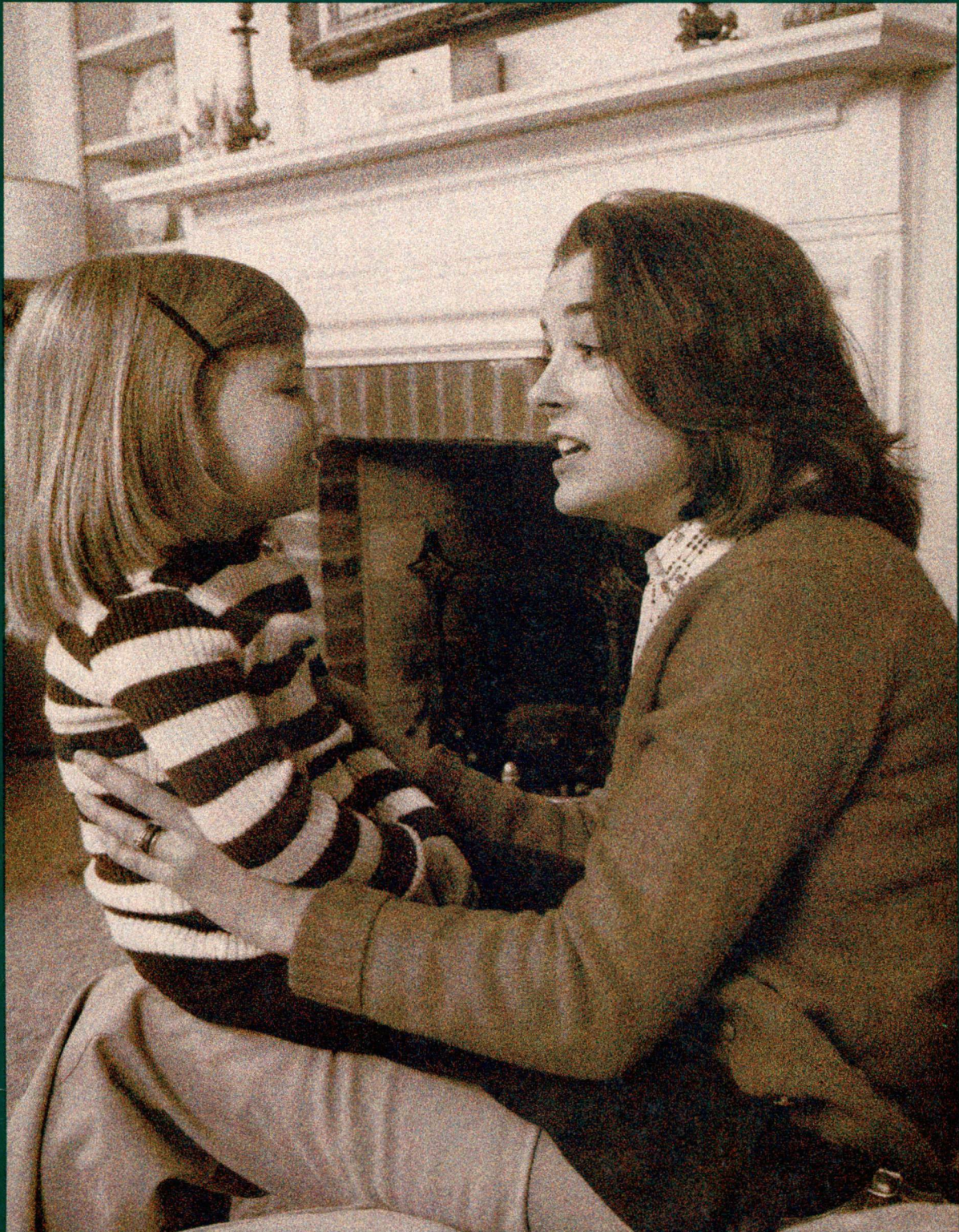
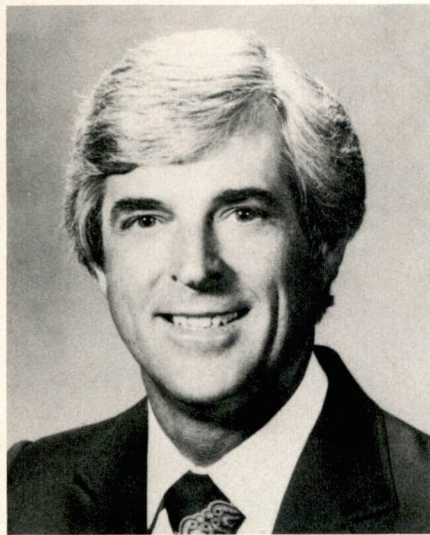


The Toastmaster

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Taking Advantage Of a Golden Opportunity

Recently I asked a fellow Toastmaster if he was planning to attend our organization's annual convention in August.

"Oh, no!" he said, apparently surprised that I would even ask him that question, "I'm just a new member. I wouldn't know anyone and, besides, I don't think it would be very interesting."

Later I thought about what he had said and wondered how many other Toastmasters felt the same way — a way I had never thought of before.

I've always looked upon our convention as an opportunity to learn and grow. It is in fact one of the best ways for all members — old and new — to make contact with Toastmasters who have other points of view and different speaking techniques. It's a time and place to question and learn, to seek new approaches for improving communication skills and for self-development in general.

Our annual convention has enabled me to meet prominent speakers who have given me valuable tips on improving my speeches. I've met outstanding leaders and motivators from all fields who gave me advice on how to increase my knowledge and skills and how to achieve my goals.

Their words even encouraged me to set higher goals for myself.

I've also picked up some valuable ideas for my club from listening to some of their presentations and through talking with people from other clubs.

That's another great thing about our convention — Toastmasters from all over the world attend. I've met members from Australia, South Africa and Europe, to name a few places. And all of them were eager to share their clubs' success stories — to tell how they increased their membership, improved their programming and helped members grow. (I've gotten into the habit of carrying a special notebook around with me during the convention just to jot down some of their ideas).

At each convention, I've experienced the excitement as we selected our leaders for the upcoming year and honored Toastmasters for their accomplishments of the past year. I've enjoyed hearing the reports from officers about our organization's growth and achievements.

Of course, our convention isn't entirely educational. I've always found time to just relax, chat with old friends and make some new ones. Music, entertainment and opportunities for shopping and sightseeing abound.

So it's hard for me to believe someone thinks that our convention wouldn't be interesting. I've never had a dull moment at one. In fact, some of the best moments of my life took place at Toastmasters conventions. They have been investments in time and energy that have repeatedly paid off over the years.

Although a major concern at the convention is always public speaking, we can't help but feel unity and fellowship under the same umbrella known as Toastmasters International. The convention is where, as individuals, we acknowledge being part of the same organization, one devoted to helping us become better communicators and better people.

Come to think of it, I'm going to call my friend and urge him to go. But first I'm going to make my plane reservations for Philadelphia's convention August 17-21. It's only a few months away.

William D. Hamilton

William D. Hamilton
International President

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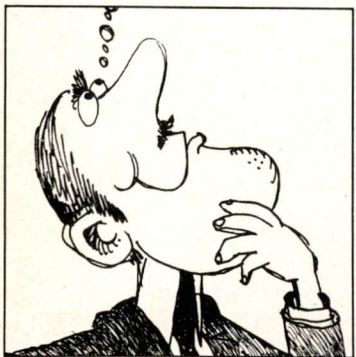
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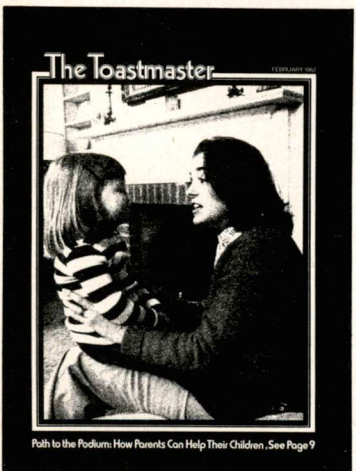
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COVER

Contrary to what you may think, the fear of speaking before others is not an inherent characteristic of humans. Instead, according to author and speech communications instructor Clarissa Whitney, parents may unconsciously teach their children to be nonspeakers. In this month's cover story, writer Freda Grones interviewed Whitney, who revealed how our childhood influences our speaking abilities and how parents can encourage their children to speak out in public.

Published monthly to promote the ideals and goals of Toastmasters International, an organization devoted to helping its members improve their ability to express themselves clearly and concisely, develop and strengthen their leadership and executive potential and achieve whatever self-development goals they may have set for themselves. Toastmasters International is a non-profit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Second class postage paid at Santa Ana, California. Copyright 1982 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. All correspondence relating to editorial content and non-member subscriptions should be addressed to THE TOASTMASTER Magazine (ISSN 0040-8263), P.O. Box 10400, Santa Ana, California 92711. Phone (714) 542-6793. All other circulation correspondence should be addressed to Membership and Club Records at the same address. Non-member price: \$9.00 per year. Single copy: 75c.



Expressing Gratitude

A radio announcement recently caught my attention. A special introductory Toastmasters meeting would be held that evening in a nearby town. A phone call resulted in an invitation and a ride to the meeting. However, I became ill later and left work early. This, and the fact that my small boys would need a babysitter, seemed to indicate I should stay home.

Yet something compelled me to go, and I'm glad I did. I had been searching for people or programs that would help me grow professionally and I found both at that meeting. What fun, camaraderie and challenges that meeting held! It was certainly worth the effort. I joined the club.

Toastmasters will help me achieve one of my goals for this year — to improve my speaking skills. As an in-service instructor in a large medical center, I am constantly called upon to speak. Until now I was the only one doing the critiquing, which is obviously not the best way to improve. Now, instead of evaluating myself, trained, unbiased evaluators will give me that invaluable feedback.

I would just like to thank Toastmasters for allowing me to share this experience. It certainly motivates me to set higher goals for myself!

*Patty Kitching
No Address Given*

A Toastmaster's Success Story

I began a new phase of my life when I started Toastmasters in 1974. Over the years I received many awards, certificates and trophies, but the high point was in 1980, when my training opened a new door for me.

In that year I applied for a post as an instructor with the 191 West Winnipeg Air Cadet Squadron. During the interview, I told the commanding officer about our organization and its benefits, and I displayed some of my Toastmasters awards. When I also offered to show him some of the letters of reference written for me by several local citizens, the officer replied, "That won't be necessary, as your Toastmasters certificates are enough for me." I got the position!

So for those who ask if Toastmasters really pays, it does! I now have an added

income to help my family and I am challenged by my new job. I only hope others will succeed as I have.

*Donald B. Milne, DTM
Winnipeg, Manitoba, Canada*

Wrong Target?

In his letter in the November issue, Don Boileau neglected to mention one special group of students our organization should be trying to help. We should be directing our efforts to the misfits — those high school students that our school system can't seem to prepare for the world. These students are not even learning the basics needed to survive in today's society.

These youth are the ones who really need and deserve the help of every Toastmasters club in the world. They are the ones our Youth Leadership Program should be designed to aid. This could easily be done by working with school administrative officials.

By using our Toastmasters techniques, we could help these young people get a new start in life. Let's aim for the right target!

*Jerry Proudfoot
Tempe, Arizona*

Nonsexist Language

I was pleased to read the guidelines for avoiding sexist language in the October issue.

Yes, language changes constantly — especially in reaction to political, social and technological changes — and rightly so. Language should change when it no longer satisfies the needs of society.

As Toastmasters, we owe our listeners language which clearly says what we mean. For example, the generic term "men" is supposed to encompass men as well as women. Often, however, we unconsciously slip from the general meaning to the limited one, which leaves our listeners confused as to whether or not women are included. Instead, we should use words which clearly refer to both sexes.

For those who want to learn more about nonsexist language, I recommend *The Handbook of Nonsexist Writing for Writers, Editors, and Speakers* by Casey Miller and Kate Swift.

*Susan K. Schmidt
Oklahoma City, Oklahoma*

Applying Toastmasters Skills In the Classroom

I am a British teacher of English drama and cultural studies in a large international school attended by students of 38 different nationalities. Three years ago I became a member of Brussels Toastmasters, and the experience has helped both me and my students.

Through Toastmasters I realized that many teachers become complacent, believing that their academic knowledge is the only tool required in the classroom. However, animated delivery, good eye contact and a warm, modulated voice lift bored, restless students into an attentive, responsive group. Once I began using these skills I learned in Toastmasters, discipline problems disappeared. My lessons are now enjoyable, active learning sessions.

My Toastmasters meetings also inspired me to bring guest speakers into the classroom; prominent members of the community, politicians, top management, artists and even a pilot have spoken to my pre-university group. Not only do the students listen attentively and ask challenging questions, they are also able to host the proceedings. They introduce the speaker and offer thanks. Their self-confidence, poise and other social skills have developed immeasurably. (Certainly this will be beneficial at that first job interview!) The speakers also enjoy the challenge of facing an alert, spontaneous audience. It tests a speaker's mettle to address 150 lively 18-year-olds. My venture was so successful, it is now part of the core curriculum.

The program has assumed another dimension. Students are now able to opt for a short oral communications course. A recent outcome of this was a visit by eight students to the Brussels Toastmasters club. Each student delivered a mini-icebreaker and the entire group led the table topics session. The Toastmaster for the evening, the evaluator and other club members conducted the meeting with sensitivity and skill. None of the eight were abashed and they accepted their evaluations without feeling threatened.

Now my students leave school with more than a diploma. They have the strong communications skills necessary to be successful at home and at work.

*Susanne M. Argyle
Brussels, Belgium*

CONFIDENCE IN CONFRONTATIONS

by Jim Joelson

To win over the opposition, you must approach
the issue from both sides.

Do you know how to prepare for a presentation that might offer an opposing point of view? Are you afraid to make a public declaration of opinion because of the threat of a possible challenge? Do you dread the confrontation implicit in debates, political activities, or any potential adversary situation? If you answer yes to any one of these questions, read on.

There are no complex formulas known only to isolated gurus in the Far East. It isn't necessary for you to spend hours mastering an esoteric discipline, either. The keys to confidence in confrontations are built around two extremely simple concepts: perceiving the other fellow's viewpoint, and preparation.

Understanding others' feelings about what they believe is as important as comprehending the ideas themselves. Without that awareness of adversaries emotional attitudes, it is virtually impossible to anticipate responses, research, arguments and questions. And that kind of anticipation is the key to changing opinions.

Having a real empathy for the people who disagree with you — regardless of how intense that clash may be — will

affect your approach to research, preparation and the possibility of compromise.

I learned my lesson while in high school. I had a marvelous history and civics teacher whose pet program was debate. One day he assigned me the job of arguing against the criminal trial jury system as practiced in the United States.

**Human beings make
final decisions
based on emotions.**

That was tough for me because I was entirely in agreement with the ideas behind the Sixth Amendment and the jury concept. Nevertheless, an assignment was an assignment. I stuck my nose in the books at the local library and proceeded to build a case opposing the jury system.

That experience was important in my life because I was emotionally in agreement with the jury system. This gave me

a reasonably good idea which arguments would probably be used by the pro-jury advocates. I thought they would dig into the history of star chamber proceedings and the arbitrary use of police power by England at the time of our revolution. I also expected them to itemize all the current police states around the world that do not allow the accused the right of their own counsel and judgment by their peers. I could anticipate a key part of the case because I was able to emotionally place myself in their position.

What I had to do was develop the case against the jury system. To accomplish this, I needed facts on specific situations where the jury system had broken down. I needed those verified incidents where juries have convicted the innocent and freed the guilty. I also had to find written opinions by lawyers, judges, criminologists and legislators who felt the jury system fails far too often not to be questioned. I found those facts and opinions.

Research and emotional positioning enabled me to establish a case for both sides and speak to the anti-position successfully. That was a lesson I have never forgotten. To this day, I can give you an intelligent argument on either side of that issue, and I am still not certain whether the jury system is the best method for resolving guilt or innocence in our courts.

Different Methods

There are always other perspectives other than the ones with which we are familiar—or the ones with which we agree. Understanding those perspectives is the key to having other people see our viewpoint.

How do we bring others to our side of an issue?

One way is to attack and intimidate by overpowering the opposition with facts. This approach has certain applications and it will usually quiet your adversaries, but it won't change minds. Facts are absolutely critical for credibility, but we human beings invariably make final decisions based on emotions. Cold, hard facts will not do it alone.

How about using sarcasm in an effort to undermine the opposition? No! Not only does that not change your listeners' minds, it creates enemies. This is an excellent way to win battles and lose wars.

If you are in a superior power position, why not just override your antagonists?

You can do that if you have the edge, but the other side will never willingly accept the outcome. More than likely there will be an underlying resentment that justice was denied because of pure power. That kind of reaction can come back to haunt the victor.

Can we try to make an ally out of the opposition by clouding the differences between factions, or do we do the reverse—draw the distinctions so sharply we force the interested parties to make a choice without the chance of offering a workable compromise?

The first situation would only work with innocents and carries the danger of making the perpetrators of this tactic appear to be sly manipulators. On the other hand, the disadvantages of polarizing are obvious. Polarization only works if you are certain of victory. If you are not sure of the other side's strength you might paint yourself into a corner. Even if you win, the resistance might last indefinitely, blocking off further communication on other issues.

What is wrong with plain, old-fashioned compromise?

Nothing. It's always an excellent solution, if it is feasible. However, many times compromise is not an option. For example, presentations made to councils and boards often require a yes or no response. It also does not apply to elections that are won or lost or decisions that have to be made involving direct conflict between deeply held convictions and principles.

Take the Other Side

Simply put, many times it is critical to bring others to our side of a disagreement or a presentation. The question is, how can we successfully do that?

As with so many other things in this life, one has to give before one receives. In confrontational situations you have to accept the idea the other person is right in order to anticipate the direction an antagonist will take. Touch the feelings of your opponents about their convictions from their perspective. If you are sincerely able to do that, you will be amazed at the doors that will open for yourself and others in terms of awareness. The following story is a good example.

In spite of the fact he had always advocated worship in the school system, an elderly, religious man changed his mind after viewing a television debate on the subject.

"You know, I could never see the harm in it, but that young fellow made me think," the man said. "I'm not so sure anymore. As a matter of fact, I lean the other way now."

What happened on that video debate to change the old gentleman's attitude?

The pro-prayer debater asked the question, "How in the world could prayers hurt a child? In a country full of violence, immorality, divorce and crime, it would seem God and the Judeo-Christian ethic—along with prayer—might be the only way to save this country's future."

This side of the argument reinforced the old gentleman's beliefs. He believed that all the negative aspects of our society seemed to increase proportionately since the 1962 Supreme Court decision declaring organized prayers in the public school system unconstitutional.

The speaker who was against organized prayers in the public schools brought up the fact it was government-sanctioned religion in Europe and England that created all the problems of religious perse-

cution in the first place. It was that very combination of government and religion working together that created the tyranny that brought those original settlers to the New World looking for the right to practice their own religion in their own way, without government interference and preference.

None of these contentions impressed the gentleman from Hawthorne, Nevada.

Emotional Appeal

The idea that turned him around was in the final phases of the debate. Looking out at the viewing audience, the speaker said, "...okay, let's get right down to the practical application of organized vocal prayers in the public schools. Let us assume for a moment that America ignores history and forgets the vision of the men who created her and legally allows government-sanctioned, official prayers in the schools. Who writes the prayer: the school board, a government agency or a gaggle of bureaucrats? 'Well,' they say, 'we'll take it from the Bible!' From which Bible do they take the prayers? The old Catholic Bible or the new Catholic Bible? The King James version of the New Testament or the

You have to almost convince yourself the other side is right.

contemporary New Testament? The Judaic Old Testament, the Islamic Koran or perhaps the Book of Mormon? Do you begin to see the problems...?"

The old man from Nevada was a strict Mormon. He had a deep conviction about the power of prayer. Nevertheless, what the debater did successfully was put himself in that gentleman's place. If his grandchildren were being pressured to say prayers from a religion that had a different concept from his own, it would seriously disturb him. Suddenly the old man could see an aspect to this prayer-in-school quarrel he had never appreciated before. The facts established credibility and structure, but it was an emotional argument that reached him. The intellectual points were clear and logical, but it was the emotional identification with his own flesh and blood that opened the door to understanding the perspective of the other side.

The debater could not have made that argument successfully unless he consciously put himself in the emotional position of a strong believer in religion and the virtue of organized vocal prayer in the public school system.

Let's continue to use that particular debate as an example and examine what the successful debater did to present his case.

Initially, he knew a great deal about his subject. He had a fundamental grounding of knowledge. When he accepted the assignment he found out the rules of that particular game. That is critical and often overlooked. If you are going to participate in a debate, find out how often you speak, the time frames and what the legal and ethical requirements are. If it is a presentation before a government agency or a board of directors, find out exactly how long you will be allowed to talk, the order of your appearances and any expectations.

Perhaps the next factor was the most important: the emotional component. Before the debater embarked on the research, he consciously set aside his own convictions. He placed himself firmly in the shoes of the opponents. The debater made a sincere effort to understand their attitudes, opinions, angers, fears, prejudices and perspectives. This is exactly what you have to do to succeed in confrontational situations. When you have just about convinced yourself the other side is probably right, it is time for you to attack the research. Your investigation can now be approached from both sides.

The Research

As a guide for other confrontations, here are specific research examples regarding the prayer-in-school debate. First, read the U.S. Constitution, then all the Supreme Court briefs relating to prayer-in-school decisions. Study the news magazine and newspaper reports pertaining to the decisions. Read the legal and theological opinions of those who disagreed with and those who concurred with each individual case decision. Do some reading about religion in general, the history of church-state relationships and the attitudes of our Founding Fathers regarding the separation of religion and government.

Beware. If you study hard enough you may well change your mind. There is nothing wrong with that. I know. It has happened to me. I guarantee you will survive the experience.

Searching for information from a number of perspectives will be a revelation if you have never done this before. Using this approach, you will compile far more data and knowledge than you can possibly use.

The next step is editing and organization. A great deal of that information you have carefully compiled should not, and will not, be used.

You have to decide how much time you have for your presentation and what the important points are that have to be brought to the attention of your audience. Make the critical determination of what data can be easily absorbed by the listeners. In a time-limited presentation, long dissertations of itemized facts will lose an audience fast.

Your basic outline should be carefully typed on separate sheets, apart from your organized facts and figures. If you have done your homework properly the

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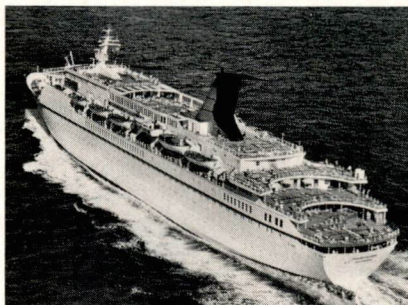
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If it is at all possible, use audiovisuals to present cold facts. This enables an audience to grasp necessary material without you spending valuable presentation time on boring statistics. Facts have to be offered for believability and to prove your contentions, but they should be handled without losing the attention of the audience. You do not want to discover a cure for insomnia while you are arguing a case you believe in with all your heart.

Certain situations, such as political presentations, preclude the use of audiovisuals. However, for political assemblies, debates, and board, agency and council presentations, information folders can be used to give facts without depleting crucial speaking time. Political participants should have their motions, amendments and resolutions printed in advance so voters know exactly on what they are voting.

Know the Rules

Political activities have a number of unique requirements. Knowing the issues is obviously critical. You should also have a knowledge of the rules of the session and the parliamentary principles that particular assembly follows. Legislatures often operate under *Mason's Rules of Order* or their own rules, as our national Congress does. Conventions and assemblies invariably function within sets of special regulations designed for specific purposes. If you have a working knowledge of *Robert's Rules of Order Newly Revised*, that will help, but it is not enough in itself to operate professionally in a political framework. Learn the rules for each situation.

Finally, do not resort to sarcasm or personal remarks about the opposition. If your opponents choose to engage in personal attacks, ignore it or use humor to divert the bite, but do not respond in kind. The listeners—who in actuality are your evaluators in any of these confrontations — will give you credit for integrity and staying with the subject.

If you have managed to stay with me all the way, you might remember the second paragraph which said, "The keys to confidence in confrontations are built around two extremely simple concepts: perceiving the other fellow's viewpoint, and preparation." In retrospect, I should have added one other key, the one geniuses use: hard work. 🗣️



Jim Joelson is a professional writer and speaker who has specialized in confrontational presentations. He has also written speeches for political candidates and participated in television debates. Joelson is presently the public information officer for the Nevada State Department of Economic Development and the winner of Toastmasters' 1981 International Speech Contest.



Encouraging your children to speak out will give them the confidence they need.

Path to the Podium: How Parents Can Help Their Children

by Freda Grones

I'm shy. All my life I've been shy. I don't think I'll ever be able to speak publicly."

"I'm okay in a one-to-one situation. It's only in a group that I go to pieces."

"I'm fine as long as I'm sitting down. I just can't stand before people and talk."

Clarissa Whitney, co-author of *Let's Talk* and a speech communications instructor at Santa Ana College in California, has been hearing such statements from students for more than 15 years.

In itself, the anxiety about public speaking is nothing new. What is new is its growth.

"As long as I can remember, every class has had some students who expressed this

concern," Whitney said. "But in recent years the percentage has jumped dramatically. Where the voicing of an anxiety about public speaking used to be an exception, now it's almost the rule.

"And I don't think it's because today's youth feel more free to express personal feelings of inadequacy. I think that's part of it and is partly why we hear the com-

plaint more often. But I also think that unconsciously some of us are teaching our children to be nonspeakers," she said.

Whitney is convinced that the fear of public speaking is a learned response. She argues that if it were not, then it would not be possible to unlearn (control) it, and most of her students do. With few exceptions, most are comfortable addressing at least small groups by the end of their first semester. And students who continue to take speech classes generally become even more confident and capable.

But the path to the podium doesn't have to be that hard, Whitney said. There are a number of things parents can do and can avoid doing to help children and young

Toastmasters Youth Program Offers Speech Training

The young girl smiled as she proudly held up a cartoon drawing before the class.

"I drew this myself," she said. "My father is an artist and he showed me how. Now I'm going to show you how, too."

Five weeks ago, Jenny was so shy she could barely say her name in front of the small group of people. Now, thanks to Toastmasters' Youth Leadership Program, Jenny addressed the class with ease, eager to share her ideas and knowledge with others.

Since 1966, when the program first began, more than 75,000 young people like Jenny have benefited from Toastmasters' eight-week course. The program prepares young people to become tomorrow's speakers and leaders by teaching them how to think for themselves, analyze the ideas of others and express their own ideas through effective public speaking. They also learn how to accept criticism, evaluate others fairly, and organize and conduct group meetings. These abilities help them to build self-confidence and to learn to

work with others, both essentials for succeeding in our world.

Meetings are held once a week. Each program usually has about 25 participants, so each member receives individual attention and guidance. Although a group coordinator is available to counsel the participants, the program itself is conducted by the students. Through manuals and other materials provided by the sponsoring Toastmasters club, participants learn parliamentary procedure and deliver short speeches. Each participant has plenty of opportunity for practical experience.

Toastmasters clubs that sponsor Youth Leadership Programs earn credit for their Club Management Plan. Toastmasters members who act as coordinators for the program earn credit toward their DTM.

If you or your club is interested in helping youngsters like Jenny prepare for the future, consult Toastmasters' supply catalog or write to World Headquarters for more information.

people become enthusiastic public speakers.

• Do encourage talking.

Over the year, Whitney has asked many students why they think they aren't able to speak publicly. "Generally, the young person will blame his or her own shyness or nervousness. They seldom have a realistic insight into the cause of that shyness or nervousness, simply assuming it's an innate characteristic of theirs — something incurable they were born with and must bear," she said.

Yet further conversations with her students frequently provide a better insight.

Take the case of Rose M., a top, second-year student who finally ended up in Whitney's class simply because she needed it for her associate of arts degree and could no longer delay taking it.

Rose described her home and school life as "very happy." But when asked specifically about her role within her family, she said she was the youngest of three, with a gap of 12 years between the middle child and her. As the baby of the family, Rose always felt sheltered and protected. She was only told about something troubling her parents or siblings if that became a necessity.

Asking for Opinions

While that side of the coin may not be

particularly negative — most loving parents wish to protect their children — the flip side was. Because she was "the baby," Rose was rarely asked for her opinion. Yet she knew the older children were, so chances are Rose began feeling she had nothing important to say while she was quite small.

"Asking children for their opinions can start very early," Whitney said. "In fact, as early as possible is probably best because then it becomes a training and learning experience for the parents as well."

Whitney suggested parents make it a conscious process, but an easy, natural one that doesn't require a lot of planning or advance work. For example, two-year-old children can be asked what they liked best about the visit to Grandma's or about a favorite story.

She said that with preschool and elementary school children almost any normal daily activity lends itself to a question calling for a verbal response or opinion from the child — a meal, daily bath, trip to the supermarket, school activity. The opportunities are endless.

While conversation time with busy teenagers may be a bit more difficult to arrange, Whitney said it can usually be worked out. She suggested frankly telling teenagers you're interested in talking with them about their activities, thoughts and

feelings, then proving it as often as possible — which leads to the next point.

• Do listen.

Whitney said students with serious anxiety about public speaking usually are convinced they are uninteresting and/or unimportant. Typically, when asked to reflect on how they were listened to, they will say something general:

"My parents were always busy. They both worked."

"Mom brought us up by herself. She didn't have a lot of time."

But sometimes the complaint is more specific:

"Dad would never look at me when I talked to him. I remember wondering what in the world I could do to get his attention."

"It seems Mom always reached for the phone, opened the refrigerator, or turned on the oven just as I came in. She would

Children should learn that what they have to say is important.

say, 'Not now. We'll talk about that later.' But usually we didn't."

Whitney thinks it's more important now than ever before for parents to be good listeners: our society is fast-paced; family units are smaller; institutions and organizations are larger and more impersonal; many homes are headed by only one parent.

She's convinced that being listened to is so important that most humans will struggle for it. "If you've ever experienced a small child taking your face into his hands to insure your attention while he or she is speaking, you realize how important it really is," she said.

But while Antony asked the Romans only to "lend me your ears," Whitney insists that more than ears are involved in effective listening. It includes eye contact, facial expression, gestures, body language and positioning.

"The feeling you want to convey," she said, "is that you're interested, open and accessible. It has little, if anything, to do with whether or not you agree with what the child is saying. We can be effective listeners even when the message isn't pleasant. But forcing yourself to smile while listening to bad news can be equally ineffective — possibly harmful."

Put simply, Whitney's guidelines for what she calls the art of listening include:

- Looking at the speaker.
- Letting your facial expression honestly match the message — a smile for pleasant news, a look of concern for the unpleasant.
- Avoiding gestures of impatience, such as yawning or shoulder shrugging.

• Avoiding body language that conveys disinterest or hostility, such as leaning away from the speaker.

• Avoiding body positioning that suggests a perpetual look of authority or inaccessibility, such as standing upright rather than bending down to a small child's level, or standing over rather than sitting on a more equal level with an older child.

Dealing With Feelings

• Do accept feelings and opinions.

Whitney said reflections of students she's talked with vary about this as well: "Mom used to tell us not to say anything at all if we couldn't say something nice or good."

"It seems like no matter what we started talking about, it always turned into a lesson or lecture."

Whitney said, "As parents, we're obligated to teach and guide, but there's a time and place for it. Sometimes it's more important just to listen."

She thinks that most of us find it impossible not to have negative feelings sometimes, and that it's probably best to accept the expression of those feelings without making value judgments.

"We need to see the difference between feelings and actions," she said, "and that's not always easy because often our own worries get in the way. For instance, if a five-year-old boy says he hates the little boy next door, that's not the same as saying he hit the boy. But the parents might assume the action will follow the feeling, so they launch into a lecture on not hating. Or if a teenager says she can't stand a teacher, her parents might worry that she will no longer do her best in that class."

Accepting negative feelings becomes especially important when parents specifically solicit comments, as in a family meeting.

"If you ask your teenagers how they feel about a curfew which you know they think is too confining, don't expect favorable comments," she said. "In such situations it's usually best to say something like, 'Say what you feel. We'll listen and think about it. Then we'll talk again.'"

Even the child's fear of public speaking can be dealt with positively. Whitney suggested explaining that the nervousness is really energy — something good that all effective speakers feel and that helps them maintain enthusiasm, interest and vitality. Moreover, it's something we can learn to control and use.

Encourage Talking

As with feelings, some people think they must enlarge upon or correct opinions — especially those of youngsters. Frequently the subject matter itself can be of little consequence. For instance, the opinion might have to do with the color of a dress, make of a car, or a particular song heard on the radio.

Instead of jumping in with your own comments, Whitney suggested listening

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and then asking questions that call for more talk from the child. In that way, children learn that what they have to say is important. Whitney said most youngsters are eager to learn to talk. They only begin fearing it if they become convinced that what they have to say is of no value or if they're made to feel foolish when they speak.

As for television, Whitney compared it to that old adage most parents no longer use: Children should be seen but not heard.

Just as that rule attempted to mold youngsters into spectators rather than speakers, so television helps make children into viewers rather than performers. Whitney suggested helping youngsters become selective viewers and limiting television time or at least equalizing it with reading and talking time.

Finally, Whitney outlined some projects and activities that help foster speaking ability and confidence:

• Have family dinners. Have youngsters help plan the menu. Play a word game. Encourage children to write and read stories and poems of their own. Discuss current events and programs and ask for individual opinions.

• Hold a family show night. Use dress-

up clothes or puppets and write a skit for children to follow. If you're out of plot ideas, try dramatizing a favorite story-book. Encourage children to write and act out their own scripts.

• Use a tape recorder. Give children an opportunity to hear themselves. As the child grows more confident, offer positive criticism for improving presentation. Show children that you cherish their tapes by keeping them in a special place, just as you do the family photographs.

While these suggestions are by no means a cure-all or sure-fire preventive for everyone's fear of public speaking, Whitney said that usually youngsters accustomed to being talked with and listened to have an easier time. "You probably can't make their path to the podium absolutely smooth. There will be some toe-stubbing — that's okay. That's how we gain confidence. But probably what you can do is help turn a reluctant shuffle into a springy walk down that path." 🎤

Freda Grones is a free-lance writer, editor and creative writing instructor in Orange County, California. She is co-owner of The Write People, which specializes in public relations, resume writing and editing.

POSITIVE THINKING ...AND WINNING SECRETS

by Ty Boyd with Betty G. Ahearn

There's a saying that goes, "Things turn out best for people who make the best of the way things turn out." Many successful people I know have attributed their success to this secret. They all agree, too, that the secrets to success are inside each of us. First, you must have positive self-acceptance. Second, you must have a clear, practical goal. Next, you should have means to achieve that goal, and, finally, you should direct all means to that end.

These secrets have been around a long time. Aristotle said it 300 years before Christ. The Bible is full of such secrets. But it is important to keep hearing and reading them and seeking other positive thinkers. Like an athlete exercising, we need to keep at it—to keep recharging.

Does positive thinking work? Well, let's say it won't prevent tragedies and disappointments in life. But positive thinkers believe that if you fall, you don't give up. You get up! In other words, to say "I wish" is negative. To say "I will" is positive. Believe the good will happen, expect it, and it will happen.

Out of positive thinking comes the realization we need only find our greatest strengths and use them for all they're qualified to accomplish. But to do that, you need to have a clear understanding of where you're going. Ninety-five per cent of us have no clear goals in life—at least, a written-down, definite goal with a definite accomplishment date. But of the five per cent who do have goals, 95 per cent succeed.

Therefore, it's not how smart you are but how you use your smartness that

counts. Knowing where you are going is the most important step to anywhere. If you know your destination, you don't have to fear the unforeseen, for you will be in control of your destinies.

Secrets of the Famous

You can learn winning secrets from the lives of others who have been successful. Alex Haley, for instance, had a winning secret that helped determine his success. As an enlisted man in the U.S. Coast Guard, he had various jobs, many of them menial, such as cooking and washing dishes. While earning a living this way, he was preparing to make a mark in the

It's not how smart you are, but how you use your smartness.

world as a great writer. He used his free time aboard ship and shore to write. He penned love letters for shipmates and wrote articles to submit to magazines and newspapers. In his first eight years of writing he was unable to get a single manuscript published. How many of us would persist with such rejection?

He revealed his secret to me. "Ty, when I first considered writing for a living I took a volume I was reading and simply began copying it word for word. You know, the secret that jumped from those pages of copying was *apply discipline*. Each word must have a definite place in the para-

graph. There had to be a reason and benefit from each word. I learned that I must have discipline in everything I did. Learning discipline took time and, thank heavens, I learned that secret. Otherwise, I would never have continued."

Eight years later Alex did reach his goal. He established the literary question and answer format of the *Playboy* magazine interviews. He collaborated with the late Malcolm X on a best-selling biography. Then after nine years of research and three of compilation, *Roots* was published—the first totally documented book that traced the history of black America to western Africa in the 1700s. In seven weeks after publication, *Roots* was on the top of the best seller list, had sold over half a million copies and was scheduled to be used as a text in more than five hundred colleges and universities. Next came television dramatization.

Now take a look at H. L. Hunt, a man who amassed more wealth than Howard Hughes. This example has been used in many speeches to management, sales, civic and association gatherings.

"How have you been able to amass billions of dollars, Mr. Hunt, while most of us have trouble paying bills at the end of the month?" he was asked. Hunt's answer was simple, but it could work for you and me. "Decide what you want," he answered. "Decide what you'll give up to get it. Set your priorities, and be about your work."

Giants of commerce have scoffed at this trite bit of advice. Even I was disappointed at hearing it, expecting something like Einstein's theory of relativity or the Pythagorean theorem. Yet this man made a great fortune by following this belief.

John D. Rockefeller shared a secret from which you can profit. At the height of his career when his weekly income was about \$1 million, Mr. Rockefeller asked his physician, "What can I do to insure being around to enjoy my good fortune?"

The doctor answered, "Push away from the table while you're still hungry, stop worrying, and get some physical exercise every day."

The doctor's simple advice became Rockefeller's secret of longevity.

Now don't say this is too simple to be effective. Before you form an opinion, think about the three biggest crippler/killers today: overeating, stress and lack of exercise. So heed Mr. Rockefeller's secret for a longer, healthier life if you want to be around to enjoy your good fortune.

I always ask those I meet their secrets. The answers are often great, many as simple as those listed here. I urge you to ask the same question and to listen to the answers. You may discover a secret that will change your life.

Developing Speaking Skills

Many of you ask, "Why should anyone want to speak in public?"

There is a direct correlation among

erector set and look at it, like a table of contents. I know it so well I can go in and quickly pull out the next thing. The better you know what you're going to do, the more license you have to wing it into unexplored areas.


As for notes, I don't require them. I like to get away from the platform. A talking head can put people to sleep, so I move out and touch people.

I'll use notes occasionally if I want to refer to something I've just learned or something that's highly technical in another field. I take out the notes, read them, openly read them, and then put them back in my pocket. Actually, reading specific materials from the source qualifies the materials.

Many novice speakers speak only once or twice a year—before a board or sales meeting, for example. To be very good at it, here are some suggestions.

First, decide exactly what your message is, then write down as much as you can about it. Reduce your talk to no more than three points. Then do research at the library, read trade journals and interview people in the subject field. Follow every resource you can.

Write down all the information you can find on each point. Then go back over your notes to organize and structure your speech to the time and occasion. After the speech is put together, rehearse, rehearse, rehearse.

It may be that the greatest secret of all is that we must be willing to work on what happens in our minds and bodies as well as what happens on the outside — for somewhere, waiting inside us, is the ability to do great things. It is necessary only to seek and to find. 

From an interview with Ty Boyd and a chapter in a soon-to-be-published book by Speaker Associates, a group of 18 top professional speakers.



Betty G. Ahearn is a freelance writer and has been published in many national publications. She is also a poet, with her work appearing in a variety of juvenile and adult periodicals. She lives in

Charlotte, North Carolina.



Currently one of the nation's most popular professional speakers, Ty Boyd will be bringing his brand of enthusiasm to the Toastmasters International 51st Annual Convention later this year. Boyd will present the key-

note address on Wednesday morning, August 18, 1982. Incidentally, this year's convention promises to be the largest ever, with some 2000 Toastmasters and guests expected to attend. Detailed convention information will be published in upcoming issues of *The Toastmaster*, so plan to be in Philadelphia August 17-21.

con-fi-dence *n.* 1. Trust in a person 2. An intimate and trusting relationship. 3. Something confided, such as a secret. 4. A feeling of assurance or certainty, especially concerning oneself.

Synonyms: confidence, assurance, aplomb, self-confidence, self-possession, self-reliance. These nouns imply trust and faith in oneself. Confidence indicates a belief in a person. Assurance implies a feeling of certainty. Aplomb implies poise and self-assurance. Self-confidence, self-possession, and self-reliance all imply consciousness of one's own powers and abilities. Self-confidence stresses trust in one's own self-sufficiency. Self-possession implies control over one's own reactions and a tendency to be self-assured. Self-reliance stresses self-trust manifested in action and implies independence and self-sufficiency.

—The American Heritage Dictionary—

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Reduce your talk to no more than three points.

being able to communicate, having responsibility and the remuneration we receive.

I advise everybody in my audiences to join Toastmasters or go to a community college for public speaking courses or read books on public speaking. But act! Public speaking is an acquirable skill and it makes an enormous difference in your self-image and in the image others have of you.

Many ask how to control those nervous feelings. First, be well rehearsed. Also, be confident of your subject matter. Get experience. Validate yourself. I say to myself, "I'm interested in this audience. I'll do my best job and be the best I can be." But my audience's approval or disapproval will not qualify me. You must establish your own self-image. The reason many of us don't like to speak is our fear of failure. My success or failure has very little to do with whether or not an audience sees me as a big leaguer or an also-ran.

Sometimes I am asked what to do when your mind goes completely blank. You punt! What I do, though, has helped me in such situations. I put every speech I make on a framework, just like building construction. In construction, they first put up an erector set and hang the sides. I have a mental erector set. If my mind goes blank I can always go back to that

SAVE YOUR VOICE— SPEAK THE NATURAL WAY!

by Mark Bruce

Train your voice and control your breathing so you can speak as long and as loudly as you want.

Did you ever hear a baby cry? Babies, as any mother will tell you, know how to cry long and loud. They can project those little voices for hours, sending the cry across whole city blocks — yet they never lose their voices. Did you ever hear of a baby with laryngitis?

Babies naturally keep their throats relaxed and pull their sound from the abdomen. Since they lie on their backs, they don't have to force sound up with an abdomen crushed by bad posture.

We were all babies once, and we all were able to project our voices for long periods of time without getting hoarse. It is when we get older, when we learn bad posture and try to control our voices by tightening our throats, that we run into trouble. If your throat gets raw and your voice weakens when you speak for more than a few minutes, it's because you're speaking from your throat and not your abdomen.

Strangely enough, speech instruction books are full of suggestions on how to write and deliver a speech but silent on the proper methods of breathing and the use of the abdomen. Speaking from the heart is not enough; you have to learn to speak from the abdomen as well.

There are actually three places in the body from which you can speak: the throat, the chest and the abdomen. Most untrained speakers speak from the throat because they think they can control their sound easily that way. This is not only wrong, it's dangerous. Sound that comes from the throat tightens the throat, producing a pinched, nasal sound. It results in shallow breathing, so that you have to speak in short gasps. It bottles the tone and resonance, making the sound thin and high. Your voice won't travel very far, either.

Worst of all, speaking from the throat overtaxes the vocal cords. It can make you hoarse if you speak too much — the same way that vigorous cheering at a football game will reduce you to a whisper the next day. If you do it too often, it can ruin your voice entirely. Just ask Rod McKuen, the hoarse-voiced pop poet who says he used to have a clear, resonant voice but

ruined it when he had to shout to be heard over the rock bands with whom he used to sing.

Sound that comes from the chest is slightly better, but only slightly. It still produces shallow breathing, the tone is still weak because the throat is tightened, and it sounds hollow.

The best place from which to speak is the diaphragm and abdomen area — the technique known as “belly breathing” because, instead of expanding your chest to breathe, you expand your belly. This type of breathing produces a clear, resonant tone that projects a long way. It gives you more breath, so you can tackle long passages of words without losing tone or strength at the end. It also relaxes the throat, so that the vocal cords are not overworked and worn raw. Belly breathing is one of the first things a singer will learn. It's one of the reasons Barbra Streisand can sing for hours and still sound as strong or stronger near the end as she did when she started. As a matter of fact, Arthur Lessac, who did pioneering work in the physical aspect of speaking, once bemoaned the fact that more singing wasn't taught in schools. Not only would it make school more enjoyable, Lessac said, but it would teach youngsters how to breathe when they made a sound. Children wouldn't grow up with the bad speaking habits most have now.

Loosening Up

The first step in learning how to breathe and speak from the abdomen is to relax. Breathing and speaking should be natural. Tenseness tightens the throat and the sound. Dangle your torso over your waist as if you were a rag doll. Rotate your hips, letting your arms and torso flail loosely. Straighten up. Stretch your arms toward the ceiling. Then stop. Repeat the exercise. After a few times of this “rag doll” exercise, you should feel pretty loose.

Now relax your throat. Yawn as if you were sleepy. Feel how open and free the throat feels? It should always feel like that when you're ready to speak.

Next, it is important to have good posture. You've probably already heard that you have to stand up straight when

you speak, but usually you're told that this makes you look better and more confident. More importantly, though, it makes you breathe better. A hunched-over figure obstructs the breath's passage from your lungs to your mouth. It also collapses the chest cavity so there's less room for air. And it crowds your abdomen wall and diaphragm so they can't stretch properly.

Take a lock of your hair from the crown of your head and pull up. Keep your head erect and your chin level. Straighten your spine. Tuck the tailbone in, but don't push your pelvis out. Bring your chest up, but don't raise or pull back your shoulders (that would create tension in the neck and throat). You should be able to stand comfortably like this. Keep relaxed. Don't stand at attention like a soldier or suck your abdomen inward, like a weightlifter.

This posture, which we'll call the speaker's posture, allows a comfortable expansion of your lower ribs. It relaxes your neck and throat. It's natural, too. It should become an everyday habit with you, so that it comes automatically whenever you

Speaking from the throat overtaxes the vocal cords.

stand up — whether you're going to speak or not.

Breathing is an automatic process, like the beating of your heart. Unlike the beating of your heart, though, you can control you breathing. This is due, in part, to the fact that you can control your voice. You produce sound in your throat by vibrating the tissues known as vocal cords with your breath. The sound comes out with the breath.

To control your breathing you have to understand how your body breathes. In your chest cavity you have a pair of air sacs known as lungs. Separating the chest cavity from the abdomen is a muscular partition called the diaphragm. When the lungs are empty, the diaphragm is relaxed and curves toward the chest cavity. The abdomen wall is sucked inward. Inhale, and the diaphragm contracts — it lowers and flattens as the abdomen wall (the "belly") moves outward. This increases the space in the chest cavity so the lungs can fill with air. Exhale, and the diaphragm

and abdomen wall return to their original positions, pushing the air out of the lungs.

You can see now why sucking your belly in to look better will make your breathing shallow and squeeze your tone. By doing this you decrease the size of your chest cavity and the lungs' capacity for air. With less air, a weaker tone is produced with the vocal cords.

So breathe from your belly. Stand up straight in the speaker's posture. Breathe in, letting your belly expand. Your abdomen wall is relaxed instantly and it falls away from your chest, letting your diaphragm stretch to a lower position. Don't let your chest move, though. Keep it high. Your lungs now have room for a deep breath.

Now, breathe out, pushing out and down all the way around your waist with your belly. Your abdomen wall goes to its inward position and the diaphragm moves with the breath while moving to

its highest position, pushing the air out of the lungs. Then it drops back to its relaxed position just before you take your next breath.

Do this a few times, remembering to push out and down all the way around your waist when you exhale, to keep your chest high without moving it, and to keep your throat and neck relaxed. Try to take a deep breath like this, hold it, then blow out slowly by pushing out your abdomen. Push, but don't force. Make it smooth. This will build your breath capacity.

Speaking from the Abdomen

Now for the moment of truth — making a sound with the abdomen. Assume the speaker's posture. Place the tips of the fingers on your left hand on your diaphragm (about an inch and a half below the breast bone). Take a deep breath, keeping the throat relaxed. Now, pushing out and down all the way around your waist with your belly, say "hah!" Feel

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the kick from your diaphragm? Feel the vibration from your abdomen? Do it again and get used to the feeling.

Next, keeping your left hand on the diaphragm, put the finger tips of your right hand on your belly. Relax your throat. Now repeat "hah, hah, hah, hah" in staccato (meaning with short, repetitive bursts without taking another breath). In addition to the diaphragm's kick, you should feel the belly pulling in.

When you get used to this, take a deep breath with your belly and say, "Mary had a little lamb, its fleece was white as snow" in one breath. Again, keep your throat relaxed. Keep the chest up and don't move it. Keep your arms relaxed. It should almost feel like you're not talking at all.

At this stage of the game, you should start thinking about supporting your tone. This means that you have enough air to say what you want to say, that the air comes in a steady stream, and that there's enough pressure in your abdomen and diaphragm to support a clear tone. It is the base of your speaking.

From "Mary had a little lamb" you can graduate to speaking poetry or even singing. As you might have guessed, singing is great practice for the speaker. It's no coincidence that many college courses for radio and television announcers require at least one quarter of singing voice training. Also, once you master

breathing and speaking from the abdomen, you can start working on your gestures — comfortable gestures that won't make your torso tense.

Obviously, the important muscles in belly breathing are the abdomen muscles and the diaphragm. The stronger they are, the greater your breath capacity. To strengthen these muscles, a few minutes of sit-ups and leg lifts will work wonders. In doing your sit-ups, keep your knees

Singing is great practice for the speaker.

up and breathe in when you sit up. This will strengthen the diaphragm, the major muscle used in breathing. While doing leg lifts, hold your breath. This will also strengthen the diaphragm.

An exercise singers use to increase their lung capacity and strengthen their diaphragm is the knee bend. Assume the speaker's posture. Now, exhaling and keeping your spine straight, bend your knees so that you're almost sitting on your heels, balancing yourself on the balls of your feet. Keeping the spine straight,

come back up, taking a deep breath into your belly as you do. You may want to place your hands in front of your stomach (without touching it) to keep your balance. Do this slowly a few times.

Fifteen minutes of these exercises every day will strengthen your abdomen and diaphragm, particularly if you increase the number of them that you do each day. Don't exhaust yourself, though; exercise until you're almost tired, then stop.

By doing these exercises and practicing your breathing and speaking, you'll build your tone and your voice. After a while you'll notice that you're projecting a lot farther than you could before. Your voice will sound fuller and deeper. Just listen to a good radio announcer. Hear the rich, deep tone? He's pulling his sound from his abdomen. You can, too.

Remember, this is the natural way to speak — it's the way we make sounds when we're babies, before we learn the bad habits of poor posture and of trying to control our throats. With a little practice, you can train your voice and control your breathing so you can speak as long and as loudly as you want. And you'll attract as much attention today as you did when you were a toddler, using your voice the natural way! 🎤

Mark Bruce is a free-lance writer in Eureka, California.

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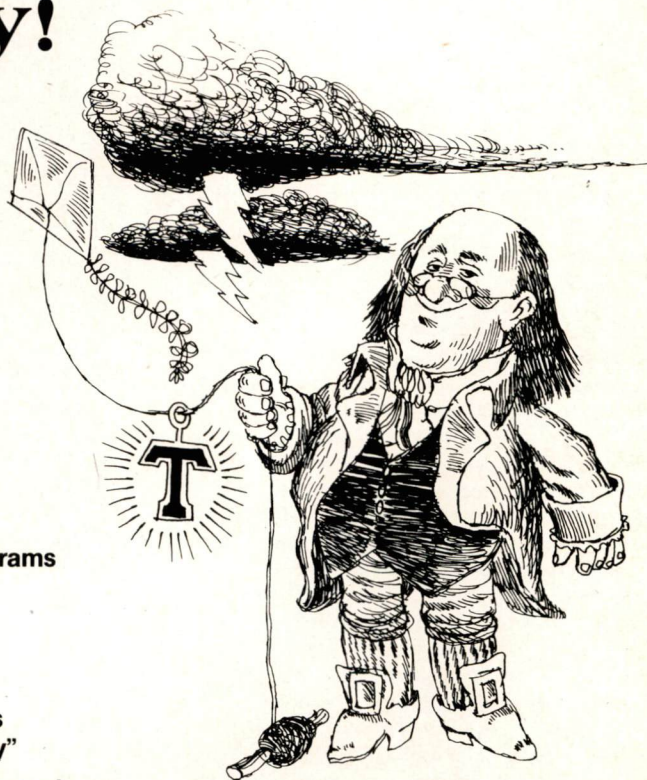
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See you in Philly!



Setting unrealistic goals will lead to frustration and failure.

GOALS FOR SUCCESS

by Dr. Joyce Brothers

There's an old saying that's been passed down through generations. It goes, "Be careful what you wish! Chances are you'll get it!"

Translated into the world of business, this means that before setting up goal posts and racing down some field with the ball, it's important to take a close, careful look at those goals. It's essential to take the time to define what success means to you. It may have a different meaning to the man or woman in the next office, but what counts is whether or not you're running in the right direction for you.

Before you decide where you want to go in life and what you want to do, you need to know as much as you can about yourself. You need to know that the goals in your life are really your goals, not the goals of your father, mother, great uncle or big brother. If you're running just to please someone else, you may spend half your life working toward some goal only to find out when you finally arrive, you never wanted to be there in the first place.

Happiness, success and the good life are not known, fixed, timeless goals, the same for all. Each is a matter of individual choice. We often tend to think of happiness and success as distant goals, things that exist only in our tomorrows. Actually those who are happiest and most successful in life learn to find and experience moments of success every day. Success is a process, a way of becoming, and as educator and psychologist Dr. Carl Rogers points out, continual change is the essence of the goal. In individual living, in man-woman relations, in our work, even in our place of living, we expect change and progress to be central.

This doesn't necessarily mean that we need to change jobs, mates or residences every few years. It means that we expect and accept changes within ourselves, and

as we change, we may change our goals. We allow for changes within our marriage and our jobs.

It seems obvious that in a free society both life goals and work goals involve choice, and yet it's surprising how many people have failed to exercise that choice. Things always seem to happen to them, and happen so fast there's never time to consider the outcome.

As psychiatrist Dr. Roy Menninger points out, we cannot think about goals without asking to what purpose we dedicate our efforts and our lives. "Most of us find such difficult questions easy to avoid, presuming that time will answer them — and indeed it will, though not necessarily to our ultimate satisfaction," he says.

Dr. Menninger asks, "Does one's use of one's vital resources truly reflect his or her priorities?"

Without much thought, most people answer that it does. Yet studies have repeatedly shown this is rarely true and that much more often the busy executive is spending 90 percent of his or her time on matters that could better be done by others.

You have a limited amount of time each day and, like it or not, you also have a limited amount of energy.

How much of your time and energy is used to pursue your life and/or work goals? Are your life and work goals out of balance? Are you married to your job? Do your employees or colleagues get more of your time, interest, energy and patience than your children or mates?

As Dr. Menninger points out, it's not that imbalances are wrong, but they're probably inconsistent with your own statements about your personal priorities.

It's this inconsistency that produces a subtle but corrosive tension. What often happens is that your conscience cries out for one commitment while your activities

express another. Dr. Menninger says this action is a consequence of a general failure on your part to consider your goals, your priorities and your plans for reaching them.

The Struggle for Perfection

One danger of unrealistic goals is that your reach exceeds your grasp in every direction. You want total perfection. You want to be the perfect parent, the perfect spouse, the perfect boss — the perfect person. What often happens, as I'm sure you know, is that this leads you to take on too much responsibility. You're constantly driven — often toward opposing goals. Because of overcommitment, you seem to do less than your best at everything and you experience a constant sense of frustration and failure. Frustration, failure and guilt were not your goals.

Are your life and work goals out of balance? Do they complement or contradict one another? Do your goals accurately express your values? Are they really your goals or someone else's? Are these goals for real or only for show? "Hey, wait a minute!" you say. "It's all too much. I don't know."

Planning and stating objectives are a vital part of every organization. They're equally important for you as an individual.

But stating your objectives and goals may be difficult because you are constantly changing. One way to help you get back in touch with yourself is through the quick list technique. When you write down the three things you want more than anything else at a given moment and write as fast as you can, a pattern begins to emerge and the unconscious takes over.

Get a pad and pencil and quickly, without thinking, write down the three things you want most in the world at this moment. This is just for *you* — for your eyes — so you can be totally free.

At this moment, when you read what you've written, you may not feel this list gives you any new insight into yourself. Tuck the list away in some secret place, however, and take two minutes once a week for six to eight weeks to make another quick list. You'll find when you compare all the lists, you'll have a clearer

idea of your goals and the direction in which you should be moving. You may discover changes in your goals. Do these changes reflect personal growth and achievements? Or do they suggest that you've lost sight of what you really want? Do they indicate you may be moving in a direction that is wrong for

you? Or are you right on target?

If you're confused, you might like to experiment with some variations on the quick list theme. The following three variations may help you solidify your ideas about your goals and your future. Using the same technique, write quickly, without stopping to think:

Psychologist To Receive Golden Gavel Award

"(People) want someone to hold them up, someone to hold out a hand to them," noted psychologist Dr. Joyce Brothers said in a recent interview with *The Baltimore Sun*. "That's what I try to do."

Dr. Brothers' dedication to helping people has earned her respect and admiration from people around the world. It has also earned her Toastmasters International's highest honor — the Golden Gavel.

Next August the renowned psychologist will appear before a Toastmasters

audience to accept her award, which will be presented during the 1982 International Convention August 17-21 at the Franklin Plaza Hotel in Philadelphia, Pennsylvania. A special luncheon will be held August 18 to honor her work as psychologist, speaker, educator, author and consultant.

Through her lectures, books and appearances, Dr. Brothers offers techniques and guidelines to help her listeners and readers get the most out of their personal and business lives

while enjoying happiness and self-satisfaction. She offers advice on setting goals, developing leadership skills, coping with stress, creative thinking and handling emotions.

Dr. Brothers' contributions to the communications and self-development fields began more than 25 years ago, after she earned her doctorate in psychology from Columbia University. (Her dissertation was on anxiety avoidance and escape behavior.) She then achieved her reputation as an outstanding communicator and leader through her own television shows: "The Dr. Joyce Brothers Show," "Consult Dr. Joyce Brothers" and "Ask Dr. Joyce Brothers." She is now a television commentator for "ABC Eyewitness News" in New York, Chicago and Los Angeles, and for Cable News Network. She also has a daily radio program and is a frequent guest on television and radio talk shows.

In addition to her television and radio appearances, Dr. Brothers writes a column for 350 daily newspapers and her work appears often in popular magazines. She is the author of five best-selling books which have been translated into 26 languages and has produced an audio cassette program, "Dr. Joyce Brothers: Success Is a State of Mind," for Nightingale-Conant Corporation in Chicago, Illinois. Through her work as a consultant and seminar leader, Dr. Brothers offers a psychologist's point of view to large corporations. She also produces executive training films.

"A good company is interested in making its customers happy," she said. "I think companies like me because I'm in touch with people. I know what's on the public's mind."

Dr. Brothers has served on the faculties of Columbia University and Hunter College in New York and has lectured at universities throughout the United States.

Dr. Brothers' success in helping others and her speaking and writing skills make her one of the outstanding communicators and leaders today — and a woman who has earned Toastmasters' Golden Gavel.



- The names of the three people you admire most.
- The names of the three people you'd most like to be or to be like.
- The three nicest things anyone ever said about you.

Now, without lengthy contemplation write:

- The happiest day of your life.
- The most miserable day of your life.
- The person to whom you feel closest.
- The accomplishment of which you're proudest.

Although these may seem simple, if you told the truth and allowed your unconscious to surface without fear of censorship, these lists will reveal your values — at least at this time. A few weeks from now, reread them and ask yourself if you were writing the lists today, would they be the same? Our goals shift from time to time and it's important to recognize this and to compare what we're doing with our present goals.

Personality Types

Psychologist Dr. David Keirsey of California State University separates people into four basic temperaments or personality types. His divisions are similar to those of other experts who've based their analy-

Do your life and work goals complement or contradict each other?

sis on many years of research. See if you recognize yourself.

Let's begin with the *intuitive-thinking* type. If you're one of these, you're probably introspective, always trying to find the "real you." You're attracted to self-improvement groups, you're interested in self-expression, deep relationships and heart-to-heart talks. You're idealistic and have a flair for the dramatic. People like you often tend to be teachers, psychiatrists, actors and journalists, but of course, there are many in business and politics as well.

On the other hand, if you're an *intuitive-thinking* type, you want most of all to be competent. You worship intelligence. Science and technology really turn you on.

You haven't found yourself, yet? Just wait — we've two more categories to go.

If you're a *sensory-perceptive* type, you hunger for action, excitement and adventure. You tend to be impulsive, you love risk and thrive on taking chances. You're apt to find this type dancing until dawn or speeding along some deserted highway at a hundred miles an hour.

Before ruling yourself out of this category because you consider it unflattering or you feel it might hold you back on the job, you might be interested to know that Henry Kissinger is a good example of this group.

Now if you're a *sensory-judicious* type, action is less essential for your happiness. You're the person who keeps the trains running on time. You make the rules and make sure they're obeyed. You're steady, dependable, responsible and sturdy as a rock. Many people of your type go into banking, big business or the Army.

Dwight Eisenhower typified your group. Barbara Walters, Ed Koch and Senator William Proxmire are also good examples.

Dr. Keirsey studied these types to discover if he could make any predictions helpful in determining success in romance. He concluded that certain sets of opposites make beautiful music together, but other combinations almost always spelled disaster.

I've included this list because I believe knowing your personality type can lead to greater success in business as well as in marriage. In human relationships, people are often attracted to, or stimulated by, opposites. In relationships with work, however, people are drawn to, and need, people who are similar to themselves.

These categories can act as a catalyst to start us thinking about ourselves, our goals and how we relate to others. Our relationships to others mirror our relationship to ourselves.

Our lives are like a great circle divided into work, play and love. If you're a *sensory-perceptive* type, and have a job that is sedentary and offers little opportunity for action and adventure, you might either

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Scheduling New Members Into Meeting Programs

Scheduling new members into programs often poses problems. Programs need to be scheduled several weeks in advance; any program change means taking time to telephone all those involved. More importantly, if a member has prepared a talk and is asked to 'step aside' for a new member, he or she may be inconvenienced and disappointed. The phrase "including new member" rhymes with "intruding new member" and that may be how most program schedules view one.

Yet a club must allow new members to participate in programs as soon as they join. A meeting is valuable only to those who actively participate. Immediate participation keeps new members' initial enthusiasm at a high level.

Pershing Point Toastmasters Club 2662-14 in Atlanta, Georgia, automatically leaves openings in its program for new members, usually as timer, counter or pledge of allegiance leader. Most newcomers can do these tasks with a minimum of club indoctrination. And they give the novice member a sense of belonging.

What if there are no new members? The schedule is altered much the same as when a member will be absent. The Educational V.P. assigns a substitute speaker and alerts the Toastmaster several days in advance. The Toastmaster, the Topicsmaster or the General Evaluator can fill any other type of program change just before the meeting gets underway.

The pre-scheduling of new members works well, the club reports. New members remain enthusiastic and involved and are made to feel welcome. And with all of this enthusiasm, other Toastmasters stay active and involved, too!

Workshops Help Students Prepare for Careers

When students in AKPsi business fraternity at Pan American University in Edinburg, Texas, were looking for professional development projects, Joe Davenport had the answer. Davenport, a visiting professor at the university and a member of CPA Toastmasters Club 631-56 in Austin, Texas, suggested a Toastmasters workshop.

The workshops taught students some basic Toastmasters skills they'll need when they enter (and want to get ahead in) the world of business. Davenport conducted the first meeting to show the students how it's done. Then the students took over for the next two sessions.

"Every member felt it was an extremely worth-while learning project," Davenport reports. It also exposed more than 120 students to our organization, many of whom expressed interest in joining.

think about finding a different job, taking up a sport or hobby, or having a relationship with someone exciting who supplies these needs. You could also think of ways in which you might introduce more action and excitement into your present job. Your type of person thrives on taking chances and many businesses and organizations need men and women who aren't afraid of risk.

A Complete Circle

In order to check your goals to make

certain they're realistic and rewarding, you have to know your needs. And when taking an inventory and trying to decide if your needs are being met, you need to include the three pieces that contribute to the whole circle: work, play and love.

If you're bored at work because there isn't enough challenge, the chances are you'll also have trouble at home. The frustration you bring home from work will probably affect your ability to play and relate to your spouse. Almost everyone is

bored some time during each day, but if you find that you're finger-tapping or staring into space for long periods on the job, the chances are it's time to take another look at your goals and decide whether or not your present path is the right one.

Boredom is a warning signal. It's an indication there is a lack of harmony between the conscious and the unconscious mind. It's a state of dissatisfaction — a sense of emptiness that shows you're out of touch with yourself and your feelings. It's a red light and when it flashes too frequently, it's time to re-examine priorities and goals.

Boredom is relieved by change. This needn't mean a radical change such as changing your job. Even the most exciting work can become dull if it's repeated in exactly the same surroundings day after day. Little things can break the monotony, things like changing the time or place of your coffee break, changing the route you take to work, changing the pictures in your office or looking for a different approach to the way you usually solve a daily problem.

Earlier, I talked about the quick list technique as a way to gain self-knowledge and to check your goals. I also think it's worthwhile to take as much time as you need in some quiet room at home. If there's no such place at your home, then try the garage or the privacy of a parked car — any place where you can sit alone and write down what you see as your goals in your marriage and your job, and what you want from life in general. On a separate sheet of paper, list what you think the goals of your company are. Are your personal needs and your life goals in conflict or in general harmony with your organization's goals?

Ask yourself if your professional goals are realistic in terms of your education and your training. If they're not, ask yourself if it's possible to bring your training and education up to the level of your aspirations. If you're thinking of switching jobs or starting on a new career, make sure you're well informed about the qualifications required and whether you're prepared to meet them. If your goals for advancement are unrealistic based primarily on some fantasy of what you'd like life to be, either cross them off the list or get ready to spend the necessary time, money and effort to pay your dues — usually through hard work.

Self-defeating Behavior

It's important to realize that there's no such thing as a perfect job, any more than there's a perfect marriage or an ideal love affair. One of the best ways to sabotage success is to constantly compare what you have to what others have. Envy is destructive to any program of self-improvement. There's nothing good about being slowly eaten up because someone in your office has a more exciting assignment or is making more money. All this

does is make you dissatisfied and less likely to fulfill your own potential.

If you feel you've been treated unfairly, then go to the source or talk it out with your superiors. Take positive action and try to do something about what's bothering you, rather than resenting your colleagues or griping about what you consider unfair treatment.

Psychologist Brad May refers to what he calls the "victim" mentality. Some people set unrealistic goals, goals where they're bound to fail. Unconsciously, they set themselves up to be dissatisfied, and subsequently fired, because of their attitude toward the job. There'll always be problems on the job. It's how we handle them that's important and makes the difference between success and failure.

If you've set your sights on the perfect job, you're setting yourself up to fail. Why? If you had a so-called perfect job would you recognize it, or would you see one in the next office building that was still better?

The average working person spends two thousand hours a year at his or her job. If you've spent time making lists of tasks you'd like, if you've checked the skills and talents needed to perform those tasks, if you've done some self-analysis,

If you're bored at work, the chances are you'll have trouble at home.

redefined your goals, and have decided that the two thousand hours you spend on the job each year are making you miserable, before you quit, take just a few more days to experiment and examine some possibilities for change.

In doing this, Dr. Martin Shepard in the *Do-It-Yourself Psychotherapy Book* suggests the following exercises:

- List those work tasks you perform alone and feel yourself to be quite competent in. For the next week, try delegating those responsibilities to others.
- Allow yourself a full half-hour fantasy in which you imagine that you quit your current job within the week. Fantasize what happens to you next. Whom do you first tell of your leaving? What is his or her response? How does it affect those around you?
- Spend one day performing your current tasks from a new point of view. Instead of rushing to get your tasks over with, try to experience them anew.
- Pretend you're doing everything for the first time. Things are usually most interesting when we're learning something new. Talk with a superior and see if you can add something new to your present work.

If you try all this and still hate your job, maybe it's time to switch jobs, or even

careers. If your goals are that far out of line with your job, you're not performing well.

Behavioral researcher David Coburn of the University of Toronto surveyed over 700 men and found that those workers who said their jobs were sometimes more than they could handle reported feeling high stress but were generally happier with their work than those who felt their jobs were too simple for them. Those who found their jobs dull and unchallenging reported little stress but tended to dislike their work. This study seems to indicate, once again, that if workers were better matched with jobs that they feel are commensurate with their abilities, there would be higher morale and fewer ulcers.

Of course, it isn't always possible to match a worker with a job that utilizes his or her full capabilities, and employees and management often disagree about employees' talents. This may mean that an employee has to change or redefine goals. This ability to roll with life's punches, to be flexible enough to be able to adjust and compromise without losing self-esteem, is part of that magic word — maturity.

Annual Inventory

Because almost everything in life changes, I believe it's important to set aside some time each year — preferably a time shortly after one's been on vacation — to take an annual inventory of goals and accomplishments. Many people have a custom of doing this the first week in the new year. They may not actually make a list of what's happened over the past year, but unconsciously they take stock of their lives. In my opinion, this is the worst time to take an inventory for a number of reasons. This is a period when most Americans are at a low ebb. They're tired from too much family over the holidays, too many parties and too many bills to pay. Often they need the first two weeks in January to recover from overindulgence. What might seem like an accomplishment in September may look like a failure in January.

When you do take this inventory, I suggest you actually make a list with pencil and paper, rather than just review the year in your mind. This will give you an opportunity to compare your objectives with how far you've traveled on the road toward achieving those objectives from year to year — or month to month, if you prefer.

While you may initially want to do this in privacy, later you should share it with those closest to you. Whenever you're thinking about goals, it's a good idea to include your family. Talk over the details of your goals with your spouse and see how he or she feels about them. Does your spouse have similar life goals?

Obviously, if your goals and the objectives for your family are very different from those of your spouse, there's going to be conflict, resentment and tension that

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will stand in the way of achieving whatever goals you may have.

Whenever you take this inventory of achievements and failures, accent the positive. Don't sell yourself short. Try to be as rational, unemotional and realistic as possible. This is another reason it's important to share this experience with someone else. A spouse may be able to remind you of some achievement that you took for granted, or that you overlooked.

At work, at least once during the year, have a talk with a superior and share your goals with him or her. Even if your superiors know where you hope to go in the job, it doesn't hurt to refresh their memories. Most bosses wouldn't consider once a year pushing. Neither bosses nor spouses are mindreaders. It's necessary to share and to communicate feelings as well as ambitions and goals.

We're all interdependent and we're all part of a community at home and on the job. Being aware of and sensitive to the fact that everyone has life and work goals helps us be more tolerant and understanding of others' weaknesses and of our own. 🍷

Dr. Joyce Brothers, Toastmasters' 1982 Golden Gavel recipient, is a popular educator and appears regularly on radio and television programs. She is also the author of five best-selling books. Dr. Brothers will accept her award during the 1982 International Convention August 17-21 in Philadelphia, Pennsylvania.

GETTING THROUGH THOSE CRUCIAL FIRST MINUTES

by Burton J. Rubín

The introduction seems to go on endlessly. You try to listen but can't. Your opening lines flash through your mind again and again. You hear the blood pounding in your veins. Your palms sweat. Finally, you hear your name called. The scraping of your chair as you get to your feet sounds strange and distant, as if you weren't really in the room. You take a deep breath and start for the lectern.

For most speakers, the first few minutes of a talk are among the most difficult. It is in these first few minutes that anxiety tends to be at its highest. At the same time it is often in the first few minutes that an audience is won or lost. Capture an audience's attention at the beginning and you have a good chance

If you start off relaxed, your confidence will build.

of getting your message across. Lose them at the beginning and it may be impossible to get them back.

So it is for the speaker, too. If you start off reasonably relaxed and confident, your confidence will build and you will become more relaxed and more effective as you progress. Start off tense and it can sometimes be a battle just to get through your presentation.

There are several reasons why the first few minutes of a talk produce the most anxiety, even for experienced speakers.

As human beings, protection of our self-images, our egos, is no less important and no less inborn than protecting our physical safety. Just as our bodies respond with the appropriate "fight or flight" reactions to perceived physical danger, they respond in precisely the same way to perceived ego danger, such as not doing well in a speech. Unfortunately, the tightened muscles, increased heart rate and rapid breathing that enable us to dash for safety when confronted with

a speeding car while crossing the street, make us uncomfortable and detract from our performance in the public speaking environment.

Dispelling Fear

Since such thoughts as "What if I don't do well?" cause the body to respond with the physiological reactions we call nervousness, the first few minutes of a talk are particularly difficult. Later the speaker, if he or she is doing a good job, will become absorbed in his or her talk and these troubling thoughts will disappear. As soon as this happens, the speaker will relax. During the first few minutes, however, there is the added tension that is always present when strangers meet. Neither audience nor speaker knows what to expect of the other. The speaker is not yet sufficiently into the talk to have become absorbed and has yet to establish a rapport with the audience. It is in these first few minutes that troubling and distracting thoughts can trigger nervousness that can detract from the performance.

Since the initial nervousness most speakers have is brought about by their concern for how they will do, getting rid of those thoughts should get a speaker off to a steadier, more confident start. In practice, however, telling someone not to have an anxiety producing thought is not very helpful. Typically, if you tell someone not to think about a purple elephant, for example, they find it practically impossible to think of anything else. It turns out that the way to get rid of an unwanted thought is to replace it with another thought. Public speaking offers many good opportunities to do this through concentration on the physical environment.

Too many speakers rush right into their talks, like race horses bolting the starting gate. Some start even before they reach the lectern. But giving a speech is not a race and starting with a high level of anxiety can get you off to a shaky start. Instead, take command of the speaking situation and, most importantly, let your level of anxiety come down.

The pressure to begin immediately that some speakers feel does not come from the audience, but from within. Remember, as the speaker you have the right to pause


until you are ready to begin and until you have the audience's attention. You can use this pause to lower your level of anxiety by concentrating on some physical aspect in your environment, such as the lectern, for example. Fully concentrate on its surface, its grain or texture. You will be surprised to find that doing this for only a tiny portion of a second will displace unwanted thoughts that may be raising your level of anxiety. Alternately, you can focus on someone in the audience, concentrating on the texture or weave of the person's clothing. When your level of anxiety is steady or falling, but never when it is rising, you are ready to begin.

Slow Start

When you do start, you should start slowly; the more anxious you feel, the

The more anxious you feel, the more slowly you should speak.

more slowly you should speak. Eventually, when you have become sufficiently absorbed by your presentation you will cease to be troubled by extraneous thoughts and will relax. In the meantime, the discipline of speaking slowly absorbs the intellectual capacity otherwise wasted on such fear thoughts as "How will I do?" Speaking slowly also will make you come across to your audience as thoughtful and confident until your own confidence emerges during your talk. It also hastens the time that your own self-absorption will take over.

By following these four simple suggestions—pausing before you begin speaking, concentrating on something in your physical environment before you begin, waiting until your level of anxiety is steady or falling, and starting slowly—you will get off to a confident start that will put you well on the way to an effective talk. 

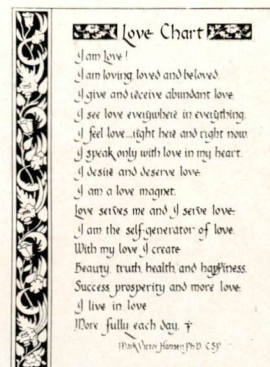
Burton J. Rubín is educational vice president of Capital 876-36 in Washington, D.C., and a therapist with the Phobia Program of Washington.

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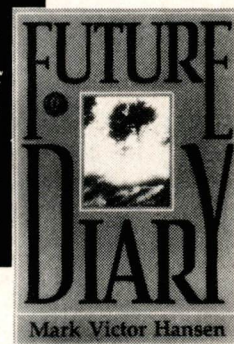
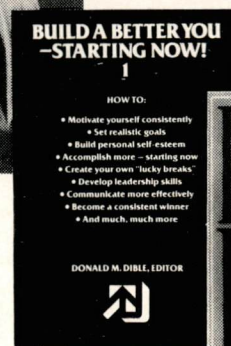
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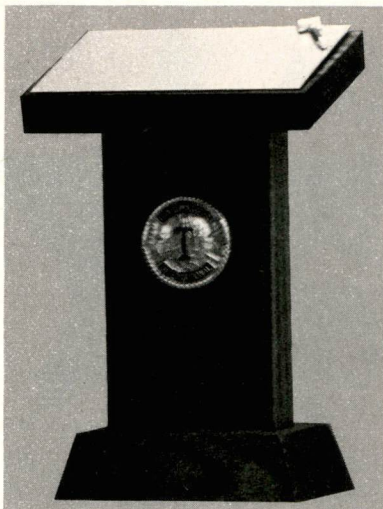
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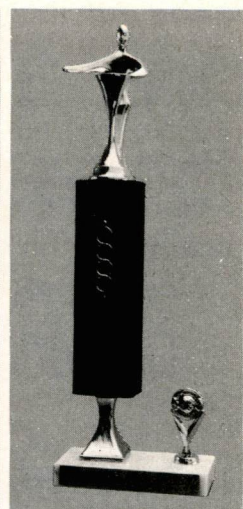
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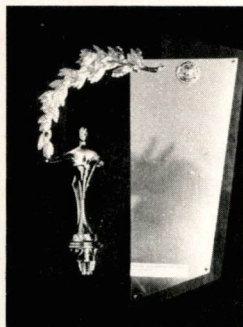
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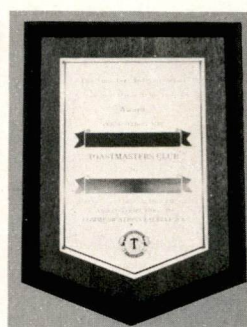
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Putting your imagination to
work in speech writing.

CAN YOU IMAGINE IT?

by David Trembley

The problem most of us have in writing and delivering speeches is that we jump into the process too far down the line. We start off by considering the logic of our communication or the impact we want to make upon our audience. Sometimes we even start off by looking for little jokes and stories we can tell which will — we hope — make our presentations interesting.

But that's not the place to start. It's not close enough to the beginning. What is the beginning for *any* piece of communication?

Before you read one more word in this article, stop and consider that question.

The beginning is not the main idea. If that's the answer you came up with, you've been living too much in your head. You're trying to understand the communication process rationally, which is a good thing to do, but it's not the most basic thing.

Setting an appropriate mood is not the beginning, either. That too is important to do, but it's not most important. If it's the answer you came up with, you've been living too much in your heart. Feelings matter, to be sure, but feelings aren't what come first.

I have been sitting here trying to imagine what other wrong ideas you might have had, but all I could imagine was that you became distracted by thinking about the next situation in which you will be required to make a presentation. If that's what you were doing, you might have said the beginning is:

- Filling the time (having enough to say).
- Making a good impression on the boss (or the clients or your colleagues).
- Just making sure you don't blow it.

Notice I said I was *imagining*. Consider these words carefully. What have I been

The beginning of any communication is imagination.

imagining? At the simplest level, I have been imagining what it is like to have a speech assignment and to be at the beginning of that assignment with nothing yet on the paper. I've also been imagining all the steps that will be involved in moving from that condition to the completed speech.

But that's only the first level, and there's a lot of thinking in it. Thinking and imagining are not quite the same. The point is that I've been trying to imagine you. I have been seeing you at home. In one of my images you are sitting late at night at the kitchen table. You have a stack of your daughter's notebook paper in front of you, and you have very carefully sharpened at least five pencils.

Another image I have of you as I try to visualize your first writing efforts is that you're still sitting at home, but not in the kitchen. In this image, you have your own office in your home. It's still late in the evening, but this time you are writing with a pen. It's a fountain pen, the one your cousin Matilda gave you when you graduated from law school. You only use it when the results have to be just right.

You understand, of course, that it doesn't make very much difference

whether I was right in those images that I had of you. The power of imagination is a much greater issue than whether one is right or wrong. We'd better get clear about exactly what it means to imagine.

Mental Pictures

The basic building block of imagination is one single image. An image is something we see. When we're talking about imagining images, the seeing is pretended. It's not actual seeing with our eyes, but seeing with our minds.

Seeing is basic, but the other sensory impressions will come along if you will only relax and let them. When I saw you in the kitchen, for instance, I also heard your spouse turn up the television in the family room. I heard you shout to your mate (in exasperation), "Honey, will you please turn that thing down?"

Do you begin to sense why imagination is such a powerful beginning for all communication? There's a quality of playfulness in it which encourages spontaneity and surprise. The basic thing that using our imagination accomplishes is that it connects us to the fundamental levels of human experience where all persons are, in fact, the same. It's a childish process, of course. In each of us — no matter how mature and wise and gray we have gotten — lives a little child, who looks, wonders, and is delighted and amazed.

So it's not a matter of learning at all. Mostly it's the result of giving ourselves permission to go back and recapture that which we once were able to do. Imagining is a child's skill, remember. Once upon a time — when you were playing "cops and robbers" or "house" or whatever games you played during your childhood — you were a very good pretender, and pretending, in a disciplined way, is all that imagining means.

Even so, there are some techniques you might practice in order to become a better pretender. Each item on the following list will facilitate your ability to imagine; put them all together and the results are virtually guaranteed.

- Get rid of the distractions. As little noise as possible and subdued lighting are essential.
- Practice rhythmic, slow deep breathing.
- Close your eyes.
- Get comfortable. Lie down on something firm, yet soft.
- Have a way to record your images — a note pad or tape recorder.
- Don't try to force the images. This isn't work; it's play.
- Look backward to images, not forward to results.
- Don't censor yourself. Think what you think, feel what you feel, and let yourself see whatever you see.

Now comes the most practical part of our discussion. Let's work through the process, step by step.

- Select the environment. See the preceding section for its characteristics.

- Lie down and relax. Wait. If you fall asleep, you were not yet ready to begin, but you will be when you awaken. Probably you will dream about the speech situation. If you can retrieve that dream, you will discover that dreaming is one of the most powerful forms of imagining.

- When you see your first image, begin talking about it into your tape recorder. Don't worry about whether or not you're making sense. This is only the beginning.

- If you don't see anything in about five minutes, start talking anyway. Talk into your tape recorder about the kind of picture you might be seeing, if only there were something there.

- Follow the internal process wherever it leads you. This is not rational thinking; it's free association. There'll be time enough to organize it all after the imagining process is over.

- Strike up conversations with your images. Tell them what you feel and think about them, and ask them what they have to say for themselves. If they answer you, put that on the tape, too. If they don't, make up your answers for them, and record that.

- Don't quit until you're finished. If you're really paying attention, you'll know when that is.

In each of us lives a little child who looks, wonders, and is amazed.

- If it doesn't work the first time, try it again... and again. The worst thing that can happen to you is that you'll get in some good relaxing, which is probably one of the things you've really been needing anyway.

Applying the Images

When you're done imagining, you probably will not have a speech, but you will have a tremendous amount of material. Now you have to figure out what to do with it.

Let's pretend your assignment is to deliver a five-minute testimonial at a colleague's retirement dinner. The most obvious place to start imagining is with your colleague. Suppose when you try to imagine him or her retired, you see a suit of rusty armor in a dim and deserted castle. The message is obvious, but not necessarily one you would have been willing to deal with if it had not been for the image. The truth is that the time of retirement is not only a celebration, it is also an occasion of loss, a reminder of time passing, and even a milestone on the way to our own inevitable dying.

How will you treat these grim realities in the context of a five-minute testimonial? It's up to you, of course, but here are two ways you might make your contri-

bution responsive to what you saw. The first possibility is not to make any explicit use of the image at all, but simply to use it privately to remind yourself that retirement is not all sweetness, so your speech should not be unrelieved optimism about what a wonderful time retirement is. The second possibility is to make more positive use of your image and design your testimonial around the unifying idea of war.

In war there are both defeats and victories. There are sufferings and losses as well as victories and gains. So it has been for your colleague who is retiring. Another characteristic of wars is that they are temporary. When the battles are ended, the combatants return to more ordinary civilian living, where there are still abundant opportunities for persons to pursue meaning and value. So it is for the retiree. Simply because one war has ended does not mean that life has ended. What possibilities in your colleague's future can you lift up and celebrate as things of worth that he or she is now free to pursue since the war of work has ended?

What happens when the image you receive isn't so obvious? Suppose, for example, when you tried to imagine your colleague, all you could see was a herd of running zebras. No matter how hard you tried, that stampeding herd was all you were able to see, and it doesn't make any sense to you. Now what are you going to do?

The rule is, "Go with the images you get." Talk to them. Try to make friends out of the images that you see. Ask the zebras, "Why are you running?" Wait for the answer, or make up an answer. It doesn't matter which you do. There are no wrong or right answers for what the images mean. There is only the possibility that you will discover something useful about the situation you are examining — something that you already knew deep down inside of you, but you didn't know that you knew.

What might happen with those zebras, for instance, is that one of them will respond to your question by saying, "We saw something in the grass."

"What did you see?" you ask. "Who saw it?"

"I don't know," the zebra replies, "but it doesn't pay to take any chances."

Be safe... lay low... it doesn't pay to take chances — who in your audience lives like that? Is it good for them... something to be praised, or something to be corrected? How can you work the appropriate response into your five-minute testimonial?

Whatever images you find, you can use them to add a brand new dimension of meaning and power to your product. The trick is to be patient with the process, pursue the images which happen, and be willing to believe that it will work. 🗣️

David Trembley is a free-lance writer based in Burlington, Wisconsin.

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WHAT GETS YOU MOTIVATED?

by The Rev. J. Laing Burns Jr.

One morning two men were talking over coffee. One asked the other, "What gets you motivated?"

"My wife does," he answered. "Each morning she jumps out of bed, opens the drapes and says, 'Welcome to the dawn!' What's your motivating secret?"

"Oh, I'm not as lucky as you are. My wife is so grouchy in the morning the coffee tastes sour. She crawls out of bed, pulls open the drapes and shouts, 'Mow the lawn!'"

We're all motivated by different forces and factors. Some years ago, when I was in the hospital for major surgery, I had a young medical student for my roommate. He was studying intently for his final exams. One of his classmates came by and they studied together. I think they went over four years of medical school in one afternoon! They drifted off their work once, discussing their motivations for study. One confessed, "I'm motivated by fear of failure. It's motivating all right, but it's a lousy way to live."

There are many people like that medical student who are living by the motivation of negativism. Negative pressures such as dominating husbands or wives, overbearing parents, oppressing peers and pushy bosses force people along in the rat race of everyday existence. They're like people being pushed along in a New York subway at rush hour. The joy of life is being crushed out of them.

What's a person to do in the face of such negative influences?

Well, you're taking the first step towards positive motivation when you become aware that you're being used, that you're not being treated as a person. A lot of people are never aware of their intrinsic value. Such persons are slowly edged out of life by disrespect. But if you're starting to feel pinched, you're beginning to catch on that your dignity is being defiled.

Assert Yourself

One day while visiting a nearby nursing home, a nurse's aide asked if she could speak with me for a few minutes. Very quickly, this woman told how she felt her husband and children were putting too many responsibilities upon her shoulders. "They leave everything up to me," she said.

She said she had decided to be more assertive and was going to ask other

members of the family to start sharing the problems they were facing. I assured her that I went along with her intentions. Later she told me her assertiveness worked and her family problems were disappearing.

This woman had become self-aware the hard way, but she had done it. She was on her way to becoming positively motivated.

But becoming aware of oneself is only the first step in becoming positively motivated. There are several other steps which you must also take.

You must analyze your mission in life. Some years ago I served as a civilian Air Force chaplain. One time the officer in charge gave a talk to his men entitled "Remember Our Mission." He emphasized the importance of this particular detachment in the total picture of the Air Force and the country. It was a well planned,

You must seize every opportunity to learn new skills.

motivating and inspirational presentation. In much the same way, you have to recognize who you are and what you're going to do with your life. Your background, education and plans for personal development and service play a vital role in equipping you for your particular mission in life. You must review your career and your short and long term goals so that you might use every opportunity to perform to the best of your ability. Then you must analyze your priorities and devote your time to those goals that are most important.

The third step in developing positive motivation is aspiring to improve your performance. After becoming somewhat successful, some persons settle down into a comfortable existence. This may sound great, but it's actually dangerous. Back in our college days, my fellow students and I joked about the professors who read from time-worn notes. Could it be that such professors were just coasting along? The yellow notes with curled up edges surely pointed in that direction. Maybe these professors didn't realize that if they

wanted to continue to succeed, they had to keep up-to-date on new developments in their fields.

Many times when I've visited patients in the intensive care units of hospitals, I've been amazed at the variety of instruments which signal the patient's conditions to the staff on duty. Those trained professionals can quickly read the facts about a particular patient so they can efficiently take the necessary action.

You'll only be able to regard yourself as professional when you, too, can utilize the tools of your particular vocation. You must also be able to read the charts, know the facts, and quickly and accurately survey the marketplace. Misreading can be dangerous to our professional health.

It takes time to develop these skills, but you've got to do it if you want to move up in the marketplace. You must seize every opportunity to learn new skills. You owe it to yourself and to your business associates to cultivate the winning edge.

Show Appreciation

Finally, to be positively motivated you must appreciate others. You can do this by listening to what others are saying. You can also show your appreciation for others by properly delegating responsibilities. Assignments should be given to people who can handle them. Often failure happens when we delegate a task to the wrong person. A leader must have the ability to pick the right person for the right job.

There's a third way to show your appreciation for others—clear communication. Keep verbal communications short and to the point. When they are intricate or involved, type them (most penmanship is unreadable, except to pharmacists).

When you're listening, delegating, and communicating efficiently and effectively, people will know you appreciate them. They'll be willing to work for you and with you, because they'll sense you care about their role in the company, agency or institution.

How is it with you? What gets you motivated? Are you performing your daily tasks under the influence of negative pressures like the medical student? Or are you enjoying the dynamic flow of positive motivation which comes from awareness, analysis, aspiration and appreciation? The ball is in your court. You are the only one who can answer this question. However, simply because you've read this article, I'm sure you'll deliver. 🗣️



The Rev. Burns is minister of North Riverside Community Presbyterian Church, North Riverside, Illinois. He is a graduate of Wheaton College in Illinois and McCormick Theological Seminary of Chicago. His work has appeared in numerous sales publications, including Specialty Salesman and Salesman's Opportunity of Chicago, Illinois.

THE TOASTMASTER

Using Your Tape Recorder For Self-Improvement

by Don Bauer

As a Toastmaster, you probably have (or have considered buying) a tape recorder. The usefulness of this handy little device cannot be overemphasized. It helps us develop projection and it relieves stage fright. It also permits us to actually hear how we sound to our audience.

In addition to owning a tape recorder, we Toastmasters have at least one other trait in common: we are achievers. We are success-oriented and we strive to improve in our business and personal lives.

Let's see how these two possessions—a tape recorder and a desire to improve—can further complement each other.

• **Developing ideas.** You're driving along a quiet country road, listening absent-mindedly to the radio, and a super idea pops into your mind. You dwell on it for a while, thinking about what a great speech topic it will make and even fantasizing a little about putting it to use to make your fortune. Then your favorite newscaster announces that the sky is cloudy and you get so engrossed that you forget—forever—your excellent idea.

Your tape recorder can rescue your idea from the hidden realms of your mind. If you have your tape recorder handy, you can tape the highlights of your idea as you think of it and later—after the newscast—listen to it and see if the idea is worth developing.

Ideas are ghosts—hazy, almost invisible images that are not at your beck and call. You can't order them to materialize. They just happen, and when they do you either capture them or lose them. They are like dreams.

How many times have you awakened from a deep sleep with the delicious memory of a beautiful dream lingering in your mind—a dream so real and rich in detail that you were determined to remember it so you could tell your spouse or best friend all about it? You went back to sleep, confident that you would recall every vivid detail, but when you awoke you remembered nothing.

Had your tape recorder been at your bedside you could have entered a few key points of the elusive dream. Listening to

those excerpts in the morning would bring it all back—like an instant replay on television.

Remember, the right hemisphere of your brain—the creative side—literally pours out good ideas (and bad ones), but it does not sort them out or remember them for you. You've got to utilize the logical left hemisphere—and your tape recorder—for that.

• **Motivating yourself.** You are motivated in a variety of ways: by stimulating conversation, religious talks, listening to inspirational messages at Toastmasters meetings. You read motivational books, magazines and articles and you give yourself pep talks. You can strengthen the messages from all of these sources with the daily use of a tape recorder.

For example, you finished reading *Your Erroneous Zones* by Dr. Wayne Dyer. You like the book and want the material to become a part of your daily life.

Try taping the twelve chapter headings, leaving long pauses between each heading so the message has time to sink in. Or tape the segments that impress you the most. Then listen to the tape as often as you can. Let your subconscious work on it. Visualize how you will put all these principles to work today.

• **Helping your memory.** After the next Toastmasters meeting, hurry to your tape recorder and record as many small incidents from the meeting as you can recall—who spoke on what subject, where Ted works, the name of the new member, jokes, gossip. Then, the next morning see how much you can recall before you listen to it. You'll be amazed at how much you forgot.

Label the tape and add to it each week. Play it every few days. As you listen to it, visualize the setting—the people, where they sat, what they wore, how they looked. You'll quickly develop a mental profile of the members of your group. As a result, you'll be better able to talk about the things that interest them—their speeches, family, hobbies and jobs. You may also discover that their knowledge can help you in some aspect of your life.

Another memory aid is to record facts that you want—or need—to know and listen to the tapes as often as possible. The facts may be random: elusive names of authors, sports facts, or trivia. Or they may be specific: financial statistics needed on your job, facts for that real estate course you're taking, the names of important business contacts.

I mix them up unless I am working on an important project, in which case I record those facts on a separate tape. Also, I record a question, allow a few seconds for my response, then say the answer. It's almost like a test. An element of stress—trying to answer the question before the recording does—makes it more challenging. The stress creates a stronger mental impression, too.

• **Improving speaking skills.** Long-time Toastmasters probably don't need any help with this one, but sometimes to new members impromptu speeches seem like the most demanding part of Toastmasters. So if the mere mention of table topics causes you to suffer from severe white spots of the brain, try this:

Place two or three magazines, your watch, and your tape recorder on the table. Flip one of the magazines open and start talking about the first subject you see. Limit your talk to two minutes.

Play the tape and evaluate your talk. Was it logically developed? Did it have a definite beginning, middle and end? How could you have improved? Listen to the tape again the next day. Keeping your weak points in mind, give another two-minute talk. Again, play the tape and evaluate the talk. Do this enough, and you are sure to improve.

Most of the techniques I mentioned were developed because I'm a writer, and I've needed them—and used them—to help me with my work. My tape recorder is always with me—I never leave home without it. It's a good habit to have. Try it and you'll see the results.

Don Bauer is a member of Medina 941-10 in Medina, Ohio. His articles have appeared in Salesman's Opportunity, the Cleveland Plain Dealer and The New York Times.

Hall of Fame

DTMs

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

Patricia A. Marston
Capital 422-32, Olympia, WA

Charles O. Badgett
Accuray 1008-40, Columbus, OH

Charles E. Blakeley
Mason-Dixon 2186-48, Huntsville, AL

Charles Nicholas Prosch
Daybreakers 839-56, Houston, TX

John M. Weeks
New Orleans 234-68, New Orleans, LA

Eli J. Bourgeois Jr.
Public Service 3174-68, New Orleans, LA

Nancye Berryman
Outumoetai 3511-72, Tauranga, NZ

ATMs

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

Robert A. Von Esch Jr.
Fullerton 37-F, Fullerton, CA

Hoyt R. Curtis
Arcadia 115-F, Arcadia, CA

Claribel Scarbrough
Barstow 1180-F, Barstow, CA

Jesse Sterling Hall
Norton Toasters 1556-F, San Bernardino, CA

James R. Knight
Yorba Linda-Placentia, 3425-F, Placentia, CA

Jack Martincavage
International City 1377-1, Long Beach, CA

Violet Parenteau
Reddys 1820-3, Phoenix, AZ

Roger F. Elliott
Scottsdale 2013-3, Scottsdale, AZ

Frank DeMuth
Forty Liners 2419-4, San Francisco, CA

Louis R. Patterson
Redwood City 2881-4, San Mateo, CA

Helen Douds Illes
TM of La Jolla 895-5, La Jolla, CA

Richard D. Ottman
Centennial 3580-6, St. Paul, MN

Donnell J. Hire
South County 1957-8, St. Louis, MO

Joe Grytko
Pioneer 17-11, Indianapolis, IN

Sally Joan Davis
Talkstar 428-11, Fort Wayne, IN

Russell L. Collins
Chief Munsey Runrisers 4552-11, Muncie, IN

Stephen B. Peter
Capitol Hill 709-16, Oklahoma City, OK

Frank Schitoskey Jr.
Stillwater 576-16, Stillwater, OK

Everett C. Hall
Speakeasy 291-17, Great Falls, MT

Keith Peacock
APL 3624-18, Laurel, MD

Joan M. Johanson
Fort Dodge 597-19, Fort Dodge, IA

Richard Michael Brugger
Desiderata 2667-19, Rock Island Arsenal, IL

Linda Simmons
Bismarck 717-20, Bismarck, ND

Thomas M. Loushine
Sunflower 2666-22, Lawrence, KS

June E. Hall
Downtowners 3801-26, Denver, CO

Elynor I. Kazuk
Downtowners 3801-26, Denver, CO

Kate F. Blough
Five Flags 3229-29, Pensacola, FL

Charles L. Pogue
Woodridge 983-30, Woodridge, IL

George S. Kaplow
Alpine 1837-30, Lake Zurich, IL

Walter Emerson Russell
Aburn Morning 329-32, Auburn, WA

David L. Schmitt
Sheboygan 2121-35, Sheboygan, WI

Loren O. Barker
Hale Toasters 3667-35, Hales Corners, WI

Gladys A. Gross
Dol Gaveliers 3028-36, Washington, D.C.

Jimmy W. Carter
Gold Mine 241-37, Concord, NC

Jeann Dover
Dover 2450-37, Shelby, NC

Aaron P. Geifer
Blue Bell 397-38, Blue Bell, PA

Robert James Bechtel
Pottstown 826-38, Pottstown, PA

James D. Beissel
Downtown Sunrise 4668-38, Lancaster, PA

William N. Moon
Silver Tongue 4375-39, Carson City, NV

George Galat
Bowmen 2161-42, Sherwood Park, Alta., Can

David Schwartz
Hollywood 3770-47, Hollywood, FL

Victor Mon
Aloha Television 2663-49, Honolulu, HI

Gregory Leon Simay
Burbank 125-52, Burbank, CA

Joseph A. Williams
North Hollywood 147-52, North Hollywood, CA

William T. Burgess Jr.
Travelers Noontime 2532-53, Hartford, CT

Joseph Paul O'Rourke
Twin Town Gaveliers 850-54, Bloomington, IL

Robert H. Ballard
Lincoln-Douglas 1196-54, Canton, IL

Dwight L. Blakely
Lincoln-Douglas 1196-54, Canton, IL

John R. Taylor
Lincoln-Douglas 1196-54, Canton, IL

Harry D. Keller
Santa Rosa 182-57, Santa Rosa, CA

Lorraine S. Minton
Kalmia 1239-58, Aiken SC

Glenn R. Maidment
Kitchener-Waterloo 2432-60, Kitchener-Waterloo, Can

Peter Rodney Ficek
Sky-Hi 3005-64, Brandon, Man., Can

Carl Wetzstein
KPAA Film City 2647-65, Rochester, NY

Edwin Paul Cox Jr.
RAAP 3633-66, Radford, VA

Ray T. Mansfield
Friendship 4306-66, Norfolk, VA

John Keen
Oatley RSL 787-70, Sydney, N.S.W., Can

G.I. Fairbairn
Wellington 1046-72, Wellington, NZ

Brian Kenneth Greaves
Wellington 1046-72, Wellington, NZ

Peter McAleer
Napier 1542-72, Napier, NZ

Fraser B. Ross
Timaru 3474-72, Timaru, NZ

New Clubs

3828-F Rancho
Bellflower, CA — Mon., 8:45 a.m., Curley Jones Restaurant, 9251 E. Alondra Blvd.

4736-1 Camper's
Lompoc, CA — Sat., 7:45 p.m., FPC Visiting Room (735-2771).

4739-2 Sea-Masters
Seattle, WA — Fri., 6:30 a.m., Sea-Land Service, Inc., 2805-26th Ave., S.W. (938-6230).

1947-11 Circle City Communicators
Indianapolis, IN — Wed., 7 a.m., Blue Cross of Indiana, 120 W. Market St. (263-4175).

2317-15 Pleasant Valley
Boise, ID — Wed., 7 p.m., Idaho State Correctional Institution (336-0740).

3382-17 'O' Dark 30
Great Falls, MT — Thurs., 6:30 a.m., Officers Club, Malmstrom Air Force Base (761-4434).

4737-19 GPC-KFI-ASI
Muscatine, IA — 2nd & 4th Thurs., noon, Grain Processing Corp., Oregon St. (264-4539).

2969-21 Mile O Communicators
Dawson Creek, B.C., Can — Tues., 7 a.m., Windsor Hotel, 1100-102nd Ave. (782-9134).

4740-24 Borderliners
Omaha, NE — Wed., noon, Stonebrook, Bldg. #218 Conference Room, 224 S. 108th Ave (691-2157).

4734-29 Riverside
Mobile, AL — Wed., bi-weekly, 11:30 a.m., Scott Paper Company, P.O. Box 2447 (456-9060, x 2621).

3625-31 Demosthenians
Andover, MA — 2nd & 4th Wed., noon, Raytheon Company, 350 Lowell St. (475-5000, x 2628).

4735-31 LTX
Westwood, MA — Tues., a.m., LTX Corporation, 145 University Ave. (329-7550).

4741-36 District of Columbia Does
Washington, D.C. — 2nd & 4th Wed., noon, Dept. of Employment Services, 500 c St., N.W. (724-2391).

3014-62 Petrosar
Sarnia, Ont., Can — Mon., bi-weekly, 4:30 p.m., Petrosar, 464 Christina South St. (862-2911, x 2555).

3750-69 Tenterfield
Tenterfield, N.S.W., Aust — 2nd & 4th Wed., Sir Henry Parkes Primary School, Library, Wood St.

309-71 Thame
Thame, Oxfordshire, England — 1st & 3rd Thurs., 7:30 p.m., Staff Room, Rycotewood College, Oxford Rd. (291730).

4738-73P Mornington
Mornington, Vict., Aust — 1st & 3rd Wed., 7:30 p.m., Grand Hotel, Main St. (783-9136).

2806-U Port Moresby
Port Moresby, Papua, New Guinea — 1st & 3rd Wed., 5:30 p.m., Room S, Central Government Offices, Waigani. Sponsored by Raymond Taylor of Oamaru 1821-52, Oamaru, NZ.

Anniversaries

45 Years

Minneapolis 75-6, Minneapolis, MN

35 Years

Yakima Valley Advanced 446-9, Yakima, WA
Roseland 432-30, Chicago, IL

30 Years

Lynden 626-2, Lynden, WA
Will Rogers 1032-16, Oklahoma City, OK
Battle Creek 1027-62, Battle Creek, MI
Roanoke 1011-66, Roanoke, VA

25 Years

Chinatown 2296-4, San Francisco, CA
Jackson 2319-7, Medford, OR
NWSC Crane 2339-11, Crane, IN
Flickertail 581-20, Bismarck, ND
Nechako 2046-21, Kitimat, B.C., Can
Deadwood 2239-41, Deadwood, SD
Gavellers 2311-46, Keniworth, NJ
Oakville 2245-60, Oakville, Ont., Can
Sphinx 2215-64, Winnipeg, Man., Can

20 Years

Cal-State 1733-5, San Diego, CA
High Noon 2676-6, Rochester, MN
Artesian 3379-14, Albany, GA
White Sands 3422-23, WSMR, NM
Circle T 3093-42, Medicine Hat, Alta., Can
Frontier 3381-42, Swift Current, Sask., Can
Big Country 3418-42, Moose Jaw, Sask., Can

15 Years

Speak-Easy 3588-19, Dubuque, IA
Western Electric 565-25, Shreveport, LA
Pikes Peak 3044-26, Colorado Springs, CO
Western 2451-37, Charlotte, NC

10 Years

Leading Knights 3666-2, Buriem, WA
Co-Op 1125-5, San Diego, CA
Electric Toasters 1306-8, Hazelwood, MO
Alcoa Technical Center 1729-13, New Kensington, PA
310 North 2195-14, Atlanta, GA
Mid-Cities Noon-Time 2476-25, Hurst, TX
Orators 2964-26, Aurora, CO
AIB 2573-37, Winston-Salem, NC
Blue-Gray 2459-48, Gunter Air Force Base, AL
Wanganui 2417-72, Wanganui, NZ
Scientia TM Klub/Club 3499-74, Pretoria, SAFR

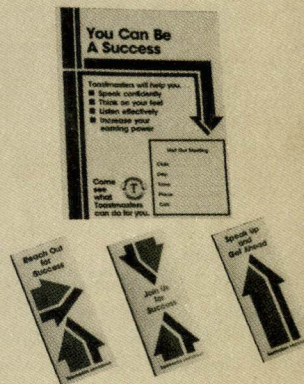
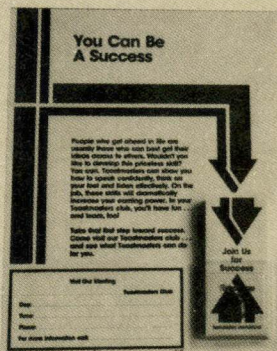
Spread the Word About Toastmasters!

Toastmasters can lead you to greatness. And that's no secret. So why not tell everyone about it? Starting today — with these appealing promotional tools. . .

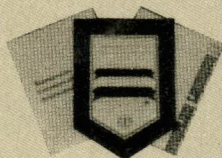
367-368. New TI Posters. These eye-catching works of art will help you get your message across quickly and eloquently. Two sizes available. The smallest (367), is 11" x 14". The color scheme is navy blue and white and there's space for your club's name, meeting time and place and phone number. Set of 10: \$2. The large red, white and blue poster (368) is 22" x 17" and comes with a plastic stick-on brochure holder. Set of three: \$4.

99-101. New Brochures. Toastmasters has completely revised its promotional brochures, giving them an attractive design that complements the new posters.

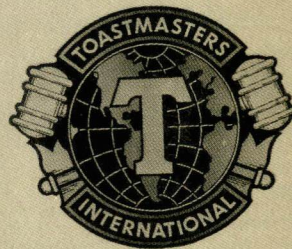
The new brochures include *Reach Out For Success* (99), which tells prospective members what Toastmasters is all about; *Join Us For Success* (100), which includes statements from prominent persons who have been helped by Toastmasters; and *Speak Up and Get Ahead* (101), which is tailor-made for company clubs that want to promote their programs within their organizations. Clubs may request up to 15 of the above brochures at no charge. Additional copies are 2 cents each. Contact World Headquarters' order department for details on quantity prices for orders of 1000 or more.



267. Communication Achievement Award. Now your club can honor a local dignitary for outstanding communication achievements and gain valuable publicity at the same time! Comes complete with a handsome award plaque ready for engraving and a helpful "how to" booklet with valuable tips on who to select, how to present the award and how to gain the needed publicity. **\$19.50.**



363. Highway Sign — 22". Features the Toastmasters emblem in weatherproof paint with reflecting Scotchlite "T." Provides an excellent way to publicize Toastmasters — and your own club — in your community. Pre-drilled holes make this sign easy to attach. **\$20.00**



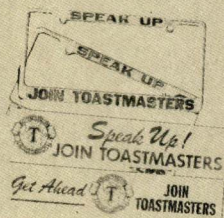
376. Membership and Extension Slide Presentation. This unique 40-slide show provides a great way to introduce Toastmasters to a civic group, business association or prospective club. The show comes with professionally prepared slides and a script booklet. **\$15.**



377-378. TV, Radio Public Service Announcements. Let Earl Nightingale work for you! These 30-second television and radio public service spots will go a long way toward making the Toastmasters program better known in your community. Information sheets with tips on how to use the tapes are included. Television spots (377), **\$25**; Radio (378), **\$5.**



369-370. TI License Plate Frames and Bumper Stickers. Carry Toastmasters with you wherever you go . . . or give these popular items as gifts. Let everyone know how proud you are to be a Toastmaster. License Plate Frames (369) sold only in sets of two — **\$2.50**, plus **\$1** postage and handling (U.S.). Bumper Stickers (370) come in sets of two — **70 cents** each.



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

