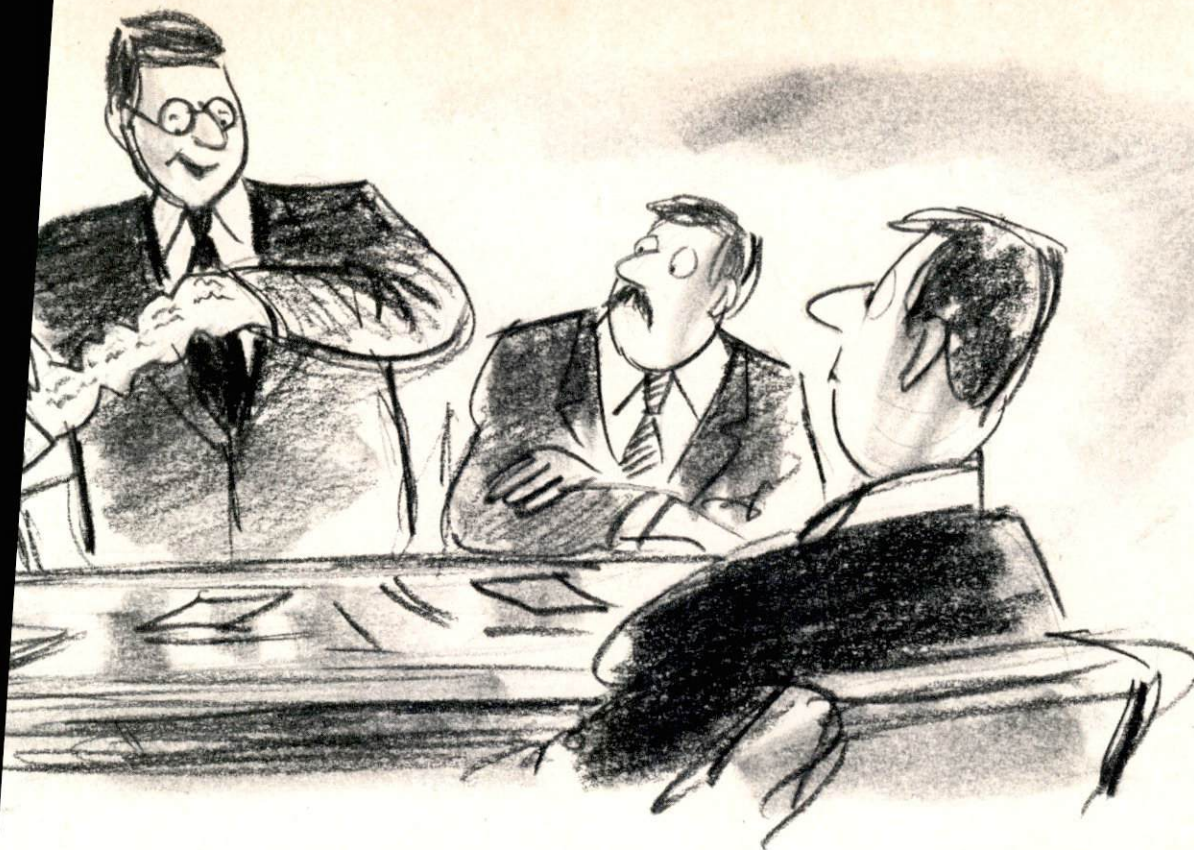
The brilliant orator who stands before an audience, holding it spellbound with the elegance of his diction, the profundity of his thought, and the aptness of his support is but a figment of the imagination. He is as much imaginary as is the famous East Indian rope trick. In the latter, the performer is described as causing a rope to rise into the air. Suddenly

a small boy is seen to climb the rope. Up and up he goes, until he and the rope disappear. On call, he suddenly reappears from somewhere on the ground. The highly skilled "off the cuff" speaker is as hard to find as the Indian fakir with his rope trick. All accounts are always given by someone who has heard someone else relate a first-hand impression.

The Only Answer

If a speaker is ever asked to speak on a topic for which he has made absolutely no preparation, his only possible answer is no. There have been many apt sayings invented to describe the situation. Among them are: "It's better to remain silent and be thought ignorant than to speak and remove all doubt." "Speech is silver; silence is golden." "God, help me keep my big mouth shut until I know what I am talking about."

How did the canard arise that some speakers have the gift of being able to speak whenever the occasion requires? Where have the silver-tongued orators been found who always speak as if they had been expecting to be called upon? Any speaker who meets the description is one who has been forehanded enough to prepare himself, as did Churchill, for



a contingency. Follow such a few months and listen to the of times he repeats the same watch him as he observes the of his audience, making mental how he will rearrange his mate- fore he speaks the next time. A of the Quaker faith has been of going to meeting on Sundays for the purpose of practicing tures which are in great demand. school champion extemporane- eaker, whom I heard frequently his career, used many of the same s, examples, and thoughts for each n, regardless of the topic which had assigned to him.

ten to a few speeches by a pop- commencement speaker, and over how frequently he gives same speech. Even on occasions n he is not addressing a group of ors, he will use many of the same ghts and phrases which he normally es for June use. All married women aware of the number of times they l have to listen to their husbands' e-worn stories. Such speakers have ng since formed habits of thinking that ake possible superior speeches. To

think of making a speech on a certain topic immediately sets the speaker to planning an outline with at least the customary divisions of introduction, body, and conclusion. As these are formulated in his mind, the "off the cuff" speaker recalls examples, illustrations, and statistics, gleaned from recent reading and observation. These are marshalled as support for the point of view to be explained. With even a minimum amount of preparation time, the experienced and competent speaker will ar-

range his ideas in clear, understandable order, and will use an abundance of illustrative material. In all of his preparation and while speaking, he will be drawing on a fund of information and patterns of thinking that have come from a lifetime of experience and study.

To the question of how one may prepare himself to speak "off the cuff," I would reply that you can't, if by your question you mean a purely impromptu speech. A perfect speech that is impromptu exists only in the imagination

JOKES for SPEAKERS!

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

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

JOKES UN-LTD.

1357 Miller Drive, Dept. 0-1, Hollywood, Ca. 90069

(Advertisement)

of the hearer. The "perfect" speeches that we hear are those which have been prepared with great diligence and hard work by their authors. John Mason Brown, popular speaker favored by women's clubs, takes the summer off each year to prepare the lecture with which he will thrill and delight his audiences through the fall and winter. An already well-prepared speech will be improved as he delivers it to each successive audience as Brown rides the circuit. Since it is not given to a nationwide television audience, he can give the same speech each time, changing it only as may be necessary to suit each new audience and new occasion.

Speaking Impromptu

The impromptu speech is an unprepared one. It is one that the speaker delivers as he stands where and when called upon. Only the glibbest of speakers and the ones with the finest memories and ability to organize their thoughts may expect to be able to succeed in speaking impromptu. They rely upon the spur of the moment to provide them with the necessary nudge. How often the rowel of the spur of the moment is dull. In an earlier day before we began to insist upon an educated ministry in some of our Protestant churches, the ministers claimed that they did not have to prepare their sermons because the Lord would tell them what to say. The Lord may have provided a message, but too often the preacher was caught in the pulpit with no adequate receiving apparatus. How unfair he was then to blame the inadequacies of the sermon upon the Lord.

What most people mean when they say "off the cuff" is *extemporaneous*. To look up the word, one has to rely on a speech text. Few dictionaries, even the latest ones, have caught up yet with the speech teacher in his use of the word. An extemporaneous speech is one that has been well prepared. It is one in which a careful outline has been worked out. Adequate supporting materials have been selected, each of them well chosen not only to support the generalities of the

speech, but also to catch the attention of the audience. Materials have all been selected for the appeal that they may have, as well as their adequacy in making clear what is meant in the speech.

The degree of preparation will be dependent upon the individual speaker, his

“

True excellence in

“off the cuff”

speaking comes as the

result of careful

preparation and

practice. The skill of

the speaker is

developed as is the skill

of the champion

baseball pitcher.

”

study habits, his ability at remembering, and his skill in arranging his thoughts. Not only may he require an extensive outline, but he may also rely upon a carefully-written script. One may well pause here to ask, if the speech is to be written in detail, how can it be called *extemporaneous*? The answer, of course, is that when the speaker writes the script he immediately discards it, lest he find himself memorizing great quantities of it, or lest he be tempted to read his speech

without further preparation. The purpose of writing a speech in detail is to guarantee that one's thoughts may be clear and cogent. Once the script has been written, it has outlived its usefulness. The careful speaker will avoid rereading it. Instead, he will rehearse his speech from meager notes. His notes will be but reminders to help him recall main thoughts or items which he wants to make sure of not overlooking while delivering the speech.

Few Disadvantages

The extemporaneous speech has all of the advantages of the written or memorized speech, yet has few of the disadvantages of either of the latter. It will be as well prepared; it will stick to the subject; it can be suited to the time limits. In contrast to the written speech, it can still be made to sound as if it were coming through the mind of the speaker, instead of through the public address system alone. In contrast to the memorized speech, it will seem to be spontaneous and unrehearsed, as though designed for the audience that is hearing it.

True excellence in "off the cuff" speaking comes as the result of careful preparation and practice. The skill of the speaker is developed as is the skill of the champion baseball pitcher.

Flawless speaking, so envied by one who has not studied or practiced, cannot come via wishful thinking. It can come by no royal road, only by the ordinary plebeian route of arduous work. □

Dr. William S. Tacey has served as professor of Speech at the University of Pittsburgh. He earned his doctorate in speech at Penn State University and has been a consultant in speech for the United States Steel Corporation, Duquesne Light Company, Pennsylvania Department of Public Health, and many others.



Bicentennial Speech Topics

From March 7 through April 3, 1976, those participating in the American Issues Forum will be given the opportunity to speak on a subject that has been widely discussed in recent years . . . American foreign affairs.

"America in the World," the seventh in a series of nine topics, will concentrate on the foreign policy of the United States—how it has grown and been abused—and has been divided into the following subjects:

March 7–March 13: The American "Dream" Among Nations. As a land of liberty and opportunity, America became a nation committed of its mission "to make the world safe for democracy." But can we help other nations without intruding in their affairs? Should we rely on international institutions to care for the needy, or are unilateral and private programs more realistic? What does America stand for among the world's nations?

March 14–March 20: The Economic Dimension. There is no issue that has been more persistently debated in American History than that of trade. Should America seek economic self-sufficiency in raw materials and protection for threatened industries? How should we treat countries which do not permit ownership of property or which confiscate American companies? Does a global economy require new international institutions?

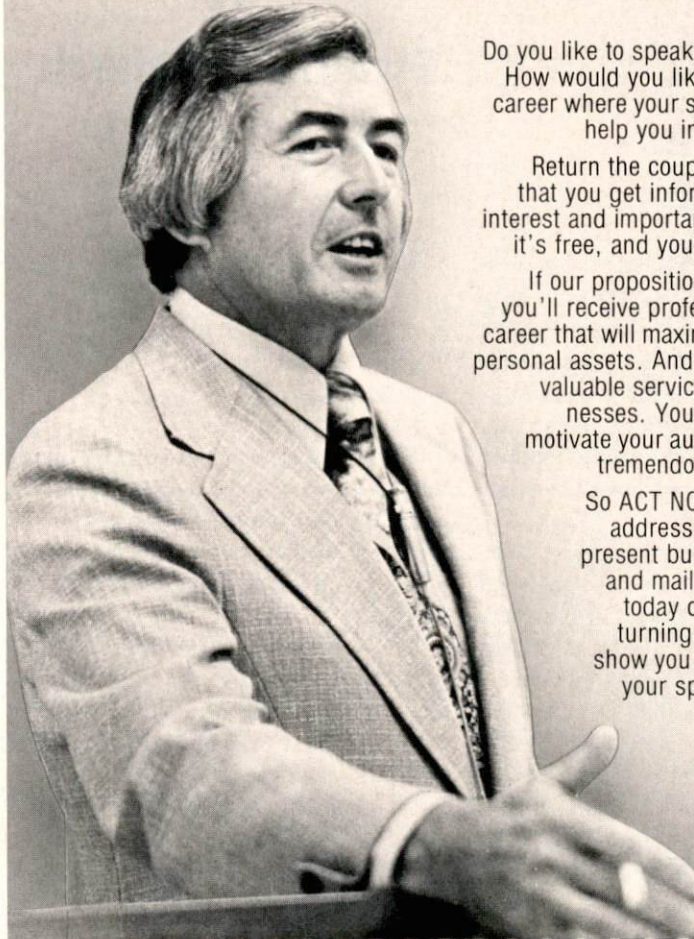
March 21–March 27: A Power in the World. Today, America has armed forces stationed throughout the world. The very size and nature of our military power are themselves major factors in the complicated picture of contemporary world affairs. What is the role of the military in foreign policy? How have our attitudes about morality among nations changed?

March 28–April 3: A Nation Among Nations. America likes to think of itself as proudly independent, yet in just as many ways it is only part of a global web of dependence and international organizations or regional alliances like NATO and SEATO? How can America best advance world order and justice?

Join the thousands of other Americans participating in the American Issues Forum . . . and help celebrate America's 200th birthday! □

Let Me Show You How To Turn Your Speaking Talent Into A Successful Career!

Says Paul J. Meyer President, SMI, Inc.



Do you like to speak? Are you good at it? How would you like to have a profitable career where your speaking ability would help you increase your income?

Return the coupon below and I'll see that you get information that will be of interest and importance to you. Of course it's free, and yours with no obligation.

If our proposition is attractive to you, you'll receive professional training for a career that will maximize the value of your personal assets. And you'll be providing a valuable service to people and businesses. Your ability to speak and motivate your audience will contribute tremendously to your success.

So ACT NOW!!! Put your name, address, phone number, and present business on the coupon and mail it to me. Your action today could be an important turning point in your life! I'll show you a business that'll put your speaking skill to work!

SMI, Inc. PAUL J. MEYER, President TM1-6
P.O. BOX 7614 • WACO, TEXAS 76710 • (817) 776-1230

Name _____

Phone _____ Area Code _____ Business Phone _____

Address _____

City _____ State _____ Zip Code _____

Present Business _____

Evaluating the Conference Speaker

by

Efrem G. Mallach
Club 301-31

Your club has provided speakers to outside groups. Perhaps you even have an organized speakers bureau. You've conducted Speechcraft and Youth Leadership programs in your community. But have you ever provided, as a club, speech evaluation for outside groups? Probably not—but you should! We did, and we'll do it again.

Who needs Toastmasters speech evaluation? Many people need it. One such group may be the speakers at a professional conference. While these people are competent in their fields, they aren't used to speaking. But they do know that their presentations can affect their careers, so they appreciate help. These people are also easy to locate. You can get help from the conference organizers in contacting them. Let's assume, then, that this is the type of group whose speeches you will evaluate. For such a group, here are some of the benefits you can expect:

- *To the Club and Toastmasters—*

You get good publicity. You help publicize yourself and the organization to conference speakers, session chairmen, committee members, and others. And you do this in a context where you are being helpful and your efforts are appreciated, as well as in a situation where the benefits of Toastmasters training are clear.

You can be of service to the professional community. For many of us, this is as important a community as the one in which we live, and service to it is just as valid an aim.

- *To the Members—*

You get practice in live speech evaluation. You're not evaluating speeches given at your Toastmasters meeting for practice; you're evaluating speeches given to an outside group for a real purpose.

You get to hear the conference speeches. These conferences represent months of work on the part of the speakers, because they have something important to say to other professionals in their field. Since attending these conferences is usually quite expensive, participating in an evaluation session gives you the benefit of much of the conference without the expense and, if you're really interested in a topic, the chance to talk to the speaker without hundreds of other people clamoring for his or her attention.

- *To the Speakers—*

They can improve their presentations. This, in turn, improves the impression they will make on colleagues and potential employers—an important factor at many conferences. This also improves their chance of winning the "best paper" awards some of the conferences present

—and these range up to \$500.

Convinced? You should be—this is a situation where everyone wins. Now, how do you go about organizing such a program? Here's the "how to":

- *Pick a conference.* Our clubs (Honeywell Billerica Club 301-31, in Billerica, and Honeywell Wellesley Club 3326-31, in Waltham, Massachusetts) were lucky; our conference found us. Several of our members were active in organizing MINISYSTEMS '75, a Honeywell-sponsored conference on the use of minicomputers. In our case, connecting the clubs and the conference was a natural.

- *However, there are conferences scheduled all the time, all over the world. Members of your club—accountants, engineers, doctors, programmers, psychologists, editors, insurance adjusters, salesmen, and others—all read conference announcements in the course of their work. Company and college bulletin boards carry conference invitations. Hotels and convention facilities can tell you which groups have reserved space. Pick a conference that fits the location of your club and the interests of its members and you're ready to go.*

- *Contact the conference organizer.* The person you want probably has the title "program chairman." If you can find such a person, go to any of the or

WANT TO HELP PEOPLE AND MAKE MONEY TOO?

Then you'll find...

THE CLOSER YOU LOOK — THE BETTER WE LOOK!

FOR 4 BIG REASONS:

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

HERE'S WHAT THOSE REPRESENTING OUR PROGRAM SAY:



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



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

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

Send your name and address to...

PERSONAL DYNAMICS, INC.

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

or call collect (612) 835-1020

may need a blackboard or a flipchart stand; if the conference will supply these, you should. Also, try to duplicate the conference timing facilities, such as wall clocks, lights, whatever.

Welcome the speakers. Make them feel at home. Name tags with the Toastmasters symbol for the evaluators are a good idea.

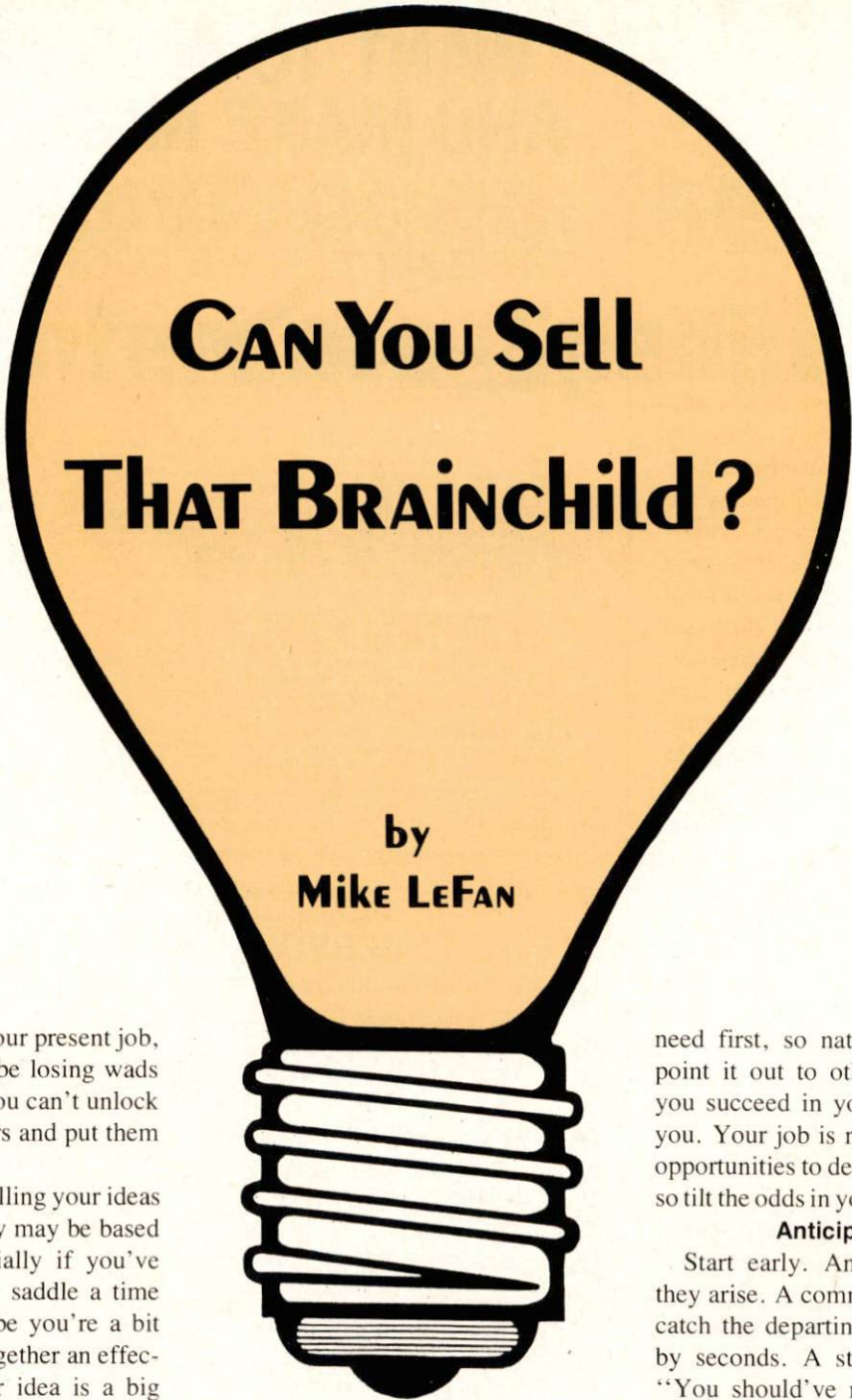
Plug Toastmasters International. This should not be overdone, but a few opening remarks about Toastmasters International and the training it offers are in order. So are handouts.

Evaluate. Be constructive. Keep in mind that these are not all Toastmasters. Try to hit the major problems in each presentation, remembering the amount of time left to correct them. No speaker can change 35mm slides in 12 hours. Many things can be improved, though; that's why you (and they) are there.

Follow up. For local speakers, contact them after the conference and see if they are interested in joining Toastmasters. For others, a letter to a club near them or to their local district will permit the local unit to make contact.

There it is. A proven idea that will pay off for your members, your club, and Toastmasters. Why not start right now?

Efrem G. Mallach is director of the System Design Group at Honeywell Informations Systems in Billerica, Massachusetts. The president and a charter member of the Honeywell Billerica Club 301-31, he is a frequent speaker at professional conferences and has published over 15 professional papers and articles.



CAN YOU SELL THAT BRAINCHILD?

by
MIKE LEFAN

You may be stuck in your present job, and your employer may be losing wads of money, just because you can't unlock those bright ideas of yours and put them to work.

Do you have trouble selling your ideas to the boss? Your timidity may be based on good reasons, especially if you've been knocked out of the saddle a time or two already. Or maybe you're a bit lazy. After all, putting together an effective presentation of your idea is a big task. You might have fallen into the trap of thinking your brilliant ideas would sell themselves. But that's nonsense. Even the most promising brainchild must be sold to the decision-makers.

Stick With It

Shaping that lumpy idea into a usable form calls for your willingness to stick with it. In fact, this process is often more difficult than conceiving the idea. Pushing a new idea requires courage, creativity, planning, persistence, and a self-

starter attitude. An idea locked in your head is useless, and the process of presenting it to your superiors for approval is a delicate part of the creative cycle. Many plans wither on the vine at this stage because of poor presentation.

The first, and maybe most crucial step, is convincing people a need exists and that your idea fills the need. Don't allow your brainchild to die just because no one sees the need for it. You saw the

need first, so naturally you'll have to point it out to others. Whether or not you succeed in your job depends upon you. Your job is nothing but a series of opportunities to demonstrate your worth, so tilt the odds in your favor. Here's how

Anticipate Needs

Start early. Anticipate needs before they arise. A commuter ran like crazy to catch the departing train, but missed by seconds. A station employee said, "You should've run faster, and you'd have made it."

"No," puffed the commuter, "it wasn't a matter of running faster, but of starting sooner."

It's the same with ideas. Don't show up with too little too late. Achievers give a little extra—and keep on giving it. If our commuter had denied himself that second cup of coffee, he'd have made the train. You have to give in order to get. Give your extra effort by anticipating needs and problems early.

you sell your immediate superior your interpretation of a problem, your solution are well on their way to acceptance. How can you do it? By following your superior's viewpoint. What is about the problem that would worry him? Follow this angle of approach and you will be sure to get somewhere.

Get Some Support

Committees are a similar—though often pounded—situation. If you've got to convince a committee, begin ahead of time by working on one or two members of the group. They may like being "in the know" on upcoming presentations, and their support can enhance your position.

Selling an idea demands that you present a problem. Whether it's to a committee or an individual, outline what has happened to the problem and how you'd move ahead to a solution. Above all, keep it short.

Make it clear that this isn't some off-the-cuff idea you stumbled upon. Let them know you've put in some time and effort. This early effort is vital; otherwise, you may speak too quickly and say something you haven't thought of. If you want to sell your superiors on a plan, don't spout off a bunch of half-baked ideas. Show them you've thought it all out.

Be sure your presentation is clear. Remember, you know all the background and alternatives, but your listeners know only what you tell them. If you omit important points, they'll think you're nervous—or incompetent. Follow the old adage: "Never underestimate their intelligence or overestimate their knowledge."

Have some solid backup material ready for the inevitable objections, but don't approach the presentation in a defensive mood. Your presentation should simply pose some objections and then answer them. This gambit will show your thoroughness and may also disarm some of the opposition before it has a chance to even fire a shot.

Put your proposal in as few words as possible. Time's valuable, and your boss will resent your wasting his time with a long, drawn-out presentation. Let the idea stand on its own merit. A truckload of talk can't prop up a shaky

idea. Keep a rein on your words, and don't talk too fast. Your new ideas have to be picked up and understood by your listeners, so proceed at a steady but comprehensible pace. Use plain English, and avoid complicated jargon like the plague. Everyone understands everyday language, but specialized lingo will leave many of your listeners back down the road. So drop it.

Be ready for objections, but never approach your appeal with an argumentative chip on your shoulder. People will react against you before they've heard what you're saying. Focus on the positive part of your plan, and back it up with plenty of practical how-to ideas on carrying out the thing. If you can't produce practical reasons for adopting your idea, it's a loser. Don't depend on statistics, probabilities, and other abstractions. Instead, show how your idea will help Joe Blow on the assembly line, or Mary Smith in the office, or Willy Jones at the sales conference. Point out the dollars and cents potential, demonstrating exactly where and how this brainchild is worth its salt.

A few charts, diagrams, or other visual aids might help. Words and pictures together can be potent, but never assume that visuals explain themselves. They don't.

Trying to sell your boss on your idea can be risky, because you'll be judged on the basis of your presentation. If it's sloppy and incomplete, they'll form a mental image of you—sloppy and incomplete. Do it right, and they'll think of you as someone who does things right.

Avoid The Oversell

Obviously, you're impressed with your idea, but if you come on like "Super Salesman," with an overdose of enthusiasm, people will wonder, "What's he trying to hide with this smoke screen?" Never make unreal claims or exaggerate the worth of your scheme. You may have a perfectly workable *little* idea worth using, but oversell tactics can scare everybody off and make you look silly. Be realistic.

If you run into stiff support for the old way of doing things, remember that you may be suggesting a newfangled replacement for the brainchild of the guy you're

trying to convince. That may be his baby you're trying to kick out. For that reason, it's important to point toward the new heights offered by your plan—and never dwell on the failures of previous techniques and programs. You could trample important toes. Again, see the thing as your boss sees it. Look at the situation through his fears, preferences, strengths, and weaknesses. Then plan your strategy.

The Shakedown

Don't be afraid of testing your idea—assuming, of course, that you've properly thought it through. You ought to insist on a good shakedown cruise for your plan. If it's worth anything, it'll show it. But don't offer green twigs when solid oak is needed. You'll ruin your reputation with the higher-ups if you present them with ideas that are more trouble than the original problem. They've got enough to do without having to solve problems caused by your "solution." Plan it so you won't have to be afraid of a close evaluation.

Start early and do your homework. Then, like the old advice says, "Tell them what you're going to tell them; tell it to them; and finally, tell them what you told them." Your brief summary of the basic points must include the problem, the advantages of your solution, and some compelling reason to go that way.

As a backup, give everyone a written report, focusing on your suggestions. Write it like you did your presentation, paying close attention to the daily, practical advantages of your baby—and keep it short. This written report will give people a chance to reexamine your proposal and see the wisdom of your approach.

That's the idea. □

Mike LeFan is a freelance writer living in Temple, Texas. His articles on creativity and other self-help topics have appeared in *Success Unlimited*, *Income Opportunities*, and many other publications. He is also the author of a syndicated newspaper column called "More For Your Money."

How to Communicate What You Really Mean

by Dr. David H. Smith

It is especially important for business executives to do a good job of communicating. The frustrations that come from misunderstandings are frequent enough and important enough that we would like to be able to reduce them.

Indeed, as we become more aware of just how many problems are essentially communication problems, we begin to find them all around us. It almost seems, sometimes, as if it were better not to know how often we misunderstand or are misunderstood.

Ignorance is a luxury, however, that the executive cannot afford.

Both in his capacity as a manager of a professional staff and in his role as coordinator of action, he can only be effective if he can understand the expectations and perceptions of others.

For this reason, managers should eagerly greet "new ideas" about communication. Training programs which offer the possibility of helping them improve their communication are quickly filled. Books on how to be better at communicating sell rapidly. Gimmicks and slogans which give new names to essen-

tially old ideas are quickly adopted into the vocabulary of management jargon.

A crusty old history professor of mine once explained to a class the reason for the high price of cosmetics. "A woman," he said, "will pay \$5 for a jar of beauty cream but only 50 cents for a cake of soap, because the cream promises to make her beautiful while all the soap promises is to make her clean. People will pay a high price for hope."

It's What We Know

My professor's thought was true for cosmetics and is certainly true for ideas about communication. Because we have so much hope that communication might work better, we are constantly searching for new ideas and new ways to achieve that goal. Frequently, however, it is not what we don't know about communication that brings us difficulty but, as the old farmer said, "It's what we know that ain't so."

There are three assumptions most people make about communication that stand in the way of the successful handling of communication problems. Understanding why these assumptions are

misleading is fundamental to any attempt at improved communication.

The first assumption is that communication is easy if you are good at it. We regard communication as a skill, a set of techniques or rules to be learned and improved upon, and it is not surprising that we do so.

We can all recall the courses we took in school that were supposed to teach us how to communicate better. They were essentially courses in how to write and how to speak. Our teachers taught us sets of rules. In an English class the rules told us how to write a paragraph or a sentence or where to put punctuation marks. We were taught to have clear ideas and to know what made up a proper sentence. Some of us may even have learned rules and principles of good style.

Communication: A Skill

If we were taking a class in speech we undoubtedly learned how to choose a topic, how to organize a speech, and how to use various forms of illustration and explanation. We learned rules for how to stand and how to gesture.

The implicit assumption in all this is

on was that if we learned to follow
es we would be good communica-
Communication is a skill. Those
re skillful are supposed to be good
communicators. If you have communi-
problems, the reason is because
have inadequate communication

When we become aware of a misunder-
standing, we believe that it has resulted
from someone's failure to communicate
and because our culture is a guilt
culture we try to find out whose fault it is.
Usually we look to ourselves. We
blame our own failures. We wish that
we were better at communicating. We
seek this frustration with others, or we
seek a training program which will
make us good communicators.

Misunderstanding

At times, however, we examine the
messages that we have created. We may
look at the letters or memos we have
written, and as we reread them we be-
come convinced that we have written
them well. We see a clear statement
and we wonder how anyone could have
misunderstood.

The only explanation then, of course,
is that the receiver to whom we sent
the message must be a poor communi-
cator. It is his skill, not ours, that is
lacking.

When we deal with a process that is
difficult and complex, we expect to
have problems. We attribute failures
not to human inadequacy, but to the
overwhelming complexity of the task.
When we deal with something that is
easy, however, when we expect to have
success and instead find failure, we seek
to fix guilt. If the guilt is not ours, it is
someone else's and we attempt to find
a reason for it.

If you listen to the comments people
make when discussing communication
failures, you will hear up to four differ-
ent explanations of why the other guy is
a poor communicator.

- First, because he is stupid. "How
can a guy with no more brains than that
hold down his job?" Indeed, we so fear
the allegation that we often hide the fact
of our own misunderstanding in order to
avoid being thought stupid.

- Second, he doesn't care about us or

the company. "You'd think if he didn't
care any more about the company than
that, he'd resign." Or at home we might
say "You don't love me or you wouldn't
say that." Misunderstanding somehow
gets interpreted as inadequate affection.

- Third, he has a bad character. "He
twisted my meaning to make me look
bad in front of the boss."

- Fourth, he is emotionally disturbed.
We all like to play amateur psychiatrist.
"Have you noticed how confused he
seems lately? Maybe we should get him
to see a psychiatrist." In this case it is
not his badness but his madness that
causes his communication failure.

Listen carefully and you'll hear these
explanations for communication diffi-
culty at one time or another.

Unfortunately, not one of the four
does anything to overcome the problems
of misunderstanding. In fact, each ag-
gravates the difficulty, and frequently
a small problem escalates into a large
one because the parties involved have
each decided that the other is defective.
Their subsequent attempts to commu-
nicate will reveal their conclusions that
the other is stupid, unconcerned, under-
handed, or ill. Those messages will fur-
ther intensify the conflict.

All this escalation of difficulty stems
from the assumption that communica-
tion is a matter of skill, that it ought to
work well if the people who communi-
cate do it well.

That assumption is, however, basi-
cally incorrect.

Communication is not easy. It is com-
plex. We must deal with the expectations
and misunderstandings of other people.
We must marshal our own considerably
complicated cognitive processes. We
must anticipate what is happening in the
minds of other persons.

A Two-Sided Skill

Just about the time we think we have
mastered an important skill in commu-
nication, we discover that the very skill
that serves us so well in one situation
may prevent us from being effective in
another. A friend of mine, who had been
a champion debater, discovered that the
skill which won debating trophies made
him lose points in informal social rela-
tionships. Other people really didn't

want him to prove them wrong with
forceful arguments and mountains of
statistics.

We must not expect others always to
understand what we mean. It might be
wiser to expect that others will misunder-
stand. The normal result of communica-
tion is at least partial misunderstanding.
The assumption that communication
problems will disappear if we have the
proper skill is therefore erroneous.

The second assumption which leads us
astray in our thinking about communica-
tion really follows from the first. We too
often believe that the guy who is doing
the talking is the one who counts. We
come to believe that the important skill
in communication, the one which will
make us really good communicators, is
the skill of creating and sending mes-
sages. All those English and speech
courses referred to earlier emphasized
the way you wrote the essays or gave
speeches. Courses in listening are rela-
tively new and they frequently put major
emphasis on remembering what was said.

Speaker vs. Listener

When someone talks, he seems to be
doing something. He seems active. A
person listening doesn't seem to be doing
anything. He seems passive. So, when
we attempt to develop our communication
skills, we usually focus on the doing—
that is, on saying things clearly, force-
fully, and persuasively. We seem to
believe this, despite solid research evi-
dence which demonstrates that a listener's
perceptions of what is said are dramati-
cally different from what a speaker thinks
he has said. Each interprets what he hears
in terms of his own experiences, his own
expectations, his own hopes and fears.

Each person has a somewhat different
perspective from which he views the
world. The more similar our backgrounds
and experiences, the more alike our
perspectives are. But in no case do any
two of us have exactly the same way of
looking at things.

One professor developed a 10,000
word case study and asked executives
representing sales, production, and
public relations to analyze the case study
from a company-wide perspective. When
asked to indicate the major problem in
the case study, the sales executives found

the major problem to be a sales problem, the production executives a production problem, and the public relations executives a public relations problem.

Some months ago, *Association Management* reported a survey of association executives. They were asked such questions as, "Do you tell your subordinates in advance about changes which will affect them or their work?" A high percentage of executives answered yes. A number of years ago, however, when this question was asked of superiors and their subordinates, and superiors said they told their subordinates everything in advance, most subordinates replied to the contrary. Different people see things differently.

If we want to understand what happens when people attempt to talk with one another, we must pay attention to far more than the words that are spoken. We must not believe that the only person who counts is the one who does the talking.

Nonverbal Communication

The topic of nonverbal communication has received a good deal of publicity in recent years. The ways in which we stand and gesture and the ways we control the space around us influence the responses of others. If someone stands too close to us we become uncomfortable. We regard the person as overbearing and boorish. If he touches us when we don't want to be touched, we will retreat from what we consider his aggressive act and try to protect ourselves by folding our arms or placing a piece of furniture between us. Some of our gestures are invitations to further conversation. Yet all of these acts are likely to take place without our full awareness, and all affect the way in which we respond to others.

It is possible to read too much meaning into postures and gestures. Sometimes we scratch because we itch rather than because of some deep, inner meaning we wish to convey.

It is surprising how much easier it is to learn the complicated rituals of social coordination than it is to learn simple rules of punctuation. Perhaps that is because the social rules are so much more important. It sometimes seems that none of the really important rules of communication are taught in school. But, for-

tunately, most of us learn them anyway. And most of us know that there's more to communication than talking.

The third false assumption we often make about communication really comes from the fact that we focus so much on the words and the speaker. We assume that people talk only about ideas. Just listen for a moment to what is being said around you. People seem to give reasons

“

If we want to understand what happens when people attempt to talk with one another, we must pay attention to far more than words. We must not believe that the only person who counts is the one who does the talking.

”

and explanations. They seek opinions; they give examples. But, if we naively assume that it is only this talk that is going on, we may very well miss the essential elements in our mutual coordination. We will certainly fail to understand why so many conflicts become so intense.

Every human transaction consists of two dimensions simultaneously—the content dimension and the relationship

dimension. The content dimension occurs in the open above the surface of our conversation. We freely admit that we are talking about content.

But every transaction also contains another element, one that is expressed only indirectly, below the surface of our conversation. That dimension is the relationship dimension. We are constantly listening as we talk with one another for indications as to how the other party regards us. Are we respected? Taken seriously? Is affection present? Think of those occasions in which you met another person and found him pushy and overbearing. The chances are you felt that he thought you were stupid. Was it anything he said directly that caused you to draw that conclusion, or was it something more subtle, the way he put his words together, the tone of his voice, or the way in which he looked at you?

We are all alert for these subtle cues of human relationship.

The Human Transaction

Let us use the words "agreement" and "disagreement" to indicate if two persons have similar perceptions of content and the words "understanding" and "misunderstanding" to indicate whether two persons have similar perceptions of their relationship. Agreement is cognitive; understanding is emotional. Agreement refers to thought, understanding to feelings. Agreement applies to tasks, understanding to egos. Agreement focuses on agendas, understanding on hidden agendas. The important fact to remember is that both are present as simultaneous dimensions of any human transaction.

The similarity or difference in our perceptions at one level may influence those at the other level. When we sense—from the way another person speaks to us—that he has little respect or affection for us, we find it difficult to accept his ideas. If there is misunderstanding at the relationship level, there is likely to be disagreement at the content level of our communication.

As we listen to others, we often note that the intensity of the conflict between them seems out of proportion to the seriousness of the topic they are discussing. When this occurs, we can be su-

the problem is not their inability to reach an agreement, but the problem stems from a misunderstanding at the level of relationship. It is not the truth of what is at issue, but the absence of trust and affection.

If you find difficulty achieving agreement with a colleague or subordinate, you may find that giving more direct indications of your respect and regard may create a relationship climate more conducive to agreement.

Communication seems to work best in a situation where there is both agreement at the content level and understanding at the relationship level. It seems to be at its worst when there is both misunderstanding and disagreement.

It is possible, however, that two individuals who understand one another and have positive feelings about their relationship can honestly disagree. Such disagreements need not hinder the accomplishment of tasks so long as the communicators make clear to one another that the relationship is still filled with respect, despite their difference of opinion.

It is also possible that people can agree at the same time that they misunderstand one another. In such a circumstance, the apparent agreement may lead to difficulty when they attempt to implement their ideas because of the absence of a sound relationship base from which they can act.

If they are not sure of the trust and respect of one another, even agreement will not make them feel secure in dealing with each other. The wise communicator looks beyond ideas to the feelings that he and those with whom he communicates have about each other.

Empty Conversation

If you were to tape-record all of your conversations for a week and then listen to them, you would be surprised at how frequently you talk without exchanging new information. You would find that you frequently say the same or nearly the same thing to the same people, that there are certain opinions or phrases which you repeat often, and that much of your conversation elicits no new data or suggests no action.

Much of our talk with one another

carries out formal and informal rituals which help us determine the nature of the situations in which we find ourselves, the roles that we and others are to play, and the nature of the relationships involved.

If a group of people who have not seen one another for a long time meet at a conference or convention, they are likely to talk about mutual acquaintances, about common problems they have discussed many times before, and about recent personal activities. These discussions function not so much to provide new information to one another as to reassure one another that the old relationships and the old rules under which they were able to communicate still hold.

This is just another example that shows how the ideas discussed are not so important as the feelings that are communicated.

When we assume that discussion between people is primarily about ideas—or perhaps solely about ideas—then it is easy for us to overlook the deeper and more important meanings that people give to their conversations. When we understand more about nonverbal communication, then we can understand better the reasons why communication operates as it does in the businesses we manage.

Only then can we fully appreciate the expectations and perceptions of others. Then you can learn to be more effective as a communicator. □

Reprinted by permission from the October, 1973, issue of *Association Management*. Copyrighted, 1973, by the American Society of Association Executives.

Why Do More and More Public Speakers Read and quote from SUCCESS ORIENTATION?

For the same reason hundreds of business executives, community leaders and public officials have found it invaluable.

It gives you a regular review of basic principles of success, better communications, business management and personal improvement.

Why don't you INVEST in your FUTURE SUCCESS?

Full year's subscription (26 issues) only \$39.95.

Sample issues \$1 each.

SUCCESS ORIENTATION

3960 Peachtree Road N.E., suite 425, Atlanta, Georgia (404) 261-1122



YOU ARE INVITED . . .

Toastmasters in the Pacific is on the move



Your friendly colleagues of Districts 69, 70 (Australia), and 72 (New Zealand) want you to visit with them in May, 1976.

This is a personal invitation, Toastmaster-to-Toastmaster. International President George C. Scott will be our very special guest at the Downunder Conference, to be held at the Wentworth Hotel, Sydney, May 13 to 18, 1976.

The Downunder Toastmasters tour will be a visit to friends—in their homes and clubs, with a great welcome at each stage. The important thing is to book now—there are only a limited number of seats on the tour and they are filling up fast. We look forward to seeing you.

CONTACT: Mervyn McMillan • Trans-Australia Airlines • 510 West 6th Street • Los Angeles, CA 90014

(Advertisement)

hall of fame

DISTINGUISHED TOASTMASTER (DTM)

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

Hubert Barney, ATM

Twin City 1356-37
Winston-Salem, North Carolina

John Sinelio

Sierra Sunrise 2318-39
Reno, Nevada

William O. Johnston, Jr.

Rockwell 214-40
Columbus, Ohio

ABLE TOASTMASTER (ATM)

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

Edward G. Mitchell

Montebello 20-F
Montebello, California

Derrick A. Anderson

Business Mens 100-F
Santa Ana, California

E. Leslie Taylor

Business Mens 100-F
Santa Ana, California

Derek Beck

Helmshmen 770-F
Huntington Beach, California

James G. Martindale

Blue Flame 2717-F
Newport Beach, California

Pete Debruin

Fluor 124-1
City of Commerce, California

Vern Beckner

Northrop 212-1
Hawthorne, California

James R. Walker

Tele Talk 3016-3
Phoenix, Arizona

Leo H. Moir

Puc K Sters 3873-4
San Francisco, California

Richard A. Freedman

Dynamic 457-5
San Diego, California

Louis P. Novak

Midland 776-6
Minneapolis, Minnesota

Edward W. Nygaard

Sunrisers 2140-6
Crystal, Minnesota

Robert C. Collins

Rainbow 3104-6
Minneapolis, Minnesota

Walter S. Ackley

Tillamook 420-7
Tillamook, Oregon

C. Ray Johnson

Tillamook 420-7
Tillamook, Oregon

Bram Mizee

Tillamook 420-7
Tillamook, Oregon

Jon M. Woodworth

First National Bank 584-7
Portland, Oregon

Ed Vaile

Totem Pole 610-7
Vancouver, Washington

Norman L. Myers

Astoria 775-7
Astoria, Oregon

Raymond Pirkil

University 1358-7
Portland, Oregon

Tikey Magionos

Sunrise 1492-7
Portland, Oregon

Charles N. Monos

Old Economy 2682-13
Ambridge, Pennsylvania

Wilburn L. Holland

Executive 266-14
Marietta, Georgia

Richard A. Saam

Albany 1827-14
Albany, Georgia

Daniel T. Miller

Columbus 2037-14
Columbus, Georgia

Dodd Vernon

Georgia Carolina 2523-14
Augusta, Georgia

Richard D. Belnap

Hercules Incorporate 1252-15
Magna, Utah

George F. Andres

Onoma 454-16
Oklahoma City, Oklahoma

Stanley J. Chapman

Westinghouse Gaveliers 3160-18
Baltimore, Maryland

A. B. Kahn

Westinghouse Gaveliers 3160-18
Baltimore, Maryland

Dean Zingg

Capital 1412-19
Des Moines, Iowa

Armond A. Borchardt

Clarion 2316-19
Clarion, Iowa

William C. Harper

Liberal 2229-22
Liberal, Kansas

Robert W. Purdy

Hays 2609-22
Hays, Kansas

Jack Kopetz

Engineers 2654-22
Kansas City, Missouri

Hugh F. Markey

Engineers 2654-22
Kansas City, Missouri

William C. Reddick, Jr.

White Rock 1495-25
Dallas, Texas

Howard K. Meador, Jr.

Hi Noon 3172-25
Shreveport, Louisiana

Fred Hessler

The Gabby AAAS 1701-28
Detroit, Michigan

Elbert K. Goetz

Westgate 3159-28
Toledo, Ohio

Stephen Pearlman

Andrew Jackson 704-29
Pensacola, Florida

William C. Sanseverino

Powers 1450-30
Skokie, Illinois

Gerald E. Vogel

Strowger 3848-30
Northlake, Illinois

Ted Lien

Tri City 1438-35
Wisconsin Rapids, Wisconsin

Walter North

Gladiators 1535-35
Milwaukee, Wisconsin

Martin V. Jones

Silver Spring 1314-36
Silver Spring, Maryland

William P. Ellis

Atomic Energy Commission 2901-13
Bethesda, Maryland

MOVING?



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

Attach current address label here OR complete the following:

Name _____

Present Address _____

City _____

State/Province _____ Zip _____

Club No. _____ District No. _____

New Address _____

_____ Zip _____

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

Arald H. Bell
Greensboro 439-37
Greensboro, North Carolina

William T. Robinson, Jr.
Twin City 1356-37
Winston Salem, North Carolina

James M. Ulrich
Reading 714-38
Reading, Pennsylvania

Luther A. Weik
Reading 714-38
Reading, Pennsylvania

Henry A. Sokolowski
Arsenal 2264-38
Philadelphia, Pennsylvania

Dean P. Folkenruth
York 2435-38
York, Pennsylvania

C.E. Knight
Delaware County 3204-38
Springfield, Pennsylvania

Terry D. Toliver
Lyoth 215-39
Tracy, California

Michael R. Deriney
Ishi 3316-39
Chico, California

Larry L. Cattanaach
Daybreakers 3325-39
Redding, California

William Hriskevich
Shaganappi 60 3205-42
Calgary, Alberta, Canada

Clifford D. Jones, Jr.
Federal Employees 2287-43
Little Rock, Arkansas

John T. Kaplan
Pop Up 3165-44
Midland, Texas

Henry S. Lewis, Jr.
Westfield 3187-46
Westfield, New Jersey

John P. Emig
Lakeland 2262-47
Lakeland, Florida

John P. Evans
Gulf Breeze 2824-47
New Port Richey, Florida

Edgar M. Daugherty
Naples 2835-47
Naples, Florida

Scott C. Leeds
Lift Off 3869-47
Cape Canaveral, Florida

C. Andrew Biss
Redstone 1932-48
Huntsville, Alabama

Hugh E. Michaels
Redstone 1932-48
Huntsville, Alabama

John W. Conners
TMC of Newington 3509-53
Newington, Connecticut

Larry R. Camp
Champaign Urbana 195-54
Urbana, Illinois

Thomas J. Miller
Keannekeuk 1518-54
Danville, Illinois

Fred Bergmann
Siete Banderas 1910-56
Laredo, Texas

J.C. Winfrey
Northwest Houston 3373-56
Houston, Texas

Homer H. Roff
Northwest Houston 3373-56
Houston, Texas

Bruce G. Christensen
Helmsmen 2522-57
Vallejo, California

Jesse L. Carter
Mare Island Supervisors 2839-57
Vallejo, California

William F. Middleswarth
Red Bank 2091-58
Charleston, South Carolina

Hubert E. Benn
Whirlpool 202-62
St. Joseph, Michigan

J.D. Romaine
Kings Mountain 2958-63
Elizabethton, Tennessee

Lewis W. Poole, Jr.
Kodak Park 1491-65
Rochester, New York

Arthur F. Ross Trigger
Rockhampton 3732-69
Queensland, Australia

Herbert Acheson
Dunedin 2890-72
Dunedin, New Zealand

Derek J. Waite
Timaru 3474-72
Timaru, New Zealand

Ray S. McDonald
Great Land 3069-U
Anchorage, Alaska

new clubs

3086-3 TANNER CHATTER
Phoenix, AZ—Tues., 5:00 p.m.,
Country Village Motor Hotel, 2425
S. 24th St. (262-1454). Sponsored
by Park Central Club 3527-3.

2042-8 EDWARDSVILLE AREA
Edwardsville, IL—Tues., 7:00 p.m.,
Ackermans Restaurant, Ill. Rt. 143
& I-55 (288-5895). Sponsored by
Wood River Club 282-8 and O'Fal-
lon Club 994-8.

3494-14 GEORGIA STATE
Atlanta, GA—Wed., 7:00 p.m.,
Georgia State University, Univer-
sity Plaza, Rm. 212 Student Center
(658-3610). Sponsored by Decatur
Communicators Club 1375-14.

1415-37 CAPE FEAR
Wilmington, NC—Tues., 7:00 p.m.,
Ramada Inn, 5001 Market St.,
(791-1235). Sponsored by Hubert
Barney, ATM.

3847-43 REVENUEURS
Memphis, TN—Tues., 4:14 p.m.,
Memphis Service Center, 3131
Democrat Road (363-7662).

2084-47 CHARLES S. SWAN
MEMORIAL
Avon Park, FL—Thurs., 7:00 p.m.,
Stakeout Restaurant, U.S. Hwy.
27 So. (453-4351). Sponsored by
Imperial Polk Club 3101-47.

3794-71 WATERFORD
Waterford, Ireland—Mon., 8:00
p.m., Doolys Hotel, The Quay (051-
81966). Sponsored by Cork Club
1868-71.

3230-U PARIS
Paris, France—Tues., 8:00 p.m.,
Hotel France et Choiseul, 239 rue
St. Honore (224-4125).

anniversaries

35 YEARS

Longview Club 180-7
Longview, Washington

30 YEARS

El Monte Club 352-F
El Monte, California

Lewis-Clark Club 369-9
Lewiston, Idaho

Missoula Club 347-17
Missoula, Montana

Brandywine Club 359-18
Wilmington, Delaware

Lake Region Club 377-20
Fergus Falls, Minnesota

Plus-Two Club 349-25
Ft. Worth, Texas

Speakers Forum Club 371-30
Chicago, Illinois

25 YEARS

Paul Bunyan Club 922-6
Brainerd, Minnesota

Farmers Insurance Group Club 458-22
Shawnee Missions, Kansas

Charter Oak Club 931-53
Hartford, Connecticut

20 YEARS

Dawn Busters Club 1918-3
Glendale, Arizona

Scottsdale Club 2013-3
Scottsdale, Arizona

Youngstown Club 1986-10
Youngstown, Ohio

Mentors Club 1974-29
USNAS Milton, Florida

Glen Ellyn Club 156-30
Glen Ellyn, Illinois

Schlitz Club 1989-35
Milwaukee, Wisconsin

Pagoda Club 1809-38
Reading, Pennsylvania

Independence Club 1907-38
Philadelphia, Pennsylvania

Simpsons & Simpsons-Sear Club 1555-45
Halifax, Nova Scotia

SEC Roughriders Club 1876-46
New York, New York

Gas & Electric Club 1993-65
Rochester, New York

15 YEARS

Prineville Club 671-7
Prineville, Oregon

Monsanto Club 1267-8
Creve Coeur, Missouri

Pershing Point Club 2662-14
Atlanta, Georgia

Hilltoppers Club 3232-29
Mobile, Alabama

Bluemound Club 3227-35
Milwaukee, Wisconsin

Knights of Speech Club 3196-38
Upper Darby, Pennsylvania

Sierra Sunrise Club 2318-39
Reno, Nevada

Shaganappi 60 Club 3205-42
Calgary, Alberta, Canada

North Valley Club 2715-52
North Hollywood, California

Pacesetters Club 3239-56
Houston, Texas

West Toronto Club 3057-60
Toronto, Ontario, Canada

Winnipeg Keystone Club 3211-64
Winnipeg, Manitoba, Canada

Lima Club 3098-U
Lima, Peru, South America

10 YEARS

Cosmopolitans Club 870-35
Milwaukee, Wisconsin

Mid-Day Club 1802-40
Columbus, Ohio

Valley Club 536-48
Shamut, Alabama

Kingston Club 2966-53
Kingston, New York

Capitol Club 194-U
Quezon City, Philadelphia

Have Trouble Finding Things?

When someone asks about TI programs and literature, do you fumble around, asking members if they've seen a particular manual or informational flyer? Your problems will be solved if your club has a Club Reference File. It contains samples of essential information, including manuals, handbooks and program descriptions. Here's a list of some of the things you'll get:

• **DEBATE HANDBOOK (104)**—Basic information for staging and judging a debate.

• **INTRODUCING THE SPEAKER (111)**—Answers basic questions on why a speaker should be introduced, what the speaker should contribute, and what the introducer should say.

• **CHAIRMAN (200)**—A useful guide for the many aspects of chairmanship, based on the rules of parliamentary procedure.

• **EFFECTIVE SPEECH EVALUATION (202)**—The manual for individual and general evaluators; includes suggestions for putting variety into your club's evaluation program.

• **CLUB CONSTITUTION AND STANDARD BYLAWS (210-C)**—Standard documents governing operation of Toastmasters clubs.

• **DISTRICT CONSTITUTION AND BYLAWS (210-D)**—Authority for operations and government of districts of Toastmasters International.

• **C & L MANUAL (225)**—TI's fundamental communication and leadership program manual.

• **ADVANCED C & L MANUAL (226)**—Toastmasters advanced communication and leadership program manual.

Tells when and how to use humor.

• **TI AUDIOVISUAL HANDBOOK (1193)**—Illustrated guide to selecting the audiovisual technique best suited

for your speeches. Contains audiovisual aids you can make, suggestions and references about audiovisual equipment, and a bibliography of audiovisual research material.

• **LISTENING TO LEARN MANUAL (1200)**—The manual designed to help you develop effective listening techniques.

• **PATTERNS IN PROGRAMMING (1314)**—New ideas for lively, worthwhile, and educational Table Topics, educational happenings, and club programs.

• **TABLE TOPICS (1315)**—Pamphlet explains the method, purpose, and value of Table Topics programs in impromptu discussion and conversation.

But that's not all! You'll also get a copy of TI's Club Directory, Supply Catalog, and Membership Application Form, as well as many of the other helpful and informative brochures put out by Toastmasters International. They're all yours . . . **and at a substantial savings.** The Club Reference File (No. 1550) can be yours for only \$10 (California residents add 6% sales tax).

So what are you waiting for?

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

