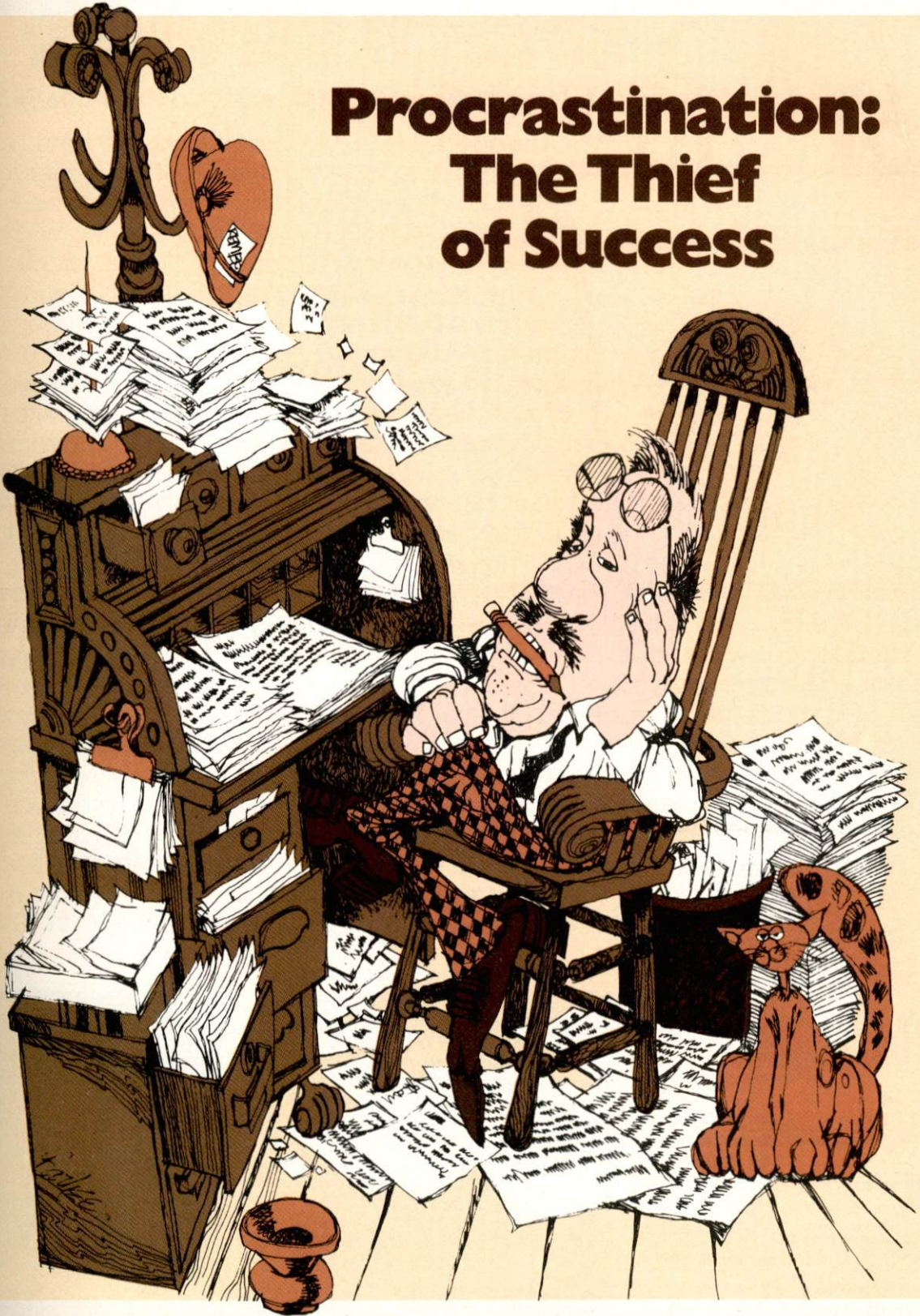
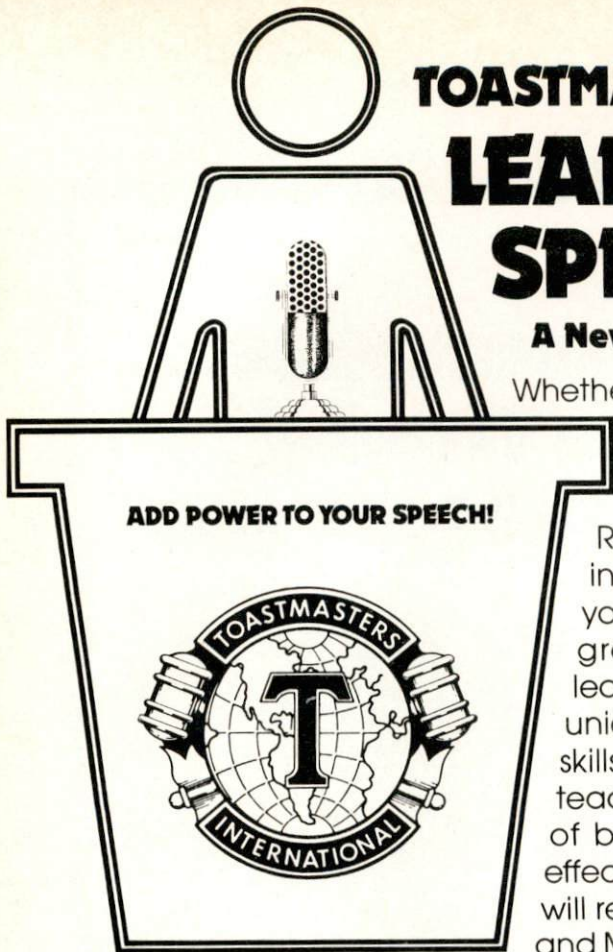


Procrastination: The Thief of Success





TOASTMASTERS'

LEADERSHIP THROUGH SPEECH SEMINAR

A New Dimension in Speech Communication Training

Whether on the job, in the community or at home, we all need to develop — or strengthen — effective verbal communication skills. Toastmasters' LEADERSHIP THROUGH SPEECH SEMINARS — featuring Cavett

Robert and Merlyn Cundiff, two of the foremost experts in the field — will help you do just that . . . and make you you a professional each time you appear before a group. • Designed to enhance your Toastmasters learning experience — not replace it — each of these unique, two-day seminars will provide you with the basic skills used by today's professionals and, more importantly, teach you how to apply them to your own immediate goal of becoming a professional speaker or merely more effective in your current occupation. • In presentations you will remember long after these seminars are over, Cavett and Merlyn will review the speaking techniques that will

carry you to the top . . . and beyond. Then, in keeping with Toastmasters' popular "learn by doing" concept, you will be given ample opportunity to practice these skills. Your speeches will be videotaped and played back for evaluation by you, your audience and the seminar leaders. • And this is just the beginning! Over the next year, you will receive workbooks, tapes and other materials to keep you informed of all the latest techniques and ensure your development as a professional complete. • All for only \$350!* Quite a bargain when you compare it with similar speech programs on the market today! • So whether you're a Toastmaster whose club experience has increased your desire to become a professional speaker — or just someone who wants to learn more — Toastmasters' LEADERSHIP THROUGH SPEECH SEMINARS may be for you. • Come discover the "new dimension" in speech communication training. Discover Toastmasters' LEADERSHIP THROUGH SPEECH SEMINARS.

*A tax deductible educational expense.

There will be a LEADERSHIP THROUGH SPEECH SEMINAR near you soon.

- March 17-18 Orlando
- April 21-22 Orange County
- May 19-20 Las Vegas
- June 9-10 San Francisco
- July 14-15 New York City
- August 4-5 Charlotte

We'll also come to your company or city for any group of 20 or more participants.

For more information, write:
Leadership Through Speech Seminar
c/o Toastmasters International
2200 N. Grand Ave., P.O. Box 10400
Santa Ana, CA 92711

Cavett Robert



Merlyn Cundiff



Founder
Dr. Ralph C. Smedley (1878-1965)

Officers, Toastmasters International
President

Hubert E. Dobson, DTM
1205 Henry Road, South Charleston, WV 25303

Senior Vice-President

Eric K. Stuhlmueller, DTM
32 Sweetwater Bay, Winnipeg, Man., Can R2J 3G5

Second Vice-President

Patrick A. Panfile, DTM
78 Stoneleigh Court, Rochester, NY 14618

Third Vice-President

William D. Hamilton, DTM
2323 N. 7th Street, Phoenix, AZ 85006

Past President

Durwood E. English, DTM
4580 Mt. Alifan Drive, San Diego, CA 92111

Executive Director

Terrence J. McCann
2200 N. Grand Avenue, Santa Ana, CA 92711

Secretary-Treasurer

Herbert C. Wellner
2200 N. Grand Avenue, Santa Ana, CA 92711

Directors

Hubert R. Barney, DTM
P.O. Box 1340, Winston-Salem, NC 27102

Helen M. Blanchard, DTM
430 San Antonio Avenue, #2, San Diego, CA 92106

William N. Crawford, ATM
2315 N. 81st Street, Scottsdale, AZ 85257

Eddie V. Dunn, DTM
3106 7th Street, Fargo, ND 58102

Carl A. Johnson, DTM
P.O. Box 415, Granville, OH 43023

Donald S. Kearton, DTM
3645 Rivercrest Drive N., Salem, OR 97303

John S. Latin, DTM
1010 Calle Ortega, San Dimas, CA 91773

William O. Miller, DTM
12101 Hunters Lane, Rockville, MD 20852

J.K. Nath Nayak, DTM
2832 South 10th Avenue, Broadview, IL 60153

Oscar L. Olive, DTM
111 Spring Circle, Smyrna, TN 37167

Dr. Homer F. Schroeder, DTM
2200 Jefferson Avenue, Toledo, OH 43624

Larry C. Selby, DTM
1800 E. Mulberry Circle, Edmond, OK 73134

Sid M. Smith, DTM
3336 Louise Avenue, Salt Lake City, UT 84109

Floyd O. Swathwood, DTM
2521-2 Abbey Drive, Ft. Wayne, IN 46815

Telesphore Ted Wilga
14 Elmbrook Circle, Bedford, MA 01730

Neil R. Wilkinson, DTM
12608-39 Avenue, Edmonton, Alberta, Can T6J 0N2

Magazine Staff

Editor

Sherry Angel

Art Director

Judy Turk

Advertising Representative

Miller & McZine
P.O. Box 7204, San Diego, CA 92107
(714) 268-3740

The Toastmaster

Vol. 45 No. 2

February 1979

FEATURES

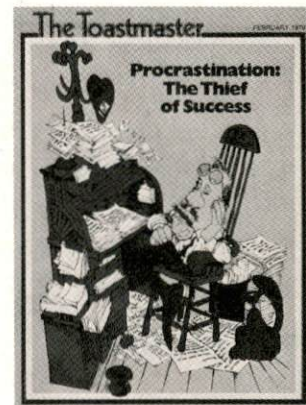
- 6 **Procrastination: The Thief of Success**
by Robert Montgomery
- 9 **How To Put New Life Into Any Organization**
by Father James Keller
- 12 **Say It In Threes**
by Thomas Montalbo, DTM
- 14 **Can You Take Criticism?**
by H. Michael Mogil
- 16 **Conversing With Your Audience:
The Natural Way To Deliver a Speech**
by Vivian Buchan
- 18 **Gutter Jargon: Have You Crossed the Blue Line?**
by Ray Floyd, ATM
- 24 **Winning the Battle for Media Exposure**
by Robert McGarvey
- 28 **Increasing Productivity Through Employee —
Management Dialogue**
by Fred T. Allen

DEPARTMENTS

- 4 Letters
- 5 On Reflection. . .
- 19 The Idea Corner
- 20 How To. . .
- 22 People
- 30 Hall of Fame
- 31 1978-79 District Governors

COVER

Most time management experts agree that there's little harm in occasionally delaying a difficult or unpleasant task. But when you start making a habit of putting off what you can do today until tomorrow, the consequences may be serious. Procrastination is more than "the thief of time." It also is the thief of success and accompanying self-respect. Don't let it steal your future. You can kick the habit. The important thing is to begin. . .



FEBRUARY 1979

Letters

Enjoying Life as a "Total" Toastmaster

I was shocked by the letter from Toastmaster Ditkoff that appeared in the October issue of *The Toastmaster*. He says he doesn't have time to take former President Durwood English's advice and become a "total" Toastmaster. I hope he is in the minority of District 36.

It is a shame that he is so rushed that he misses the social aspects of Toastmasters and the thrill of cheering a friend to victory at a contest. It's too bad a person as busy as he is takes a space as an officer from others who want to be "total" Toastmasters.

I'm sure every Toastmaster has many other activities and commitments outside of this organization. Sometimes we all have to decide what is most important for us at the moment. But I feel Mr. Ditkoff is missing out on the full share of training and relaxation offered by District 36, and for this I feel a deep sorrow.

A "total" Toastmaster has the best chance of becoming a total, well-rounded person who will enjoy life to its fullest.

Mary M. Olds
Larton, Virginia

Slipping Out the Back Door

Are you aware that a number of relatively new Toastmasters are slipping out the proverbial "back-door" — unnoticed, for whatever reason — and joining the ranks of nonmembers before really getting involved?

Perhaps we are much too concerned with the "front-door" and not sensitive enough to the needs of those already within, especially those newly joined.

Some, if initially left to their own devices, have a tendency to roam aimlessly — ultimately toward the "back-door." We may be failing to get these new members quickly involved.

Each month the pages of *The Toastmaster* contain many ideas to help us conduct a variety of club activities. When supplemented with the myriad of materials from World Headquarters, we have the substance for year-round effective programming to meet all the individual Toastmaster's needs.

But only when continuous, effective and timely efforts are taken to meet those needs will the exit to the "back-door" be narrowed.

We probably never will be able to entirely close the "back-door" — nor would we want to — but we, you and I, should not be the wedges keeping it wide open.

Michael L. Wardinski, DTM
Alexandria, Virginia

The Worst Put-down

The October article titled "How to Handle the Put-Down" by Peter B. Wylie and Mardell S. Grothe was so great that we decided to use it as a topic for discussion in our Breakfast Club. I wish to report on the three major ideas brought forth:

1. Without a doubt, this is the best article we've found for help and advice in handling put-downs.

2. The put-down of one's self is probably the worst put-down of all.

3. For those of us who make unfortunate use of the put-down, have the authors any suggestions on how to stop?

Please continue making *The Toastmaster* a worthwhile magazine to read and retain. Your fine selection of articles is just what we need.

Fred Eboch
Cincinnati, Ohio

Toastmaster Objects to Magazine Policy

I have long been disappointed in *The Toastmaster* for running articles submitted by freelance writers. We have far more talent in our organization than you'll ever find outside. And these commercial articles promote the professional interests of these authors, not the advancement of Toastmasters. Also, the professional article (a story written for profit) is very seldom written by an individual who has the expertise to speak as an authority.

The Toastmaster should be the organ of the membership and you are doing each of us a disservice under the present policy of printing articles that are not authored by Toastmasters.

If you are looking for more articles, I can supply you with an overabundance from Toastmasters in this Area and a number from other Areas in this District.

Elmer E. Hunt, Jr., ATM
Boise, Idaho

We're very interested in publishing articles from Toastmasters in the magazine. So please encourage anyone who may want to submit an article to start writing. You may want to aim for our upcoming special issue on leadership and management, which is scheduled for July. There's also plenty of time to submit an article for the November special issue on developing assertiveness. Remember, we like the strong "how to" approach. Thanks for your interest! —Ed.

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

Goal Seeking Gets Results

I consider *goal seeking* one of the most significant functions of an effective leader. To set goals is important, but goal seeking focuses on achieving specific results. Keeping one's eyes glued on a picture of the expected end results creates a mental image of fulfillment before the event actually occurs.

Today many organizations follow a Management by Objectives Program, a planning system or some type of goals program. In my experience, I have found that many managers have great intentions when they set goals for their organizations and themselves. Unfortunately, before the ink is dry, the paperwork on well-laid plans often sinks to the bottom of the desk drawer and good intentions fade.

To achieve goals, you need a guidance system that will help you keep projects on track. The successful landing of man on the moon was achieved through the intricacies of a complex guidance system. Today's communications satellites couldn't be launched in space without a guidance system.

Personal and organizational goals can be achieved and Toastmasters clubs built with equal success, but each requires an effective guidance system.

The most simple guidance system format I have found involves the use of mnemonics or acronyms that form word pictures. This procedure is simply a method of using well-known memory-by-association techniques. These techniques will help you create a mental image of the end result you are seeking. The image or picture tends to become a self-fulfilling prophecy. It establishes an air of expectancy.

The guidance system I use involves a procedure that I remember by relating each step to a letter in the acronym GOALS. Here's how it works:

- GATHER data needed to pursue the goal — including marketing information, materials, manpower and money.
- ORGANIZE various personnel functions to carry out specific parts of the project.
- ACT to provide guidance, time targets and control for each phase of the project; keep wheels in motion.
- LINK activities of all participants to a common communications network. Make the process of reaching the goal a team effort.
- SEEK frequent status reports, make target checks, always painting a daily sequential picture focusing on expected end results.

You will be able to prevent your goals from sinking to the bottom of the desk drawer if you apply the simple memory act of association to the guidance system and form mental pictures of your goals as you progress.

Now, use this guidance system to erect a multi-story building, to build a Toastmasters club or pursue a personal goal to become an effective communicator and leader. The system will work on small or large projects because *goal seeking* always gets results! ■



Hubert E. Dobson

Procrastination: The Thief of Success

by Robert Montgomery

When you have a deadline to meet for a project at work, do you often fall behind schedule and find yourself making excuses for delays you know you could have avoided?

Do you put off writing letters to distant relatives for so long that you feel you have to start the ones you do write with excuses for not keeping in touch?

If your answer to one or both of these questions is "yes," you qualify for membership in the National Procrastinators Club of America. The club's motto is, "Never do today what you can put off until tomorrow." And its members promote that philosophy by observing "National Procrastination Week" — whenever they can get around to it.

Procrastination, whether in business or personal life, is a habit that's easy to excuse away and laugh about. Almost everyone is willing to go along with the joke. Newspapers and magazines occasionally run humorous articles on the subject, suggesting that we are a nation of time wasters and often ending with tongue-in-cheek apologies for the delay in publication.

Yet we know procrastination is bad. Our consciences won't let us forget that to waste time is to waste life. Why, then, do we continue to make light of a serious subject? When we fail because of inaction, why do we accept our behavior as an unchangeable part of "human nature"?

Losing Satisfaction

The truth is procrastination is much more than "the thief of time"

Procrastination probably does more than any other habit to deprive us of happiness and self-satisfaction. But there are ways to overcome this barrier to success. The important thing is to begin. . .

Edward Young called it more than 200 years ago. It also is the thief of success and accompanying self-respect — and that's no laughing matter.

As suggested in an essay from *The Royal Bank of Canada Monthly Letter*, procrastination probably does more than any other habit to deprive us of happiness and satisfaction. We allow it to rob us of success by letting it linger until it's too late to catch up, too late to do our best.

And we hurt more than ourselves when we procrastinate. Our lives are intricately interwoven with those of family, friends and business associates. They suffer when we shirk. They have to work harder and longer when we fail to act. They are forced to make excuses when we break promises. They learn to endure when praise is deserved, but not given.

They also might become procrastinators. Especially in business, one procrastinator can bottleneck a group. By stopping the flow of work, the procrastinator forces everyone else to wait. Eventually, the others tire of waiting, tire of fighting and become time wasters, too.

Falling Behind

Time management experts often turn to government for the most

blatant examples of contagious procrastination. Expanding bureaucracy has spawned legalism, compromise and reappraisal, all of which prevent hasty decisions and allow officials more security with less responsibility.

"The Social Security problem, the energy crisis, both were caused by government not taking action until it was too late," suggests Dr. John W. Lee, time management expert from Tallahassee, Florida. "When you procrastinate, you're always behind. And the problem you're afraid to face today can only get worse tomorrow."

Those who aren't afraid are the ones who succeed.

We shouldn't fear that procrastination is an unalterable human condition. It is a definite problem but it has a definite solution. The solution requires awareness as well as action.

Delay Can Be Good

You'll suffer less anxiety over delays if you're aware that it's not always bad to be late. Remember these maxims and you'll know when you have a good excuse for delay.

- Delay until tomorrow the work which by tomorrow might not have to be done at all.

- Don't do today what can be better done tomorrow because of better preparation.

- And, for those of us who operate best under pressure, delay until what we have to do must be done well the first time around.

We mustn't try to justify all our delays, however. Most are a needless waste of time and life. And if we don't face that, we may find we have failed where we could have suc-

SS

tagious
bureau-
m, com-
of which
d allow
ith less

lem, the
used by
on until
Dr. John
expert
"When
always
you're
nly get
are the

ocrasti-
numan
oblem,
a. That
as well

y over
t's not
ember
y when
delay:
y that
t have

an be
use of

oper-
y until
done

all de-
edless
if we
e have
suc-

MASTER



club, sales and political meetings
SURE NEED HUMOR!



IF YOU'RE INVOLVED, SEND FOR THIS BOOK

"UNACCUSTOMED AS I AM"

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

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

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

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

MOVING?

If so, we'll need your change of address. Please give us your old address as well as your new by attaching an address label from a recent issue of THE TOASTMASTER in the space shown.

ATTACH YOUR ADDRESS LABEL OR PRINT YOUR OLD ADDRESS HERE:

(INCLUDE CLUB AND DISTRICT NUMBER)

Name (print) _____
 Club No. _____ District No. _____
 New Address _____
 City _____ Zip _____
 State/Province _____
 If you are a club, area, division or district officer, indicate complete title: _____

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

ceeded, lost where we could have gained.

Former President Woodrow Wilson recognized that danger with a variation of an old quote: "All things come to him who waits — provided he knows what he's waiting for."

Overcoming Inertia

Humans are not perpetual motion machines. Sometimes, we must rest. But we should rest, not rust. It takes more effort to start than to keep going, and it is easier to stop than to continue. To enjoy continuous success, we must constantly struggle to overcome the law of inertia. We must keep moving, growing, thinking.

We can think of many reasons to avoid getting started. We tell ourselves we don't have time for the task we're postponing or we may decide there's no pressing need to get the job done. Often, the truth is that the job is one we just don't want to do because we don't enjoy the work or because we aren't convinced we can handle the responsibility.

Getting Started

If you've been using excuses like these to avoid tasks that you find unpleasant, don't be discouraged. Procrastination can't be eliminated in a day or a week. Over the years, we have developed an undeniable proficiency at wasting time, and both endurance and determination are required to reverse the process.

It may help you to realize that the anxiety you are bound to experience when you fall behind in your work can be more unpleasant than the task itself. Once you get started, you'll be relieved to be on your way. And you'll enjoy a sense of accomplishment when you finish the task even if you didn't enjoy the work itself.

Start your program to overcome procrastination by keeping a list of the tasks you have been avoiding. Add to the list as you are assigned new tasks. Then establish priorities and refer to the list often so you won't forget to follow through. Savor the liberated feeling you'll experience as you cross completed tasks off your list.

Also, pay careful attention to the way you start each day. You should do the most difficult — or troublesome — tasks first. Once they're out of the way, you'll find it much easier to get other projects started.

More difficult tasks naturally require more effort. But we can begin slowly, doing a little at a time. Soon, the job will be done. The important thing is to get started.

The perfectionists among us are some of the worst procrastinators. They want things to be just so before they start. Consequently, they rarely get around to doing anything. It's much better to just begin and work imperfections out as they arise.

Reward Yourself

As progress is made in conquering procrastination, personal deadlines can be set and rewards planned as incentives for meeting those deadlines. A secretary or assistant can help keep track of schedules and deadlines.

An awareness of the four "D's" also is important.

- Do what must be done.
- Delegate what someone else can do just as well.
- Delay what can wait.
- Drop what is unimportant.

We needn't be slaves to convention to be successful, either. Why must the mail be opened before important business is taken care of? It's much easier to develop discipline when following systems we believe in, even if they aren't established ways.

The Quiet Hour

In office jobs, we should make use of the "quiet hour," a regular morning period for taking care of the day's busy work without interruptions that may encourage procrastination. Telephone calls, visitors, and conversations with coworkers are to be avoided, if possible, during the hour. Often, the productivity of that brief period carries over into the rest of the day.

Remembering that procrastination isn't a joke is important, too. When we laugh at procrastination, it should be because we have conquered it, because we are succeeding — not because we have accepted delay and its related failures as part of "human nature." ■

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

Organizations may vary in type but they all have at least one thing in common — a constant need for improvement. Here are some suggestions on how you can help your organization meet that need.

How to Put New Life Into Any Organization

by Father James Keller

What can I do to put new life into our organization?"

This is a question countless thousands of persons are asking.

Groups or associations are in constant need of renewal from within. This applies whether they are civic, religious, educational, business, labor, political, fraternal or any other type of organization.

It is up to millions of rank-and-file members to realize that continual renewal of their organizations is the business of each and every one of them.

These considerations may help you to do your part:

1. *Attend meetings regularly.* An 80-year-old retired steelworker recently was honored for his attendance record. During 51 years as a member of his local school board, he had missed only five monthly meetings.

- Make it a matter of principle to attend meetings regularly. You can't participate unless you are physically present.

- Be more than a joiner or dues-payer. If you think a group is worth joining, then it deserves your personal, intelligent, active and continuing support.

- Don't stay away from meetings just because they are not run the way you think they should be. Strive patiently to improve them and encourage others to do the same.

- Remember, you have little right to grumble about meetings if you don't bother to attend them.

Update Goals

2. *Keep in mind the purpose of your organization.* Any group can inadvertently lose sight of its objectives or drift into side issues.

Occasionally review the constitution, bylaws and operating procedures of any group to which you belong.

Persuade fellow members also to stick to the purpose of your organization.

If certain goals or methods appear to be outmoded, take steps to have them updated.

3. *Live up to the duties of membership.* These are some marks of a good member:

- He willingly fulfills the responsibilities that go along with his rights.

- He knows that what he does — or leaves undone — helps or hurts everybody.

- He realizes his limitations but does what is reasonably expected of him.

- He opens his ears to listen as well as his mouth to speak.

- He carries out decisions promptly and intelligently.

Respect Others

4. *Show a personal interest.* Work in any organization can become quite cold and impersonal unless people go out of their way to inject a warm, personal note into everything they do.

- Be cordial instead of distant or hostile.

- Blend gentleness with firmness when you must take a stand.

- Keep lines of communication open.

- Disagree without becoming

disagreeable.

- Give assurance to those who are frustrated.

- Respect the feelings and viewpoints of others, no matter how much you may differ.

- Listen attentively when others have the floor. Whispering or causing distractions is discourteous, to say the least.

5. *Think for yourself.* It takes effort to be a thinker instead of a perennial yes man. But, unless you take some initiative, you may be depriving everybody of your good ideas.

Study the various aspects of issues so that you can make judgments on your own. Base your views on reason, not emotion; on principles, not personalities; and on the common good, not narrow partisanship.

Be a Leader

6. *Develop your ability to communicate.* More than one organization has been saved from an embarrassing decision or omission by the voice of a lone individual who stood up and made his voice heard.

Know what you are talking about in the first place. Then if you want to share your good ideas, you will work hard to develop the skill of speaking to a group, presenting proposals clearly, making concise summaries, giving concrete examples . . . and mastering the basic principles of parliamentary procedure.

Unlock your own powers of leadership, and everyone will profit.

7. *Promote a spirit of teamwork.* The English writer George Crabbe summed up the harm done by a faction when he described it as "the demon of discord armed with power to do endless mischief and intent

Reprinted with permission from the January 1973 issue of *Association Management*. Copyright 1973 by the American Society of Association Executives.

only on destroying whatever opposes its progress."

Any organization can be crippled when the membership splinters into uncooperative or hostile cliques.

But there is always hope. Even one person, by fairmindedness and objectivity, can bridge the gap between opposing sides.

No matter how diverse their backgrounds, ideas and personal interests, there usually is some common ground. And, for those interested in the truth, discussion is always possible.

Motivate Others

8. *Stir up listless members.* A few dedicated persons made up their minds to do something about the apathy in their organization — with heartening results.

"Many of us were unhappy," wrote one member, "but no one was doing anything but complaining. Then a group of us got together. We reached people who never attended a meeting and had no idea what was transpiring. . . . The results were better than our wildest dreams."

Even if your organization is basically healthy, offer to take reluctant members to meetings.

Remind them, too, that many worthwhile organizations are abandoned by default into the hands of the incompetent, the corrupt or the subversive because members are not on the job.

9. *Seek the best interests of everybody.* This is a "double-barreled" point:

- It means ensuring that all members — and not just a handful — share in the benefits of the group.
- It involves taking into account the interests of the public at large rather than the vested interests of

the few.

To modify and improve a measure that would otherwise disregard the rights of a minority requires courage. Even more courage may be needed to forego some immediate group advantage to serve the wider good of the public.

Be Prepared

10. *Do your homework for each meeting.* Lack of preparation is probably the chief sin of omission in a poorly run meeting. It leads to situations in which problems outrun solutions, resulting in confusion or hasty action.

Take the time to be aware of current events as well as items and activities on the coming agenda. If you intend to talk on a particular point, consult with other members, formulate your thoughts beforehand and come ready to speak in a clear, brief and organized way.

11. *Be a peacemaker.* A sign hangs on the wall of one dedicated official who is often caught in the middle of various opposing groups. It reads, "Blessed are the peacemakers — for they shall catch the devil from both sides!"

When misunderstandings, disputes and clashes arise, you can help clear the air by trying to reach a peaceful accord.

You may not succeed completely. But you can at least reduce tensions and prevent the spread of strife.

12. *Don't lose your sense of humor.* People who take themselves too seriously and others not seriously enough throw sand into the gears of any organization.

By keeping your sense of humor in the midst of vexing situations,

you lighten the burden for everyone, including yourself.

During the dark days of the Civil War, Abraham Lincoln confided to a friend: "With the fearful strain that is on me night and day, if I did not laugh I should die."

The devine source of this quality was aptly described by Thomas Carlyle in 1827: "True humor springs not more from the head than from the heart; it is not contempt, its essence is love."

Praise Others

13. *Give credit where credit is due.* Few persons cause more annoyance than the "credit grabbers" who are first in line when it comes to taking a bow but nowhere to be seen when responsibility must be shared.

On the other hand, if you are truly concerned with the work to be done — regardless of who gets the bouquets — you will be rendering no small service to your organization.

Don't hesitate to praise a fellow member for a job well done. Your continuing effort to be balanced in evaluating the contributions of others makes organization work that much smoother.

14. *Prevent meetings from bogging down.* Meetings that drag are a big reason for poor attendance. Furthermore, they paralyze vital work.

Help keep things moving by making a clear distinction between essentials and nonessentials.

Be selective, too, in the choice of resolutions. Because of time limitations, only those that are important, practical and relevant should ordinarily be proposed.

15. *Persuade capable persons to run for office.* Leaders seldom rise much above the level of those who take a hand in choosing them.

• Point out to individuals with the capacity and motivation what great good they can do by serving in positions of leadership.

• Insist on the secret ballot in all elections of important officers.

• Find out beforehand their qualifications: Do they represent the best thinking of the group? Will they move ahead prudently or rest on their oars? Can they get along with people? Do they have vision and initiative? Will they train new persons to understudy them? Are they persons of moral character?

• Act on the basis of such qualifi-



SUCCESS TAPES

- | | |
|--|--|
| <input type="checkbox"/> Psycho-Cybernetics
by Maxwell Maltz | <input type="checkbox"/> The Magic of Believing
by Claude Bristol |
| <input type="checkbox"/> Think and Grow Rich
by Napoleon Hill | <input type="checkbox"/> Magic of Thinking Big
by David Schwartz |
| <input type="checkbox"/> Stop Smoking
by Robert Parrish | <input type="checkbox"/> The Greatest Salesman
in The World by Og Mandino |

Make checks payable to:
TAPES NORTHWEST
Dept. 102
70 E. Howard
Eugene, OR 97404

Enclosed is my check or money order for _____ tapes (checked above) @\$8.95.

Name _____ Total \$ _____

Address _____

City _____ State _____ Zip _____

05311

Only **8.95**

Postage Included

Cassettes

tions, not personal loyalty or selfish advantage.

• Stand by them once they are elected.

Be Cooperative

16. Give your official representatives respect and cooperation. Even if persons whom you did not support are elected to office, they represent you. They should get the wholehearted help you would expect if you were in their place.

• Offer constructive suggestions.
• Don't tell them only what you think they want to hear.

• On the other hand, don't keep serving up critical complaints.

• Speak well of your officials to outsiders, or at least refrain from needlessly publicizing defects.

17. See that officers stay within the limits of their authority. The constitutions of most organizations set definite limitations on the areas in which officers can legally act.

As a committee of one, or along with others, you can tactfully remind the leadership when they may be exceeding their bounds.

But be sure of your facts. Base your actions on a desire to be of service, rather than on pique or pettiness.

As a member of the loyal opposition, one person like you can do much to protect the rights of all.

18. Don't dodge thankless jobs that must be done. The success of any organization depends largely on the "behind the scenes" work of individuals who seldom get recognition or acclaim.

Your rights as a member imply corresponding responsibilities. Instead of seeking only jobs that you like, be willing to accept those which — however distasteful — are essential for the good running of the group.

Moreover, small jobs well done prepare you for bigger ones. People whose invariable response is "Why me?" seldom get tapped for positions of greater responsibility and opportunity.

Think Positively

19. Encourage, don't discourage. A "wet blanket" is defined as: "A person or thing that quenches or dampens enthusiasm, pleasure, or the like."

• Wet blankets are quick to complain about a situation, but slow to do anything about it.

• They are more interested in

fault-finding than in fact-finding.

• They are accustomed to speak of the group as "they" instead of "we."

Don't be a "wet blanket." Be a "candle-lighter," more anxious to improve than disapprove, more interested in getting action than fixing the blame for inaction, more concerned with winning cooperation than winning arguments.

20. Back up words with deeds. It is a common delusion of many groups to jump to the conclusion that, because they have talked at length about a problem, they have somehow solved it.

The 17th century philosopher, Francis Bacon, put it this way: "Good thoughts, though God accept them, yet toward men are little better than good dreams except they be put in action."

Discussion is needed to reach mature decisions. But resolutions should be translated into performance instead of remaining a "dead letter."

21. Keep expenses under control. Bankruptcy faced one fraternal organization not long ago because it was, by its own admission, living beyond its income.

"We are having to sell our investments to meet day-to-day costs," a representative said. "The plain fact is that we are spending more than we get in contributions — and that's the road to ruin."

Many a worthwhile group has had to close shop or severely curtail its activities because of ineptitude or mismanagement of funds.

Those who pay dues have a right to a strict accounting for the use of moneys. If you take care of the finances, the finances will take care of you.

Plan Ahead

22. Keep long-range goals in mind. Many organizations wither and die because they let themselves get caught up in a mass of details and fail to lay long-range plans for the future.

Remind others of such questions as these: Where are we headed? Is the organization fulfilling its purpose? Do new conditions require a change of direction? Do present methods meet current and future needs?

Insisting on long-range goals may not make you popular. You may

even feel like John the Baptist, "a voice crying in the wilderness." But your ability to look ahead — and to express your views — may avert needless headaches and even tragedies.

23. Persevere amidst shortcomings and difficulties. "Great works are performed," said Samuel Johnson 200 years ago, "not by strength, but by perseverance."

"Persevere" is defined as "persisting in any enterprise undertaken, in spite of counter-influences and opposition."

It comes from the Latin "per," (through) and "serverus" (strict or difficult).

If you are working for high goals, then they are worth suffering for. Stay in the thick of things until the very end.

• Expect frustration and difficulty. You won't be disappointed!

• Be ready to start — and start again.

Keep striving to strengthen your organization, despite apathy, misunderstanding or ingratitude. Your willingness to keep going will benefit both you and your group. ■

New Roads
to Wealth
and
Opportunity

**FREE
BOOK**

CAN OPEN THE DOOR

to your own exclusive business helping millions needing our mind-activating programs and services in the communications and human relations industry. No franchise fee. Training and testimonials provided. Send for it today.

SAI, Inc., Dept.

P.O. Box 47621

Dallas, Texas 75247

Phone: (214) 630-6226

Your speeches will be enjoyable, influential and memorable
if you start using this simple technique. . .

Say It In Threes

by Thomas Montalbo, DTM

One of the most effective devices in speechmaking is probably the easiest to use. Intended to achieve clarity, force and grace, the device applies to ideas, people, animals or events and can be used in any linguistic form — words, phrases, clauses, sentences, paragraphs, even entire speeches.

What is it? Call it the "triadic approach" or, more briefly, the "triad." Simply say something in a series of three. Consider three points, three qualities, three categories, three reasons, three whatever. The effectiveness of saying something in triads can be judged by well-known examples such as the following:

- "For thine is the kingdom, the power and the glory." (*The Lord's Prayer*)

- "We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable rights, that among these are life, liberty and the pursuit of happiness." (*The Declaration of Independence*)

- "But, in a larger sense, we cannot dedicate — we cannot consecrate — we cannot hallow — this ground." (Lincoln)

By grouping thoughts in three-fold fashion, these quotations attract attention, create rhythm and facilitate remembrance. They sound like the musical triad, a chord of three tones, all agreeably related and pleasing to the ear.

Strengthening Your Message

But harmony isn't the only special effect the triad achieves. By its cumulative effect, the triple recurrence strengthens the ideas expressed. Telling once, then again and yet again compels listeners to understand and remember.

Let's take, for example, the above quotation from Lincoln. He used the words dedicate, consecrate and hallow as precisely as a mathematician uses numbers. Although all three words mean to set something apart for a particular purpose, they don't express exactly the same thing. An added implication differentiates them from one another.

"Dedicate" means solemn and exclusive devotion to a sacred or serious use. "Consecrate" even more strongly than "dedicate" implies endowing something with a richer quality. And "hallow" is a still stronger word implying inherent holiness, as in *The Lord's Prayer*.

Lincoln confirms these meanings in subsequent sentences. While honoring the heroic dead, he acknowledges the need for "the living to be dedicated here to the unfinished work . . . that from these honored dead we take increased devotion to that cause. . ." If he had said in the preceding sentence only "dedicate," he would have implied exclusive devotion to the battlefield's use as a burial ground. But by adding the stronger "consecrate" and yet stronger "hallow" and by pausing between the three synonyms, he gave special prominence to each word and greater significance to the solemn occasion at Gettysburg.

Interestingly, almost everybody misquotes the famous Churchill quotation, "blood, sweat and tears." He actually said, "I have nothing to

offer but blood, toil, tears and sweat," and that's how it reads in printed copies of the speech. Not only have people transformed the original four-part series into three parts by dropping "toil" but they've also transposed "tears" and "sweat."

Pleasing the Ear

The fact that the quotation was changed from four parts to three attests to the triad's powerful appeal. "Toil" is unnecessary because it conveys the same idea as "sweat." The acoustic effect produced by "blood, sweat and tears" pleases the ear better than "blood, tears and sweat." Say both combinations aloud and compare for yourself.

Although Churchill's speeches include other four-part sequences, he certainly knew about the triad and used it often. Many times he even intensified the impact of the three-part series by omitting conjunctions, as he did in these examples:

- "The heroes of modern war lie out in the cratered fields, mangled, stifled, scarred. . . It is mass suffering, mass sacrifice, mass victory."

- "Civilization will not last, freedom will not survive, peace will not be kept, unless a very large majority of mankind unite together to defend them. . ."

Note how in the above examples all the three-part groupings flow evenly, uninterruptedly, harmoniously. Add to or remove from them and see what happens. Chances are the meaning changes or the cadence vanishes. Certainly the total impact is diminished.

Besides the old masters of speech, today's public speakers frequently use the triad. Plenty of examples appear in "Vital Speeches of the Day," which twice a month prints complete texts of current speeches.

Here
issue
•
enter
•
pend
•
dilem
•
awa
time
heart

Bas
hypo
claus
little
er; b
reach
intens
point
weak

Th
order
show
the p
pretat
why
requir

The
expres
cal eff

It help
For e
prepa
proble
proble
So as
Why i
How
these
thinki
vide y

Mo
but or
whole
middle
the G
of the
three
about
come
you bu
conclu
solutio

The
well i
the cl
first, t
say; se
them
prese

Here are a few excerpts from recent issues:

- "We want . . . TV to be lively, entertaining and informative."
- "I act, think and vote independently."
- "Contradictions, paradoxes and dilemmas will be constant realities."
- "We have wastefully frittered away resources, opportunities and time with divided counsel, faint hearts and ineffective leadership."

A Way of Thinking

Based on a "good, better, best" hypothesis, one word, phrase, or clause may be enough to generate a little interest; two would be stronger; but three would allow you to reach the highest point of rhetorical intensity. Presenting three strong points impresses more than six weaker ones.

Three in a series, arranged in order of increasing importance, show a gradual progression in which the parts rank consecutively as do the numbers 1, 2 and 3. This interpretation may explain, for example, why plays and operas generally require three acts for highest drama.

The triad isn't merely a mode of expression, used solely for rhetorical effect. It's also a way of thinking. It helps you think and develop ideas. For example, suppose you were to prepare a speech about a community problem. You must diagnose the problem and find a way to solve it. So ask yourself three questions: Why is it a problem? What caused it? How can it be solved? Answers to these questions should stimulate thinking, crystallize ideas and provide your material.

Organizing the Speech

Moreover, the triad cannot help but organize the speech for you. "A whole is that which has beginning, middle and end." So said Aristotle, the Greek philosopher and master of the theory of public speaking. The three questions you asked yourself about the community problem become the framework around which you build the introduction, body and conclusion of the problem-causing-solution type of speech.

The triadic approach works just as well in other types of speeches. In the classic "tell, tell and tell" type, first, tell them what you're going to say; second, tell them; and third, tell them what you said. In the past-present-future type, first say,

"Looking back. . ."; second, "Now, today. . ."; and third, "As we look ahead. . ."

A Magical Number

Like magic, the number three seems irresistible. From the beginning of time it has cast spells on people throughout the world, delighting them and compelling them to respond. The ancient Greeks supposed the world was ruled by three gods and speculated on three stages of man's technological development. The Hindu Trimurti is comprised of three gods. Christians believe in the Trinity by which God exists in three persons. Faith, hope and love are the three Christian graces. Three wise men paid homage to the newborn Jesus and brought three gifts — gold, frankincense and myrrh.

Three dimensions form the physical world itself: earth, sea and air. Man himself has three dimensions: body, mind and spirit. To mark the boundary line of a state's territorial waters, the "three-mile limit" is prescribed. Triumvirates are ruling commissions of three persons.

The charm of the number three starts in childhood with nursery rhymes and fairy tales: "Baa, baa, black sheep/Have you any wool?/ Yes sir, yes sir / Three bags full." Children also learn the three R's and enjoy the three-ring circus.

Fascination with the number three continues into adulthood. Tom, Dick and Harry are tall, dark and handsome. Some people see no evil, hear no evil, speak no evil. In baseball a batter is out after three strikes. Club sandwiches are "three-deckers." U.S. citizens shout three cheers for the red, white and blue.

Writers of books, plays, movie scripts and articles, as well as public speakers, often use the magical number three or three elements in their titles. Many examples can be cited: "Three Lights in the Tower"; "Manias, Panics and Crashes"; "Liberty, Leadership and License"; "Three Coins in The Fountain"; "You Can't Fool *Any* of the People *Any* of the Time *Any* More"; "Priests, Prophets and Politicians"; "Three Nightmares"; "Noah, the Flood, the Facts"; "Prices, Profits and Taxes."

The Humorous Triad

The triad also works well in constructing humorous and witty expressions. Here's how Ambrose

Bierce, author of *The Devil's Dictionary*, used three phrases to define a lecturer: "One with his hand in your pocket, his tongue in your ear and his faith in your patience."

Here's an example consisting of three single words: This man doesn't chase after women because he's moral, modest and old.

The humorist Mark Twain used three clauses to say: "The only way to keep your health is to eat what you don't want, drink what you don't like and do what you'd rather not."

Wit or humor in the three-unit series also can be expressed in numerical order, designating first, second and third. Somerset Maugham, the English writer, once said: "The first duty of a woman is to be pretty, the second is to be well-dressed and the third is never to contradict." Sometimes the numerical order takes the one-two-three form, as in these words of historian Henry Adams: "One friend in a lifetime is much, two are many, three are hardly possible."

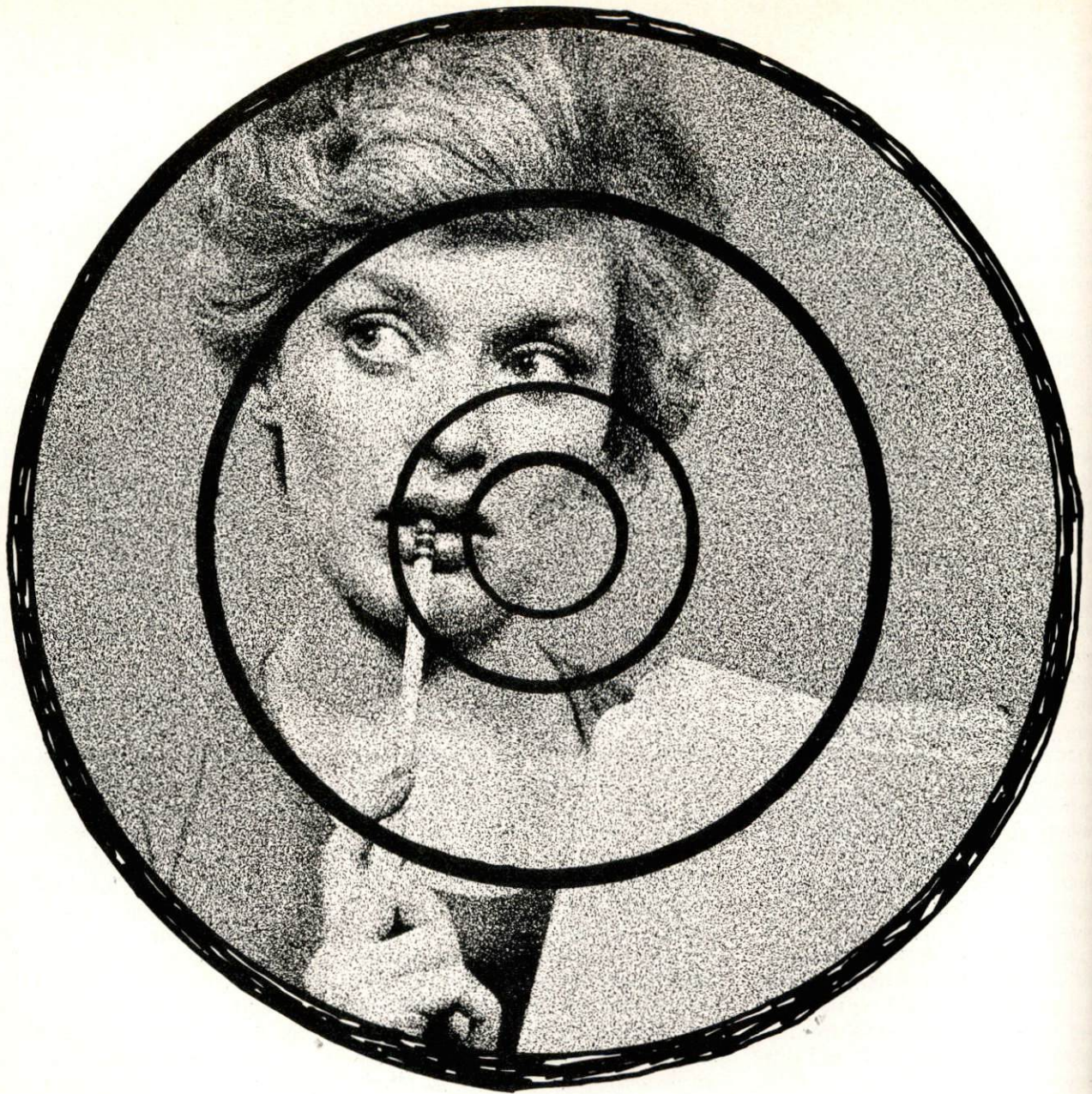
A Handy Tool

These and many similar examples of how the triad is used in humor follow a formula. The first item in the group of three establishes a pattern; the second repeats it, thus fixing it more firmly in the mind of the listeners who now know what to anticipate; and the third surprises them with an unexpected twist.

This triadic construction can be used in jokes, where the punch line comes after two brief build-up lines, or in comic stories, which follow the same three-part arrangement but involve fuller development of incidents, ideas or characters.

As you have seen, the number three has always had a strong psychological appeal. And the triad is a handy tool for speakers. It helps them to think and organize their material in an orderly fashion and to express themselves in a symmetrical and rhythmic manner. Because the listener must pick up the words out of the air, he can understand more readily and remember what he hears longer when the speaker says it in threes.

If you seriously want to give better speeches, why not try the triad? It's one of the most useful devices available to help you improve your communication skills. ■



Can You Take Criticism?

If you shudder at the thought of having your speech analyzed by someone else, you may be able to overcome your fear of criticism by learning how to evaluate yourself. It's an important lesson for any Toastmaster who wants to improve his speaking skills.

by H. Michael Mogil

Your speech is over, the thunderous applause carries you back to your seat and you collapse from the sheer exhaustion of having finally delivered it. Your evaluator steps forward, congratulates you on a job well-done, perhaps briefly mentions one or two things you did incorrectly, reiterates his praise and then leaves the podium. You beam and look forward to your next Toastmasters project — fully confident that you've arrived — because your evaluator couldn't find very much to criticize about your presentation.

This scenario happens, at least to

THE TOASTMASTER

some
meetin
even l
our a
maste
ple: V
tioned
cism a
critici
tive c
maste
isn't p
know
constr
tions
how c

One
each
the re
the b
insure
may
evalu
evalu
awar
evalu

Our
enviro
ing r
paper
cation
volve
colle
prese

But
ing y
quire
Learn
tively
— an
to be
But if
can s
becor

Sel
It can
any t
most
and c
portu
suffe
any e
effec
by a
impr

As
awar
tion.
mus
with
frequ
goes
hype

FEBRU

ome extent, at many Toastmasters meetings. But it also happens to an even larger degree in nearly all of our activities outside of Toastmasters. Why? The answer is simple: We are not generally conditioned to giving constructive criticism and, generally, don't want to be criticized by others. Yet constructive criticism is what every Toastmaster should crave. If this criticism isn't provided, how can we really know how well we are doing? If this constructive criticism and suggestions for improvement aren't there, how can we improve ourselves?

Growth Opportunities

One solution, of course, is that each Toastmaster should assume the responsibility for always getting the best possible evaluation. To insure this within Toastmasters, it may be necessary for the master evaluator to critically evaluate the evaluator and make the members aware of any deficiencies in the evaluation process.

Outside of the Toastmasters club environment, it may mean requesting reviews for presentations, papers, letters and other communications activities that you are involved in. It may mean asking a colleague to evaluate your oral presentations.

But there's also a way of improving your speeches that doesn't require you to seek help from others: Learn to evaluate yourself objectively. Of course, it will be difficult — and perhaps impossible — for you to be as objective as others can be. But if you give it an honest try, you can speed up your progress by becoming a self-critic.

Self-evaluation is really very easy. It can be done at any time and for any type of activity. It can be our most constructive form of feedback and offers exceptional growth opportunities, too. However, it can suffer from the same liabilities as any external evaluation. So, to be effective, it must be done sincerely by a person who really wants to improve himself.

As a meteorologist, I am keenly aware of the need for self-evaluation. This is because a meteorologist must communicate and interact with the public and local officials frequently. Yet, when a forecast goes awry, the public is usually hypercritical of the meteorologist.

One only has to read the newspaper or listen to the radio to ascertain this. At other times, there is rarely any opportunity for feedback. So the meteorologist must turn to self-evaluation to determine if his forecasts communicate what he wants them to or if his talks to local groups could be improved.

Destructive Criticism

The situation is similar at home. As a husband and father, I find that self-evaluation is frequently needed. This is because feedback within a close-knit family structure often can be charged with emotion. This prevents objectivity from prevailing and permits "destructive" criticism to occur.

How many times have you heard the disparaging remarks such as "Is that all you have time for?" or "What about the painting, laundry, cooking and kids?" Insert the appropriate expletives and you have some very powerful negative medicine to swallow. Your reaction to this will probably be negative, too. As a result, I've turned to self-evaluation. This has helped me to see what I am doing right or wrong and how to correct myself.

Recently, my 11-year-old daughter had to prepare a short speech for her sixth grade language class. She chose her own topic, outlined and wrote her speech and selected her visual aids. Then it was time for rehearsal. "Dad," she said, "please listen to my speech and tell me what I'm doing wrong."

While this was an honest plea for help, I knew what would have happened once the criticism was given. So I offered to tape her speech and let her evaluate herself. Since she has been my understudy for nearly six years (since I joined Toastmasters), I felt confident that she would know what to look for.

It was a success! She caught all of her "ah's" and "and's." She recognized that she was speaking too softly. But most importantly, she readily accepted her self-evaluation and did something about it. And her speech was very well received by her classmates.

Be Sincere

If you are convinced that self-evaluation isn't reserved strictly for the Toastmasters program and that it may help you to overcome any deficiencies you may have, then you

are ready to learn just a few of the many ways to accomplish the task. Specifically, to be effective, self-evaluation must:

- *Be Sincere* — Are you really interested in improving yourself? If you are, the self-evaluation will help you.

- *Be Objective* — Pretend that you are evaluating someone else. Don't be blinded by your own ego or your lack of one. Evaluate yourself the way you would like others to evaluate you.

- *Be Critical* — Impose a tough but realistic standard of excellence on yourself. If you feel that you did well, then tell yourself so; but, if you feel that you could have done better, tell yourself that as well.

- *Be Constructive* — Criticism alone is insufficient. You must suggest improvements for yourself, too.

- *Be Constant* — Evaluation opportunities present themselves daily. Get into the habit of regularly using these to improve yourself.

Constant Feedback

In addition to work situations and the Toastmasters program, many management development courses frequently ask their participants to evaluate themselves. Most recognize that a properly used, self-motivated personal evaluation can insure constant and constructive feedback that will accelerate any self-improvement effort. It also can serve another purpose: It can be an important adjunct to our usual Toastmasters evaluation process. If learned and practiced properly, it can improve the way we evaluate others. And that can help all of us.

I would, therefore, encourage each Toastmaster to try self-evaluation, both within and outside the Toastmasters program. I have been using this self-evaluation process for years and I feel that it has helped me to become a better Toastmaster and, more importantly, a better person. So, try it whenever and wherever you can. If my experience is a worthwhile barometer, you'll find that you'll not only enjoy it, but you'll like the results, too. ■

H. Michael Mogil is a meteorologist with the National Weather Service Headquarters, Silver Springs, Maryland. He has been a Toastmaster since 1972 and is currently a member of the Science Center Club 2133-36 in Rockville, Maryland.

Speech teachers who train their students to use stilted gestures do them a grave injustice. A good public speaker talks to the audience in a natural, unaffected, conversational manner.

Conversing With Your Audience

The Natural Way to Deliver a Speech



by Vivian Buchan

Before I called my public speaking classes to order when I taught at the University of Iowa, my students typically were talkative and at ease. Some were animated and expressive; others were downright clever and amusing. But the minute class started, they became different persons. When called on to recite, they were stilted and self-conscious.

Worse yet, they resembled store-window mannequins when they stood behind the podium with their eyes riveted to the ceiling or the back of the room. Even the students who were most comfortable in front of an audience adopted an unnatural pose, which they considered to be proper for delivering a speech.

Why? What is there about a speaker's platform that turns an animated and interesting person who sparkles when talking with friends into a pompous and stuffy "public speaker"?

Why should there be much difference between making a good speech and making good conversation? There shouldn't. Tradition, however, has conditioned us to think that when we're making a speech at so-called public functions, we must become stilted and oratorical.

A Grave Injustice

If my students spoke in someone's living room as they do on the speaker's platform in class, the guests would either drift away or go home.

Why does a person who wouldn't stand up at a party and address the guests in high-flown language do so when making a formal speech? Pomposity is just as inelegant on the platform as in a living room.

Speech teachers who train their students to use stiff and stilted gestures do them a grave injustice. Fortunately, most teachers today are encouraging their students to be natural and unaffected when they're speaking before an audience.

But not all are doing that. I was appalled at the teaching methods I

observed when I was invited to be a critic for a high school public speaking class. The teacher was coaching the valedictorian of the senior class on how to deliver his speech. It was obvious that the young man was distressed. Every time he came to a certain place in his speech, his teacher interrupted him: "Rudy, why can't you remember that when you come to 'my friends' you take two steps forward and hold out your arms to the audience? Now start that last part over and don't forget to make those gestures this time."

Rudy began again but when he reached "my friends," he stopped. Then he awkwardly took two long steps forward and held out his arms. I'm sure he felt as foolish as he looked. Rudy had no inclination to step forward. When he followed his teacher's instructions, he felt unnatural and stagey — and rightly so. Gestures should be made only when a speaker feels comfortable using them.

Inexperienced speakers like my

THE TOASTMASTER

beginning students worry about what to do with their hands. I tell them, "Just let them hang on the end of your wrists. If you feel like moving them, move them. But don't worry about what to do with them. They'll take care of themselves when you're giving a speech just as they do anywhere else. Get excited about your subject and you'll gesture naturally because you're involved with what you're saying."

Speaking Naturally

A good conversationalist is usually a good speaker on stage, too. What does a person do at a party that makes him the center of attraction? He's probably doing the same things he does when he's making a speech. He chooses a subject he knows the other guests are interested in. He knows when to talk and when to be silent. He uses simple sentences and gestures naturally and easily. Because he's interested in the people he's with, he establishes good eye contact and relates to them in a natural and unaffected manner.

I know a popular public speaker who gives and goes to lots of parties. I've analyzed his personality both on stage and off to see just what makes him such a sparkling speaker wherever he is. When he's in an informal situation, he tailors his conversation to the interests of the other guests. Sometimes he talks about his last trip to Haiti, his newest book, his hobby of collecting cruets, the antics of his schnauzer, Otto.

Sometimes he does outrageous things like standing on his head to demonstrate his latest achievement. Or he tosses out a controversial statement that will start a lively argument. He sparks the imaginations of his listeners. And he's completely natural and unaffected.

Of course, he's not going to stand on his head during a speech, but he still retains that direct, genuine, isn't-this-fun attitude before an audience. He talks to his audience as simply and sincerely as he talks to his friends.

The Importance of Timing

Another quality a good speaker and conversationalist possesses is a sense of timing. Without good timing, a speech that could be good remains mediocre. With it, a mediocre speech can become good. An acting coach once told me that timing is something you're born

with. "You either have it or you don't," he said.

I disagree. I think you can learn to use good timing. It's just a matter of responding to the audience's cues.

The audience plays an important part in making a speaker good. An attentive and responsive audience makes an actor or performer aware of how he's coming across. A speaker needs listeners to know whether he's stirring their minds and emotions. When your audience is amused, curious, excited, or resentful, you relate to those responses. Your timing will be determined by the reactions you either see or sense. And if you're on target, you'll deliver a good speech.

Take Charge

A speaker should take charge of his audience just as a conductor, a cheerleader or a sergeant would assume command. Keep in mind that leaders are skilled and competent and they know what they're doing.

To be a good leader, you have to be prepared. You must write out your speech and then revise, revise, revise. Writing is hard work. Ask any writer, and he'll tell you that it takes countless revisions to produce good work. After you've arranged your ideas logically, selected and rejected material and read it over and over, you'll be at home with it.

That doesn't mean, however, that you should memorize it. That's a fast and sure road to failure because you'll be in deep trouble if you forget one cue or one sentence while you're on stage. You should become so familiar with your subject that you can talk about it in a relaxed, conversational manner. A few notes or cues should be all that's necessary to keep you moving along.

Furthermore, if you don't memorize your speech, you'll still have the opportunity to add or reject something that you sense would be appropriate or inappropriate to your audience. Many times an anecdote you hadn't thought about before will pop into your mind as a good example of something you want to emphasize. And many times you'll want to delete one you'd planned to use because you feel it wouldn't go over as you thought it would.

Some of my students thought that memorizing their speeches would help them overcome stage

fright. Even though I warned them against doing this, some of them simply couldn't believe that memorization could be a liability.

After a few weeks, I decided this bad habit had to be dealt with. So, when one of the girls who was less timid and sensitive than the others began her memorized speech, I let her continue for about two minutes. Then I stopped her, saying, "Marilyn, I'm afraid your speech will run over the time limit, so will you please move into the conclusion in the next few seconds?"

What did Marilyn do? She stopped. She couldn't remember the sentence that would lead her into the conclusion because she had forgotten her cue in her attempt to shorten her talk. She had to abandon her speech.

That was the last time she or any of the other students used memorized speeches. Before long, they were speaking in a natural and direct way without the canned sound that memorization creates.

Analyze Yourself

My students had learned that a good speaker is a good conversationalist who talks to his audience in a natural and unaffected way. He chooses subjects that will interest his audience or, if he's assigned a topic, he becomes well informed so he can handle the material with ease and fluency. He avoids pomposity and oratory and uses everyday language.

It's a good idea to use every opportunity to improve your skill at making conversation and to read widely so you'll always be able to discuss subjects that may come up at a meeting or a party.

Take an objective look at yourself. Analyze your gestures, your manner of speaking and your ability to get and hold attention.

You'll find that the better you become at making conversation, the better you'll become at making a good speech. ■

Vivian Buchan received her bachelor's degree in English from Coe College in Cedar Rapids, Iowa, and her master's from the University of Illinois. A frequent contributor to The Toastmaster, Ms. Buchan is a former member of the faculty of the University of Iowa, where she taught expository writing, public speaking and literature.

There is an alarming trend developing within Toastmasters that may well have a great impact on the very future of the organization. Fortunately, there is something we can do about it.

Gutter Jargon: Have You Crossed the Blue Line?

by Ray Floyd, ATM

A rose is a rose is a rose.

Blue is blue.

A rose by any other name would smell as sweet.

Blue is blue? What in the world does that mean? To put it into its simplest terms, I have noticed an alarming trend within our fine organization. I have heard speeches and seen presentations going beyond the fine line of decorum, beyond implication, to the explicit in terms of questionable language. Before you take pen in hand to spear this dinosaur, this throw-back to the dark ages (me), let me provide examples to back my conjecture.

Within the past four years I have had opportunities to visit clubs in several districts and have heard many speakers. In that period, I have noticed a gradual trend towards implicit references to material that is of questionable taste (light blue) to material of such explicitness that the best analogy would be for it to be described as navy blue.

Avoiding Gutter Jargon

Many speakers seem to forget that the subtle use of off-color material — the play on words, a misplaced emphasis directing listeners to a hidden meaning — can be just as offensive as a remark using blatantly obscene or profane language. In either case, you run the risk of losing your audience's attention and respect if you use material of questionable taste.

The standards I have used to evaluate speeches are not those of a prude or a religious fanatic, but rather of an individual capable of

expressing his thoughts without using gutter jargon. Just as importantly, I place pride in myself as a member of Toastmasters who believes in the ideals held by that organization.

I believe those ideals frown on the use of offensive language, though the speech contest rules now used by Toastmasters don't require judges to penalize speakers for using off-color material. Those rules leave the choice of appropriate language up to the individual speaker. But with the recent rash of language violations, we may find we do want to include penalties for off-color remarks in the speech contest rules. Why? Because we haven't got sense enough to govern our own language.

I have heard speakers use material of questionable taste in a variety of situations. At a recent convention I attended, I found that many educational sessions made further inroads in varying shades of blue. Why? Is it possible that we have run out of words that can describe the events we wish to portray? Have we become so insensitive, so liberal, so uncaring that we are willing to accept these insults? I hope not!

Losing Potential Members

How many potential members have we lost because of a "joke" that needed telling, but by any definition one wishes to apply was a flagrant violation of good taste? Perhaps it could be argued that we may also gain members because of the same "joke," but are these the members we need and want?

I will be the first to admit that I laugh at many stories of the locker-room variety, but that is where they

should be kept, not up front for public consumption.

When my wife and family accompany me (and they frequently do), I don't want them to be subjected to such remarks, and I seriously doubt that my thoughts for my family are that much different than those of other Toastmasters today. With this in mind, I ask again, why are we allowing this to happen? And if we are willing to recognize the symptoms, what can we do about it?

Perhaps the first question — Why are we allowing it to happen? — is the easiest to answer. I think it is simply because individuals are reluctant or unwilling to speak out against the use of such language. To speak against such language immediately singles you out for remarks that label you "old-fashioned" or "prudish."

These remarks can be just as sarcastic and unfeeling as those that prompted your original comments and seldom does anyone rush to your defense. It takes a dedicated Toastmaster to fly into the face of such adversity! We must, however, voice our concern and, at some point, stand up to be counted or face a future that no longer embraces the Toastmasters program as we know it.

The next time you are in such a situation, as the speaker completes a story or a joke and you feel some twinges of embarrassment, look around you and see how many other furtive glances you see. You will be surprised at the number of people who, just like you, are embarrassed by the situation but won't speak out against the use of offensive language.

age.
be u
out
then

No
trem
To
mov
time
line,
unce
word
no p
prog
cont
will
com
ques
A
men
able
this
the
Mos
tell
dedu
wer
ther
the
mas
It
rew
rule
Inte
on
cold
dire
from
grov
If
the
by I
imp
min
catic
prop
tion
inap
nes
why
pria
gran
W
"blu
blue
Ray
pres
329
deve
Rato
Ara
tor t
FEB

age. On rare occasions, people will be upset enough to speak up or walk out of the meeting place. Bravo to them!

Stopping the Trend

Now, if you also have noticed this trend, what can we do about it?

To begin with, we must stop this movement at the club level. Each time a speaker slips across that blue line, he or she must be told in no uncertain terms that such language, words, innuendos and the like have no place within the Toastmasters program. If this language check is continued, the members of the club will recognize the worth of the comments and they'll stop using questionable language very rapidly.

At club-level speech contests, if a member uses off-color or objectionable material, the judges should note this fact and score appropriately in the language section of their ballot. Most importantly, the judge should tell the offender *why* the points were deducted. Obviously, if such a plan were to be followed at the club level, then it would filter its way through the other various levels of Toastmasters as well.

It also would be a positive step to rewrite the various speech contest rules supplied by Toastmasters International to include comments on the inappropriateness of off-color stories and remarks. With direction from the top and emphasis from the bottom, we can curb this growing trend.

If we start *now*, we can return to the program started many years ago by Dr. Ralph Smedley. I believe it is important for us to always keep in mind that in all types of communications and in leadership, it is inappropriate to use language of questionable taste. If such language is inappropriate at your place of business, church or other functions, why should it be any less inappropriate in your Toastmasters programs?

When you stop and think about it, "blue — of any shade — is still blue!" ■

Ray Floyd, ATM, is a member and past president of the Deerfield Beach Club 3299-47 in Deerfield Beach, Florida. A development engineer with IBM in Boca Raton, he currently serves as District 47's Area 4 governor and is a frequent contributor to The Toastmaster.

The Idea Corner

Viewing Your Performance Through the Camera's Eye

Have you ever seen yourself on television? If not, you're missing an opportunity that can help you make significant improvements in your performance as a speaker. At least that's what one Toastmaster in Kenilworth, New Jersey concluded after being on television for the first time.

The show that *Carol Gleason*, of Cavaliers Club 2311-46, appeared on was never broadcast on the air for a television audience. But that didn't matter to Ms. Gleason or the four other Toastmasters who spoke before the camera. They were interested only in examining their speaking performances.

The club's corporate sponsor, Schering-Plough Corporation, gave the Cavaliers Toastmasters that opportunity. The company has an audiovisual training program through which sales representatives are coached on how to communicate effectively with clients. Often, the coaching sessions involve role playing on the company's closed circuit television system.

When members of the Cavaliers Toastmasters Club asked to use the television facilities, the company readily agreed to provide the technical assistance they needed.

The five club members who were selected to participate each prepared a brief speech for the occasion. While on camera, each concentrated on looking into the camera as though he was speaking to another person, a technique that was particularly helpful to those who were nervous. Once all the speeches were given, the Toastmasters reviewed their performances by playing back the videotape.

Ms. Gleason describes their reactions this way: "The initial shock of seeing oneself on television is startling, similar to that of hearing your voice on tape for the first time. But after that, you begin to enjoy yourself. Television adds an exciting new dimension to the skill of communication — that of seeing. There was no need for an evaluation session; the camera said it all."

Ms. Gleason said the television session was so successful that the club decided to set up another shooting date for other members. Perhaps your club can do the same if you have a corporate sponsor that uses a closed circuit television system. Or maybe you can use the television facilities at a local university. Explore the possibilities. You may not become a television star, but there's a good chance that your on-camera experience will make you a better public speaker!

'Gems' to Make Your Table Topics Memorable

If you and your fellow club members have been watching the clock during table topic sessions, you may be ready for a change of pace. *Thomas Booz, ATM*, of West Broward Toastmasters Club 2903-47 in Ft. Lauderdale, Florida, found a very simple way to revive interest in table topics. He suggests that club members be allowed to prepare "gems" for those sessions.

A gem, as Booz defines it, is a poem, a story or joke, a touch of wisdom from the ancients or a description of a personal experience. It's a brief, well-prepared and pre-rehearsed presentation that provides a break from the standard impromptu format of the typical table topic session.

Booz says members of his club have enjoyed preparing as well as listening to gems. "You will find that gems can bring intellectual richness to your table topic sessions and stimulate imagination," Booz explains. "They give every member a chance to shine. . . ." ■

How to...

Make Your Club Anniversary a Public Relations Event

Don't let your club's anniversary go by without considering this method of attracting new members. Start thinking about it today. You've got to plan ahead if you want your public relations event to be a success.

by Malcolm E. Lumby

An anniversary is a special event, and when a Toastmasters club has been active for two decades, the event deserves careful planning. Twelve months before Auto Club 2681-1 in Century City, California marked its 20th year, its members started preparing to make it a successful public relations event.

The success of any public relations campaign requires, first of all, the wholehearted support of all club officers and members. You also need backing and assistance from former members. The primary target of our campaign was the prospective member. With enthusiastic members and support from the local chamber of commerce and newspaper editors, we felt sure our membership would increase if we made our anniversary a public relations event.

Developing Pride

The first long-range goal set by club officers for the anniversary year was to develop a greater sense of pride and accomplishment among club members. We concluded that this objective could be achieved, in

part, by scoring high in the Distinguished Club Plan. Prospects for success looked good because manual completion had not been stressed for some time. In fact, several members had been giving "extra" speeches rather than fulfilling manual requirements. The executive committee's purpose was to complete as many of these manuals as possible and to achieve a new standard of excellence in meeting programs.

The next step in the club's anniversary action plan was to obtain congratulatory messages from influential people, including civic and political leaders.

Some of the other steps taken to make the anniversary a success were quite simple in themselves, but collectively they had a positive additive effect.

A new masthead was designed for our weekly information bulletin, which is sent to each member's home or office. Between the Toastmasters and our corporate sponsor logos we added the following: "1958 IN OUR TWENTIETH YEAR 1978."

The anniversary theme also was

used at our officer installation banquet. During the banquet, Ke Himes, who at the time was District 1 Educational Lt. Governor, delivered an encouraging speech about our club's past accomplishments and future plans for communication and leadership programs to be developed by Toastmasters International.

At the close of the banquet, congratulatory messages were read by the incoming president. These greetings came from Durwood English, then president of Toastmasters International; Edmund C. Brown, Jr., governor of California; and President Jimmy Carter. Tom Bradley, mayor of Los Angeles, sent a beautiful commemorative citation embossed with the gold seal of the city of Los Angeles.

Building Momentum

Collectively, these awards, citations and congratulatory messages made our anniversary installation event newsworthy, so we sent a human interest story about the club and its anniversary messages to eight local newspapers.

We started building the momentum of club interest during the

follo
featu
histo
tion
the
City
T
pris
den
of
pres
ers'
trib
bus
T
was
hos
den
sup
T
deca
offi
shir
mob
with
"Co
awa
the
pres
prin
trib
Clu

T
step
our
plish
and
ings
T
goal
ear
guis
ano
50-c
T
was
tion
in T
B
ima
sup
and
mad
spec
rem
com
Mal
repr
Sout
instr
Los
Club
FEBR

Following week's regular meeting by featuring speeches that traced the history of Toastmasters International. There also was a speech on the founding of our club in Century City.

The meeting ended with a surprise for club members. The president of the Century City Chamber of Commerce, Vincent G. Maher, presented the "Community Builders" award to the club for its contributions to the Century City business and civic community.

The next phase of our action plan was a breakfast meeting, which was hosted by the club's sponsor to demonstrate continued executive support for the program.

To express appreciation for two decades of corporate support, club officers presented Harry V. Cheshire, Jr., president of the Automobile Club of Southern California, with Toastmasters International's "Communication Achievement" award. An in-depth feature based on the club's anniversary and award presentation to the Auto Club was printed in *Clubways*, which is distributed to more than 5300 Auto Club employees.

Accomplishments

Through this effective step-by-step public relations plan of action, our club made two major accomplishments: Membership increased and attendance at our regular meetings improved.

The long-range public relations goal was achieved when the club earned more than 4,000 Distinguished Club Plan points, marking another first-place ranking in the 50-club district.

The final step in our action plan was to get credit for a public relations job well done, and this article in *The Toastmaster* achieves that goal.

By carefully planning a series of imaginative events designed to gain support from several individuals and groups in the community, we made our anniversary celebration a spectacular success — one sure to be remembered for many years to come. ■

Malcolm E. Lumby is a public relations representative of the Automobile Club of Southern California and a public relations instructor at the University of California at Los Angeles. He's a member of the Auto Club 2681-1 in Century City.

Say It Your Way in a Classified

The Toastmaster is now offering you an exciting new opportunity to communicate with readers who share your interest in public speaking, self-development and leadership. Your message will reach thousands of readers throughout the world. Say it in a classified. It's a fast, easy way to get ahead.

Rates: \$25 minimum for 25 words, 80 cents for each word over minimum.

Word Counting: Box numbers and phone numbers count as two words. Zip codes and abbreviations count as one word each. Copy subject to editor's approval.

Deadline: 10th of the second month preceding publication. For example, closing date for the April issue would be February 10.

Phone orders: Not accepted.

Payment: A check or money order must accompany copy.

Send to: Miller and McZine, P.O. Box 7204, San Diego, CA 92107. For more information call (714) 268-3740.

Identify one of the following categories when you send your message...

- Employment opportunities
- Employment wanted
- Educational opportunities
- Self-Improvement
- Seminars-workshops
- Announcements
- Speaker(s) wanted
- Speaker(s) available
- Speaking resources
- Services
- Personals
- Misc.

People

Toastmasters Loses a Pioneer: J. Clark Chamberlain (1895-1978)

Toastmasters International lost an extremely dedicated and highly respected leader when J. Clark Chamberlain, the first international president of Toastmasters, died in December at the age of 82.

Mr. Chamberlain, perhaps more than any other individual, was responsible for making Toastmasters what it is today. More than 50 years ago, he started the work that turned a fledgling public speaking group into a dynamic organization of communication and leadership clubs that has become truly international, with representation throughout the free world. And he never lost interest in the organization he helped to create.

Mr. Chamberlain's vision of Toastmasters International had no horizons; the cliché "ahead of his time" describes him well. He visualized an organization similar to the



Toastmasters International of today when he led the movement in the early 1930s to incorporate and apply "international" to the title of what was then a small group of clubs just beginning to spread from Southern California into other western states and Canada.

Mr. Chamberlain wasn't content to simply sit back and watch the organization grow. He participated fully and, in his own words, "grew with the organization." For 54 years,

he remained involved in club, district and international affairs. He not only attended the meetings of his own club, San Diego 7-5, he also visited other clubs during his travels. And he became a primary leader in District 5.

Mr. Chamberlain continued to "drop in" on board meetings and international conventions and to visit World Headquarters until his health began failing in recent months. Perhaps the best example of his dedication to the organization is the achievement for which he was recognized at the 1977 International Convention in Toronto.

At that time, at the age of 81, he accepted his ATM award. He said it was something he just never got around to doing before.

Toastmasters International and individual Toastmasters everywhere were stirred by Mr. Chamberlain's profound dedication and keen personal interest in individual development. Toastmasters International extends its sincere sympathy to his wife, Katherine, and other members of his family. ■

Toastmaster Speaks Before Congress of War Blinded

Bad Berleburg, West Germany — When Dr. Dennis R. Wyant, DTM, received his invitation to participate in the recent two-day International Congress of War Blinded, he thought it to be an ideal challenge for a seasoned speaker such as himself. After all, as a member of the Veterans Administration Cavaliers Club 2920-36 in Washington, D.C., he had already won over 25 Toastmasters speech contests. Speaking to representatives from 10 countries who had come to Bad Berleburg, West Germany, to discuss the plight of the blinded veterans of each country surely couldn't be nearly as tough an assignment.

Or so he thought.

"I was uneasy about this speaking

assignment," said Dr. Wyant, who is the special assistant to the administrator of Veterans Affairs and immediate-past national president for the Blinded Veterans Association, "as uneasy as I was when I gave that first speech out of college with my new employer — the speech that encouraged me to join Toastmasters almost ten years ago. Many thoughts went through my mind. It was the Americans and the Germans who were at war with each other, so what could I say? We were the ones that had inflicted the blindness on those that I would be addressing. By the same token, what could I say about all blinded veterans in America?"

"As an experienced Toastmaster, I knew that I was going to have to be very careful in the selection of my comments. And I could only hope

that they would be interpreted as I meant them to be."

According to Wyant, representatives attending the two-day conference were primarily concerned with the pension system for their war blinded, and were particularly interested in America's concept of the total integration of the blinded into the society. Other issues ranged from the service delivery system for blinded veterans to the newest prosthetic and sensory aids developed by each country.

Fortunately, each meeting participant was provided with a translator to iron out whatever language barriers existed. But, said Dr. Wyant, there were some unique problems.

"Having spent most of my life on the Kansas plains and in the Ozark Mountains, I am full of colloquialisms — those old expressions of local

color. For example, after my speech, delegates came up to me and, through their interpreters, asked me exactly what I had meant when I talked about 'biting the hand that feeds you, or, in certain programs, the left hand not knowing what the right was doing.' In one case, when I talked about 'the blind leading the blind,' they actually thought that I was talking about a mobility program where two blinded people were leading each other around.

"After a few of these encounters, I reviewed all of my outlines and notes and was careful not to make this same mistake again!" ■

Graves Recruits TI Members on the Speaking Circuit

Dayton, Ohio — "Whenever I meet a person of potential who wants to rise in industry, the military or government, I always recommend that he join Toastmasters International."

That's what Dan Graves told 3,000 people, speaking from a head banquet table that included four United States senators, one congressman and a whole row of admirals and generals of the Army, Air Force and Marine Corps. The banquet was the annual awards dinner of the 8,000-member Association of Old Crows, an international society of professionals in the field of electronic warfare. It was only one of several such meetings Graves chaired that year.



Dan Graves

He works for the Electronic Warfare Office of the Air Force Avionics Laboratories, where he "helps un-snarl the procurement process" by getting the right people in industry, the military and government to talk to each other at the right time to assure the timely development of new types of military electronic equipment.

That's a job Graves can do well because he knows just about everyone in the business from his extracurricular duties as a public speaker. In addition to serving as toastmaster of semi-official functions like the Old Crow awards banquet, he has presided at the retirement luncheons or dinners of more than 800 Air Force officers and personnel.

He belongs to five different speakers bureaus and tries to meet the personal goal of giving 125 talks a year.

For 12 years, Graves was a member of the East Dayton Toastmasters Club 2838-40, in Dayton, Ohio. And he's still an active recruiter for Toastmasters. By his own count, he has brought more than 250 persons into Toastmasters over the years, but those who have worked with Graves say that's a conservative estimate.

Why does Graves feel Toastmasters is so important? He explains: "When you first encounter a person you have not met before, 90% of his body is covered with clothing. So, your initial judgment of that person is based on the 10% of him you see and 100% of what he says and how he says it. Since we just get one chance at that all important first impression and can't do much about how our faces look, it seems worthwhile to spend some real effort developing our speaking ability.

"Second, the world belongs to the salesman; the rest of us just work here. This is true in government, in the military, in industry, in all of life. Those who can sell their ideas and sell themselves rise to the top in any endeavor, and that requires speaking ability. You naturally have to have some other good qualities, but unless you sound good you probably won't get the promotions you deserve.

"So, if you want to succeed, pattern yourself after someone who sounds good . . . like the people you find in Toastmasters." ■



Sherry Angel

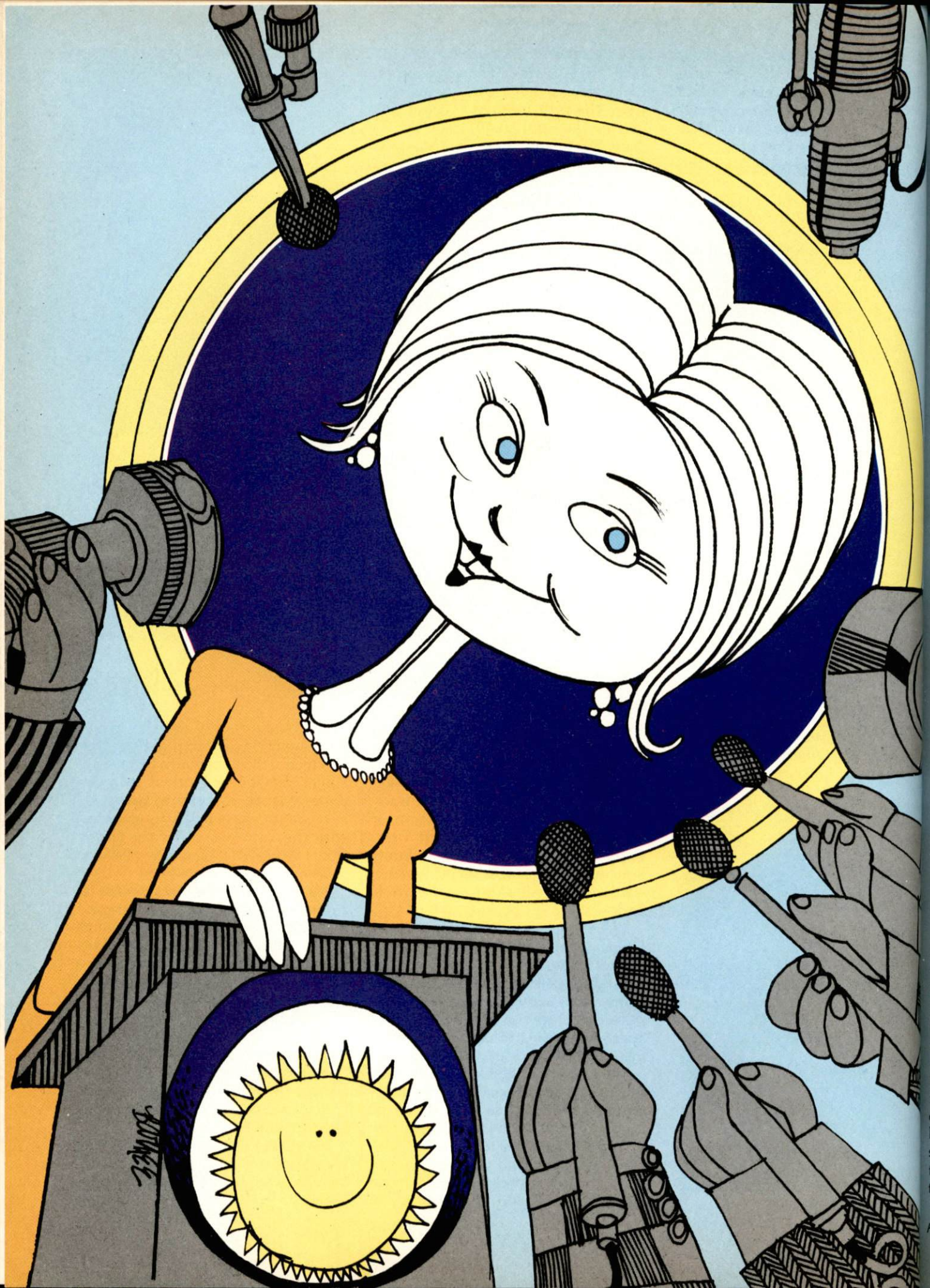
New Magazine Editor Joins World Headquarters Staff

Thorough readers of this magazine may have noticed the masthead change effective last issue. Sherry Angel has assumed the duties of editor of *The Toastmaster* and will serve as manager of publications and communications for Toastmasters International. Ms. Angel succeeds Michael Snapp, who has become editor of *Western Landscaping News*.

A graduate of California State University, Fullerton, where she received a B.A. in journalism, Ms. Angel previously worked as a reporter for the *Santa Ana Register*. As a student, she served internships with the *Los Angeles Times*, the *South Coast Daily Pilot* and the *Anaheim Bulletin*.

Ms. Angel has won top awards in a number of reporting competitions, including first place in the national newswriting contest sponsored by the William Randolph Hearst Foundation. In 1977, she was named the top college journalist in the United States by the Sigma Delta Chi-Society of Professional Journalists. And in June 1978, she received the President's Associates award, which goes to the top graduating senior at California State University, Fullerton.

Ms. Angel also has written several freelance articles for magazines, including one recently published in *Redbook*. ■



Tmitt
cour
tee d
enjoy
W
com
are t
work
cous
a flo
appe
ence
publ
on h
Th
imp
sure
How
That
and v
Th
tor p
mum
mult
want
dent
for 1
dent
spea
Al
a key
able
of th
Many
being
and f
room
fully
not in
date
body
seats
tee's
the s
It's
FEBRU

A speech is cousin to a play: If no one comes, it's a flop. . .

Winning the Battle for Media Exposure

by Robert McGarvey

The invitation to speak is extended and accepted. The guest speaker is firmly committed and now the ball is in his court. The members of the committee can simply sit back and wait to enjoy the speech, right?

Wrong! If you're on the program committee — and particularly if you are the publicity chairman — your work is just beginning. A speech is cousin to a play: If no one comes, it's a flop. And if a guest speaker's appearance flops because the audience turnout is inadequate, it's the publicity chairman who wears egg on his face.

The publicity chairman's most important responsibility is to make sure the speaker has an audience. How big should the audience be? That depends on who is speaking and where the speech will be given.

The staff of a United States senator probably would insist on a minimum of 1,000 people. The head of a multinational corporation might want no fewer than 500. The president of a small college would settle for 100. And a corporate vice president often leaps at the chance to speak to 50.

Selecting a Site

Although the speaker's prestige is a key factor in determining acceptable audience sizes, the dimensions of the room are just as important. Many a speaker has a horror story of being booked into a 1,000-seat hall and finding only 100 people in the room. The turnout may have been fully acceptable to the speaker, but not in a hall designed to accommodate 10 times as many people. Nobody likes to stare at rows of empty seats, and it's the program committee's responsibility to fit the hall to the speaker.

It's the publicity chairman's job to

fill the seats. You don't have to be a magician to succeed, but you do have to know some basic publicity techniques.

First, you should define your objectives. Ask yourself, "Why are we publicizing this speech?"

You'll find that there are many possible — and valid — answers. You may want to publicize the speech so you can draw attention — and new members — to the sponsoring organization. Or you may want to thank the speaker by producing a bundle of press clippings that include his or her name.

One of the most common reasons for publicizing a speech is to build attendance. But you need more than newspaper publicity to attract an audience large enough to satisfy your speaker. To be sure your speaker won't have to face too many empty seats, you also should make telephone calls and send letters to members of your group and anyone else who may have an interest in the speaker or the topic. And don't forget to advertise the event in your club newsletter.

Selling the News Angle

It's important to use all these avenues to reach potential members of the audience because you won't always be able to publicize the event in your local newspaper. You can count on help from the newspapers most of the time, however, if you know how to present the facts in a way that will appeal to editors.

As a guideline, remember this old journalism saw: "Dog bites man" is not news; "man bites dog" is. Tired as that line is, it still has an important message for publicity chairmen: The event to be publicized must be news if the goal is to attract an audience through the mass media. The item must intrigue *nonmembers* as well as members.

Oil companies, for example, rou-

tinely make middle-level managers available to groups as unpaid speakers. Topics relate directly to the energy business, with titles running the gamut from "The American Oil Adventure" to "Zero-Based Energy Budgeting." But little, if anything, that's news is found in these speeches. Journalists will not jump at the chance to give full coverage to these events.

On the other hand, if the speaker is a high-level representative of a company involved in an exciting and evolving chapter of our energy history — say, the Alaskan natural gas pipeline — news may well be in the making. Another newsworthy angle might be a local resident who has put in a tour of duty in Alaska and is now returning to tell his tale of Yukon life. That's not hard news, but it just might contain the germ of a solid feature story.

Writing the Release

The skilled publicity chairman knows how to anticipate the responses of the news media. Editors rarely are the crusty misanthropes portrayed in the films "Front Page" or "All the President's Men," but few like to wade through piles of information on an event that will not interest their readers.

Most editors will, however, help you publicize your event even if it is not of the "man bites dog" variety. Most local papers and many metropolitan ones gladly run lists of upcoming events. Place, time and nature of the event are all included in columns such as "This Week's Highlights" or "West Side Happenings." To get listed, you must make the editor aware of the details by writing a news release.

Releases are the backbone of publicity, but an extensive journalism background is not a prerequisite for drafting a good one. The essential ingredient is adherence to the

rule of the five "W's" and the "H" — Who, What, When, Where, Why and How. Answer those questions in your release and, odds are, it will be a satisfactory one. Fail to answer those questions and you probably will have an agitated editor on the phone seeking clarification — or, worse still, your release will wind up in the editor's wastebasket instead of in the newspaper.

Here's an example of a fully acceptable press release:

Thomas P. Smith, assistant professor of sociology at State University, will speak on "Youth Crime" before the Anytown Toastmasters June 6 at 8 p.m. in Room C of City Hall. The public is invited.

It's short, but all necessary questions are answered. The reader knows what the event is and where to go if he wishes to attend.

A bit of practice can turn that release into an even better one:

"Has America's Youth Gone Wild?" Thomas P. Smith, assistant professor of sociology at State University, will answer that and other vitally important questions in his talk on "Youth Crime" at the Anytown Toastmasters meeting June 6 at 8 p.m. in Room C of City Hall. The public is invited.

What we've done is inserted a "teaser" based on the subject of the talk. True, this version is longer, but it's not too long. Many newspapers impose a 50-word limit on advance notices and our second version is still within that limit.

Meeting Deadlines

Deadlines are another just as important kind of limit. All regularly published periodicals have deadlines — closing dates for submission of information — and they are inflexible. A rule of thumb is that weekly papers close all but the front page and the lead sports page two days before publication. Daily papers, too, have deadlines, and they're not always on the previous day. Many events columns close several days prior to publication. Editors happily provide this information.

Should press releases be mailed or phoned in? Typically, releases are mailed. That allows the editor to review the information at his leisure. It means more work for you, however, because your mailing list must be updated regularly. One large corporation neglected that task and, over a period of two years, its list became more and more out of date. The result? Most of the com-

pany's releases were returned or simply discarded. No editor appreciates submissions that misspell his name, and female editors hate to receive mail addressed to "Mr. Frances Smith."

Use Photos for Impact

Whenever possible, an 8 x 10 inch, black and white glossy photograph of the speaker should be included with the release. Often, the editor won't use the picture. But in those rare instances when he does, the impact of your publicity is magnified many times. Instead of a small item in a list of 50 upcoming talks, your speaker and club are prominently displayed and your release serves as the picture's caption. Ask the speaker to supply the photographs. If none is available, cost considerations may preclude the use of pictures with the release. Even a short photo session can cost \$50, \$100, or more.

Another way to improve your chances of publicizing your club's speaking event in the newspaper is to learn about your audience. Often the speaker is unknown to the community at large, but influential residents may be well aware of his work and be interested in attending. Get commitments, if possible, and inform your editors. If the mayor or a city councilman or a college president is joining the audience, it may carry substantial weight with an editor, even one who is personally unfamiliar with the guest. Include this information in the press release — it may yield a more prominent display in the newspaper. And, as a result, the turnout may be better than you expected.

Touch All Bases

Finally, don't neglect the electronic media in the pre-speech publicity campaign. Few television stations use such information, but some do — especially in smaller communities. And many radio stations regularly provide airtime for lists of upcoming events.

Touch all bases initially. As you gain experience, eliminate media outlets that consistently fail to carry your material. Don't do this out of anger. Do it to save your time and the editors'. When you do have a major event slated, an editor will be more inclined to listen if you haven't plagued him with requests for coverage of events he doesn't consider

newsworthy.

And never complain about inadequate coverage. The editor knows his space limitations — that's his job. If your event is not included, many factors could explain the omission. Space might have been especially tight; your release might have arrived late; the editor may not think the event has news value. It's the editor's job to make these decisions and no one, editors very much included, likes to hear complaints about his job performance.

Follow Up

The publicity chairman who has covered all these bases is well on his way to scoring a homerun. But he's not safe yet. There's still post-speech publicity.

Why publicize an event after the fact? Strange as it might sound, some of the best — and most effective — publicity is produced after the speech is given. It's too late to boost attendance, of course, but the speaker still can be honored and the sponsoring organization publicized. In many ways, the job of the post-speech publicist is easier. He has prepared text, the speech, to work with. Always ask the speaker for an advance copy of the text. He's not bound to follow it verbatim — most polished speakers don't — but it's a fair bet he will stick closely to the subject.

With the speech in hand, prepare ample copies for the media representatives you expect to attend the talk. Prepare extras for mail contribution to receptive media outlets. At the same time, work up another press release, a longer one. This time, include a few quotes from the talk — highlights and central themes. Zero in on the snappy parts and weave them into the release. But stay within 100 words unless your local editors indicate that longer releases are acceptable. Here's a sample post-speech release.

"Has America's Youth Gone Wild?" Thomas P. Smith, assistant professor of sociology at State University, says, "Now many young Americans are turning to drugs and sex and, in time, crime." Citing data developed during a three-year study of Smalltown's teenagers, Professor Smith told the Anytown Toastmasters at their June meeting that "youth crime is a perplexing and disturbing phenomenon — one that defies standard solutions, since the motivations often lies outside the traditional ones."

The Toastmasters meet weekly at City Hall...

This release provides the key facts, the Who, What, Why, When, Where and How. It gets the speaker's name into print again and, just as importantly, garners another mention of the sponsors.

But remember to provide a copy of the text along with the longer release. Some editors may want to dig a bit. The release may even motivate an editor to do a full-length feature story on the speaker.

The Taped Release

During the post-speech publicity stage, it's also time to touch base again with responsive electronic media outlets. Audio clips — cassettes of brief portions of the actual talk — can be inexpensively supplied to local radio stations along with the release and text. Many smaller stations happily use these cassettes in news programming.

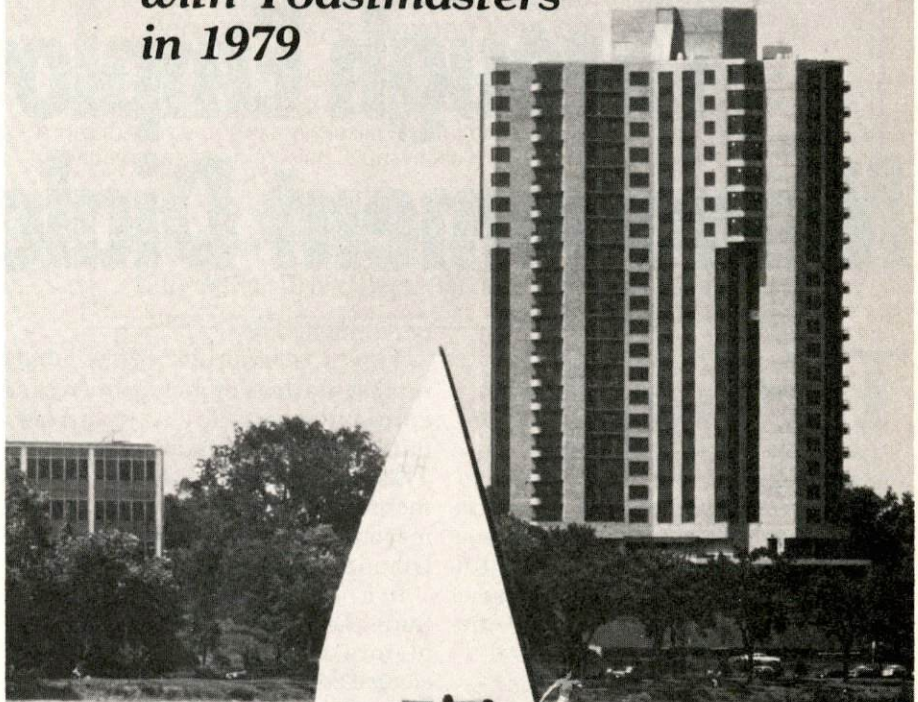
Some stations may even want to broadcast entire talks, either live or recorded for delayed broadcast. Thousands of small stations across the nation are eager to find informative and exciting "public affairs programming." They may be interested in your meetings. If no station makes a commitment to regularly broadcast your program, some may wish to carry special speakers — and that's still a fine feather for any club's cap.

A fact of life in dealing with journalists, however, is that more often than not they will turn thumbs down on your request — not just for live broadcasts, but for coverage, too. It's a bitter pill the publicity chairman soon learns to swallow.

Unfortunately, there is no sure-fire technique to help you overcome that problem. But persistence coupled with scrupulous attention to accuracy — the chief requirement of all contacts with the media — will pay off in longer and more prominent listings, occasional feature stories and perhaps even a few radio broadcasts. That's a record that could make any publicity chairman proud! ■

Robert McGarvey is a freelance writer who lives in Santa Monica, California. His work has appeared in the Los Angeles Herald-Examiner, Boston Campaign Insight, California Journal and many other publications.

Go The Distance with Toastmasters in 1979



Come to the City of Lakes
for the Ultimate Toastmasters
Experience:

The International Convention

Minneapolis '79

The Radisson Downtown Hotel,
a bustling city complex surrounded
by lagoons, waterfalls and
scenic parks.

Convention '79

A showcase in communication
featuring the "World Championship of
Public Speaking," seminars
symposiums and the best speakers in the
world of Toastmasters.

Don't miss this exciting opportunity to take
a journey that will lead you to success.

Toastmasters' 48th Annual Convention
August 22-25, 1979

The Radisson Downtown Hotel
Minneapolis, Minnesota

Increasing Productivity Through Employee-Management Dialogue

by Fred T. Allen

To many corporations, employee communications means using bulletin boards and house publications to tell employees about management's latest policies.

In other companies, the phrase employee communications is broadened to employee-management communications. This is because there is no true communication unless a genuine dialogue is developed between employees and management.

Our company has been credited with pioneering in what, for those days, were considerable departures from traditional concepts of employee-management communications. Some of our practices have since been adopted by other companies. We believe our own experience over the years has proved the effectiveness of the total communications programs was established in the 1940s.

Improving Productivity

Today, when increased productivity is a national industry watchword, it is appropriate to share with you communications experiences that have indeed helped improve our productivity.

A basic tenet of our company philosophy is simply stated: When an individual or institution invests in our stock, he deserves a regular and complete accounting; the employee who invests his working life in our company deserves no less and conceivably more.

The primary elements of our program are the council of personnel relations and the annual jobholders report and jobholders meetings.

Our company more than 30 years ago established what is now the

personnel council.

This is a monthly forum where representatives of management and employees sit down to discuss mutual problems and opportunities. This is done on the sectional, departmental and divisional level, with the main council serving as our top tribunal.

It is truly two-way communications. Employees voice their complaints and suggestions to their elected council representatives, who bring them to management's attention at the regular meetings. Management, at the same time, communicates its policies and ideas to employees.

Typical Topics

Some discussions bear on company-wide matters of significance.

Others cover irritations that, if allowed to fester, could cause unpleasant consequences.

These are some typical subjects brought up at recent council meetings:

- What happens to employees transferred or promoted to new jobs who are unable to perform adequately there?

Reply: Every effort will be made to place employees in other jobs, even though it takes time for such jobs to become available.

- Would it be possible to have some pictures placed on the back wall of the newly painted cafeteria?

Reply: Plans are being developed to decorate this large wall space.

Fred T. Allen wrote this article as chairman of the board and president of Pitney-Bowes, Inc., Stamford, Connecticut. The article is reprinted with permission from the September, 1975 issue of Nation's Business. Copyright 1975 by Nation's Business, Chamber of Commerce of the United States.

This program boosted productivity at Pitney-Bowes, reduced absenteeism and cut the turnover rate in all departments.

- Why can't management offer three-week vacations after five years instead of eight years?

Reply: Our employee benefit package includes many elements. Among them are comprehensive group major medical insurance, personal insurance, a retirement program and an incentive suggestion system. We try to balance these with our vacation policy, taking into consideration similar practices in our industry and community.

- How about light-duty overtime for employees recovering from illness?

Reply: The company physician advises that each case will be considered individually. Some persons are advised not to work in excess of 40 hours per week, so the physician's decision must be final.

- An administrative employee asks why we are not getting satisfactory results from an auto insurance carrier.

Reply: The matter will go to the main council.

- An employee representative asks if it is compulsory to work overtime on Saturday and, if an employee does not, is it considered a day of absenteeism?

Reply: Unless otherwise stipulated at time of employment, Saturday work is not compulsory. However, during peak periods and when other employees willingly work overtime on Saturdays, continued refusal to do so would reflect unfavorably on the employee.

Resolving Problems

In a company with more than 12,000 domestic employees, the council must operate on several levels. In fact, we have some 90 such units on the sectional, departmental or intermediate levels.

JOKES for SPEAKERS!

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

An up-to-the-minute topical Joke-Bulletin with approximately 100 funny one-liners, stories and roast lines. Created by top Hollywood comedy writers. A great source of fresh professional material to humorize your speech for any audience; any occasion. Current issue: \$5.00. Send check or M.O. to:

JOKES UN-LTD.

1357 Miller Drive, Dept. 0-9, Hollywood, CA 90069

If a problem can't be resolved at a sectional council meeting, it is referred up the ladder. Finally, at the main council, top management must either take positive action on a matter or explain candidly why it cannot.

Minutes of all council meetings, at all levels, are posted on company bulletin boards. This is so employees can follow precisely what steps are being taken on their behalf.

We also encourage employees to take part in a question-and-answer program. They can comment or submit questions, anonymously if they wish, about company policy or practices. Their questions, along with replies from the responsible manager, also are regularly posted on our bulletin boards.

If he prefers, however, an employee may have the answer directed to him personally.

Keeping Employees Informed

Our jobholders reports and jobholders meetings are equivalent to the annual investors report and the shareholders meeting. In addition, our employees also receive copies of the company's annual report.

Our 20-page jobholders report this year described the company's progress during 1974, cited employees for particular achievements, covered new or expanded employee benefits, discussed the personnel council, showed how average pay had exceeded rising costs, explained new sales approaches and challenges, reviewed new financial efficiencies and reported on our foreign operations.

Soon after the jobholders report is published, a series of jobholders meetings begin.

These sessions may run as long as three hours. They are attended on company time by about 250 employees. They are held on a divisional level. Often, in bigger divisions, more than one meeting must be scheduled to accommodate all employees.

The sessions are led by representatives of management. These are the group vice president, employee relations vice president, treasurer, controller and other officers, often including the chief executive officer.

After a brief report on the company's financial health, employee wages and benefits, profit sharing, new facilities and other topics of

interest, a question-and-answer period follows.

The only questions barred are those that relate to personalities. All other topics are fair game and are answered spontaneously and as fully as possible.

What Employees Ask

Written questions submitted in advance are preferred, but those from the floor are equally welcome.

Here are some representative questions posed by employees during jobholders meetings this year:

- How does top management justify its present high incomes?

Reply: Salaries and incentive bonuses are no higher than in comparable companies in the industry and the community.

- Is there a plan to lay off employees in the face of a worsening recession?

Reply: The company does not anticipate any layoffs in the foreseeable future.

- Why aren't mail girls allowed to wear blue jeans when they distribute mail in the dirty shop area?

Reply: Because smocks are provided to protect dresses or slacks from contact with machinery. And since our mail girls circulate throughout the building, they should be neatly dressed to make a favorable impression on visitors.

- If the company's retirement fund is invested in stocks, wouldn't Treasury bills or other safer, high-yield vehicles be more productive?

Reply: Yes, in recent years bonds would have been a better investment, but selling the fund's common stocks now would result in a substantial loss. Moreover, such investments are handled by professional

financial consultants whom we retain for their advice.

About 18 jobholders meetings are held each year in our headquarters areas. Then the management team spends part of the next two months holding 100 similar meetings in branches and subsidiaries throughout the country.

Measuring Results

What have been the measurable results of our jobholders meetings? Taken alone, they probably exert little measurable impact. They must be considered in the context of our entire employee communications program.

However, some measurement indices may be cited. Increased productivity is one. In 1974, as measured by revenues per employee, productivity increased 17.3 percent over the previous year.

Also, our average absenteeism rate is three to four percent, while the turnover rate in all departments and in the field averages only 12 percent.

Both figures are low for our industry.

While these results cannot be attributed solely to our communications program, it clearly deserves some of the credit.

Occasionally we are asked: "If your communications program is so effective, why haven't more companies copied it?"

The answer may be simple. The program takes a lot of executive time that other managements may feel could be better employed elsewhere.

It does take time and lots of it. We are convinced that it is worth the time it takes. ■

Hall of Fame

DTMs

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

Vicki D. Wood
Roseville 623-5, Roseville, CA

John E. Davis
Delavan 3925-35, Delavan, WI

David A. Roberts
Gold Mine 241-37, Concord/Knapolis, NC

Helen Dobson
H.E. Dobson 2005-40, South Charleston, WV

Elias E. Ezra
Broadway 1000-46, New York, NY

Rudy C. Stiefel
Vanderbilt 3061-46, New York, NY

Valene Croskey Jr.
Satellite Beach 3921-47, Satellite Beach, FL

ATMs

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

Myra L. Obert
Ontario-Upland 1506-F, Ontario, CA

Joseph Vail
Moreno Valley 2169-F, Sunnymead, CA

Bruce A. Rummer
East San Bernardino 3820-F, San Bernardino, CA

Hank L. Barrett
Terminal Island 2548-1, San Pedro, CA

A.J. Richter
VIP-Granada 1772-3, Tucson, AZ

Lucille Molinari
Daly City 1881-4, Daly City, CA

John W. Arndt
Presidio 3012-4, San Francisco, CA

Robert G. Sansom
DLI 3824-4, Monterey, CA

Millie G. Peterman
Tri-Cities 274-9, Pasco, WA

John Connolly
Warsaw 2631-11, Warsaw, IN

Jack P. Mickle Jr.
Columbus 2037-14, Columbus, GA

Raymond D. Spindler
Artesian 3379-14, Albany, GA

Conrad F. Cornell
Key 3723-15, Salt Lake City, UT

Laurance D. Trump
Bacchus 3791-15, Magna, UT

Frank L. Slane
Gilcrease 1384-16, Tulsa, OK

Robert L. Peterson
Boot Hill 429-17, Billings, MT

William L. Dorman
Frederick 1082-18, Frederick, MD

Anthony L. DiPardo
Rotunda 1099-18, Baltimore, MD

Richard Lee Rice
Esquire 2388-19, Des Moines, IA

Dwight S. Scoville
Diplomats 3298-19, Des Moines, IA

Dave L. Hummi
Pioneer 272-20, Moorhead, MN

E. Philip Robinson
Bismarck 717-20, Bismarck, ND

Gene W. Hiller
Panama City 531-29, Panama City, FL

Telesphore F. Wilga
Waltham Federal 2566-31, Waltham, MA

Raymond A. Mera
Early Bird 2326-33, Oxnard, CA

Mary L. Bishop
Pentaf 2014-36, Washington, D.C.

Edward C. Hoffman
Triangle 1223-40, Covington, KY

Kathie Pendrigh
Wascana 577-42, Regina, Sask., Can

Larry Bujold
Cool Pool 1959-42, Medley, Alta., Can

Lyle M. Robinson
Tulia 129-44, Tulia, TX

Charles H. Taylor Jr.
Calliope 2821-47, Orlando, FL

Lawrence R. Kirkwood
Winter Park 3674-47, Winter Park, FL

M.W. Bishop
Athens-Limestone 314-48, Athens, AL

C. Clinton Beadlecomb
Birmingham 512-48, Birmingham, AL

Seshan Thiruvengada
Preston Hill 1361-53, Middlebury, CT

Torry Ventura
Mainline 1446-54, Joliet, IL

New Clubs

2407-4 The Magic Word
San Francisco, CA — Tues., 7 a.m., Castle Lanes, 1750 Geneva Ave. (333-6005). Spon-

sored by Positive Thinking 949-4.

2887-7 Governmental Gabbers
Vancouver, WA — Wed., noon, Clark County Regional Planning Conference Room, 1508 Franklin St. (699-2492). Sponsored by Area II.

2471-11 Magpie
Indianapolis, IN — Tues., noon, Indiana Office of Manpower Development, 150 Market St., 7th Fl. (293-1566). Sponsored by Northwest 30-11.

1759-17 Magic City
Billings, MT — Thurs., noon, Northern Hotel, Broadway at 1st Ave., North (656-3162).

3374-33 Bachelors and Bachelorettes
Las Vegas, NV — Wed., 5:30 p.m., varies (873-6287). Sponsored by I'll Drink to That 3254-33.

3630-36 Redeemer Speechmasters
Washington, D.C. — Wed., 7:30 p.m., Church of The Redeemer Presbyterian, 11 & Girard Streets, N.E. (389-3353). Sponsored by V.A. Topicmasters 3273-36.

2340-37 Laurinburg
Laurinburg, NC — Wed., noon, St. Andrew's College, Highway 401, South (276-0753).

2390-37 Granite City
Mount Airy, NC — Mon., 6:30 p.m., Western Sizzlin' Steak House, U.S. 52 Bypass (786-6111).

2629-39 TYRO
Sacramento, CA — Mon., noon, Wismer Becker Contracting Engineers, 7820 Folsom Blvd. (381-3930). Sponsored by Flying 1 2134-39.

1561-41 Sioux Valley Hospital
Sioux Falls, SD — Mon., 3:40 p.m., Sioux Valley Hospital-Board Room, 1100 S. East. Sponsored by Yawn Patrol 1187-41.

3712-41 Nifty Nooners
Brookings, SD — Tues., noon, Ram Pub. Main Ave. (692-5599). Sponsored by Brookings 3797-41.

2653-43 Mark Twain
Shelby County, TN — Thurs., 7 p.m., Woody's Restaurant, 2909 Elmore Park (377-0664). Sponsored by A-OK 1359-41.

3846-46 ECRO Centurions
Huntington Station, NY — Tues., 4:15 p.m., Allstate Insurance Co., Huntington Quad So., Rt. 110 (752-5319).

2778-53 Connecticut Mutual Life
Hartford, CT — Wed., 6 p.m., Connecticut Mutual Life Ins. Co., 140 Garden. Sponsored by Stag 2908-53.

2947-58 North Augusta
North Augusta, SC — Tues., 6:15 p.m., S & S Cafeteria, N. Augusta Plaza (279-1358-58). Sponsored by Kalmia 1239-58 and Aiker 1358-58.

2325-65 Speak Easy's

1978-79 District Governors

- F. Don Robinson, DTM, 1807 S. 3rd Ave., Arcadia, CA 91006
1. Ken Himes, DTM, 5361 Russell Ave., #212, Los Angeles, CA 90027
 2. Dennis C. Eldridge, ATM, 7717 200th S.W., Edmonds, WA 98020
 3. Juris Kursulis, DTM, 519 N. 72nd Place, Scottsdale, AZ 85257
 4. Ray E. Brooks, DTM, 33114 Lake Garrison St., Fremont, CA 94536
 5. R.E. Kenyon, DTM, 5595 Morro Way, La Mesa, CA 92041
 6. Frank J. Smith, ATM, 716 W. 38 St., #203, Minneapolis, MN 55409
 7. Herbert C. Stude, DTM, 3335 N.E. 53rd Ave., Portland, OR 97213
 8. Ed Richfield, ATM, Rt. #5, Box 200, Hillsboro, MO 63050
 9. Marshall C. Miller, DTM, 34 K St., N.E., Ephrata, WA 98823
 10. J. Ceyril Crawford II, ATM, 9200 Buckeye Rd., #1, Cleveland, OH 44104
 11. Lowell H. Spalding, 3422 Woldhaven Dr., South Bend, IN 46614
 13. Charles H. Vondracek, DTM, 4488 Sardis Rd., Murrysville, PA 15668
 14. T.R. (Dick) Banks, DTM, Box 80804, Atlanta, GA 30366
 15. Joan C. McNeil, 4657 Loyola St., Salt Lake City, UT 84120
 16. Stephen B. Peter, DTM, 1920 N.W. 17th, Oklahoma City, OK 73106
 17. Robert K. Powell, ATM, P.O. Box 1116, Bozeman, MT 59715
 18. Donald L. Pugh, 127 Fairmont Dr., Bel Air, MD 21014
 19. Robert A. Jenkins, DTM, 2734 - 56th St., Des Moines, IA 50310
 20. LeRoy A. Spidle, ATM, Box 562, Casselton, ND 58012
 21. R.S. (Dick) Dixon, DTM, 439 E. 16th St., North Vancouver, B.C., Can V7L 2T4
 22. Woody Allen, ATM, 6514 N.W. Ames, Kansas City, MO 64118
 23. Coleman A. Richardson, DTM, 9601 San Gabriel N.E., Albuquerque, NM 87111
 24. Ruth M. Kraft, ATM, 4930 California St., Omaha, NE 68132
 25. B. Jack Holt, ATM, 6845 Craig, Ft. Worth, TX 76112
 26. Jack C. Nemmers, 2442 Carr St., Lakewood, CO 80215
 28. Sharon A. Mohr, ATM, 3548 Glynn Dr., Toledo, OH 43614
 29. Birney T. Pease, DTM, 2961 Starfighter, Tyndall AFB, FL 32403
 30. Henry H. Sharton, DTM, 716 Columbian Ave., Oak Park, IL 60302
 31. Lew Muttly, ATM, 129 Nimrod Dr., Concord, MA 01742
 32. Robert Damiano, ATM, 2991 Pickering Pl. N.E., Bremerton, WA 98310
 33. Don Ensch, DTM, 410 Del Norte Rd., Ojai, CA 93023
 35. William G. Trottier, DTM, 1213 Meadowlark Dr., Madison, WI 53716
 36. Toshio Hoshide, DTM, 1993 Milboro Dr., Rockville, MD 20854
 37. Jay R. Nodine, DTM, 1316 N. Juniper Ave., Kannapolis, NC 28081
 38. Ginny Goodrum, ATM, 210 Broomall St., Folsom, PA 19033
 39. Marcia L. Peters, DTM, 1092 Salmon Dr., Roseville, CA 95678
 40. Rhuel K. Craddock, DTM, 1413 Princess Dr., S. Charleston, WV 25309
 41. Raymond L. Linder, ATM, 317 Lincoln Lane, S., Brookings, SD 57006
 42. A.D. (Al) Munroe, ATM, 1300 Princess Crescent, Moose Jaw, Sask., Can S6H 6S9
 43. Bill M. Williamson, ATM, 4435 Rosemont Dr., N. Little Rock, AR 72116
 44. Scott A. Edwards, DTM, 6304 Raleigh Ave., Lubbock, TX 79414
 45. Jack Kiuru, ATM, P.O. Box 2182, Halifax, N.S., Can B3J 3C4
 46. Elias E. Ezra, ATM, 3 Maxwell Dr., Jericho Gardens, NY 11590
 47. Robert Gelfand, DTM, 4310 Mangrum Ct., Hollywood, FL 33021
 48. Earl D. Heath, ATM, 3820 Rouse Ridge Rd., Montgomery, AL 36111
 49. Doug Kelly, ATM, 1547 Haloa Dr., Honolulu, HI 96818
 52. James O. Wildes, DTM, 6640 Blewett Ave., Van Nuys, CA 91406
 53. Marc A. Ruggeri, DTM, 71 Desson Ave., Troy, NY 12180
 54. Carl G. Houchins, ATM, 226 Walnut Dr., St. Charles, IL 60174
 56. James La Prade, 1150 Babcock Rd., #G16, San Antonio, TX 78201
 57. Lynden F. Davis, DTM, 555 Pierce St., #1305, Albany, CA 94706
 58. Richard D. Berkland, ATM, Rt. #1, Box 199, Marwood, Rock Hill, SC 29730
 60. Doug Barclay, DTM, 5426 Winston Rd., Burlington, Ont., Can L7L 3B2
 61. Fred B. Coulson, 129 Taywood Dr., Beaconsfield, Que., Can H9W 1B1
 62. John H. Maclaren, 909 Oak Grove Rd., Jackson, MI 49203
 63. Marcia A. Taylor, DTM, 164 Walton Ct., Kingsport, TN 37663
 64. C.J. (Tom) Thompson, DTM, 11 Tod Dr., Winnipeg, Man., Can R2M 1Y5
 65. Raymond W. Tardiff, ATM, 3238 Winton Rd., So., Rochester, NY 14623
 66. J. Fred Powell, 905 Carson Dr., Christiansburg, VA 24073
 68. Elmer H. Wagner, ATM, 108 Prospect, Lake Charles, LA 70605
 69. Bruce Maddison, 12 Kanangra Ave., Baulkham Hills, NSW, 2153 Aust
 70. Chris Veitch, 40 Loquat Valley Rd., Bayview, NSW, 2104, Aust
 71. Pat Dullaghan, 56 Springhill Park, Killiney, Dublin Co., Ireland
 72. John A. Fauvel, DTM, P.O. Box 3114, Auckland I, New Zealand
 - 73p. Tony Jessop, ATM, 2 Ellery Ct., Mulgrave, Vic., 3170, Aust

Anniversaries

45 Years

Pioneer 17-11, Indianapolis, IN

30 Years

Torrance 695-1, Torrance, CA
Fairmont 689-6, Fairmont, MN
Norfolk 686-66, Norfolk, VA

25 Years

Clay-Webster 1366-8, Springfield, IL
Warren 1476-10, Warren, OH
Ogden 140-15, Ogden, UT
Crikcrease 1384-16, Tulsa, OK
Acacia 1357-26, Denver, CO
Homewood-Flossmoor 1451-30, Chicago

Heights, IL

El Dorado 1390-39, Sacramento, CA
Hub City 1431-43, Jackson, TN
Action for Achievement 1095-47, Nassau,

Bahamas

20 Years

Communicators 1129-11, Louisville, KY
Pacific Missile 2930-33, Point Mugu NAS, CA
Cape Fear 2879-37, Fayetteville, NC
A-R 1481-39, Fair Oaks, CA

15 Years

Golden Rain 3710-F, Seal Beach, CA
Nanabijou 2090-6, Fort William, Ont., Can
Benton 3722-7, Corvallis, OR
Cherokee 3690-19, Cherokee, IA
Bergen 2581-46, Hackensack, NJ
Pali 3699-49, Honolulu, HI
Sarnia 3700-62, Sarnia, Ont., Can

10 Years

Sioux Sayers 430-6, Burnsville, MN
Euphasia 1209-19, Iowa City, IA
Eye-Opener 1675-33, Lancaster, CA
Towns of York 1609-60, Aurora-Newmarket,
Ont., Can
RAAP 3633-66, Radford, VA



1901 • 1902 • 1903



1917



1921 • 1922 • 1923



1930

Develop a Winning Spirit in Your Club!

Your club members will start thinking like winners when their achievements are recognized with these fine awards. The trophies and plaques will motivate recipients to strive for higher goals and they'll soon discover that one success leads to another. The awards are perfect for speech contests, special club meetings and those occasions when you just want to say "thank you." They'll add excitement to all club and district activities. Help your fellow Toastmasters reach the top — and stay there — by giving them the recognition they deserve.

The Perfect Award

This handsome speech contest trophy makes the presentation worthwhile. Its goldtone modern figure sets on a walnut base with polished engraving plate.

1901 11" \$9.75
1902 10" \$9.50
1903 9" \$9.25

A Gift to Remember

This goldtone wreath, handsomely mounted on a beautiful walnut base, makes a welcome addition to any desk or office.

1917 6" \$3.00

A Very Special Memento

A perfect way to honor the winner in any kind of competition. This goldtone figure sets on a beautifully polished walnut base.

1921 12" \$14.50
1922 11" \$14.00
1923 10" \$13.50

For Winners Only...

In Toastmasters, we're all winners. And this multi-purpose trophy says just that. Its modern figure and lectern rests on an attractive walnut base.

1930 9" \$7.25

For the Outstanding Toastmaster

An ideal plaque for the Toastmasters who has made an extraordinary accomplishment. The satin bronze plaque is set in a rich walnut frame.

1952 10"x14" \$15.75

A Symbol of Appreciation

A great way to say "thanks" to that special Toastmaster. This beautiful walnut shield plaque comes complete with a goldtone engrav-

ing plate, accented with an elegant wreath around the TI insignia.

1955 6 1/4"x8" \$7.50

For a Job Well-Done

Want to reward the efforts of a club officer, club sponsor or mentor? Anyone would be proud to accept this handsome plaque, which comes with a full-modeled gavel, TI insignia and goldtone engraving plate.

1956 5 1/4"x7 1/4" \$6.00

Recognize with Beauty

This Athenian bronze oxidized plaque will be attractive in any setting. And it's suitable for any type of special recognition.

1957 8" \$10.75

See the 1978 Supply Catalog for more trophies and plaque ideas. Allow 8 cents per letter for engraving and \$1.25 for packing and shipping. (Allow three weeks for engraving.) California residents add 6% sales tax. Send all orders with your club and district number to: Toastmasters International, 2200 N. Grand Ave., Box 10400, Santa Ana, CA 92711.



1952



1955



1956



1957