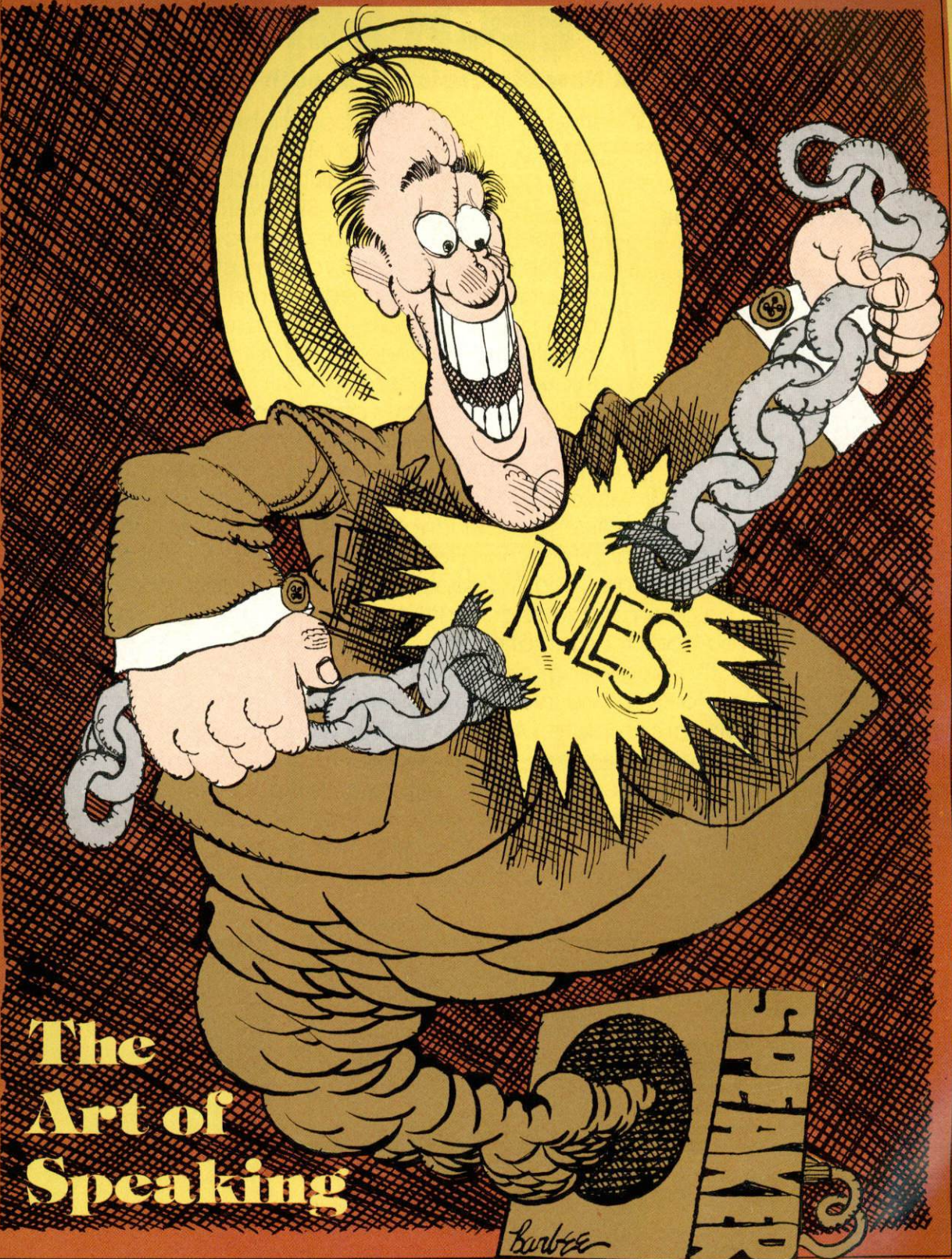


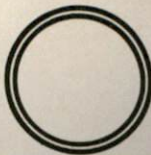
The Toastmaster

JANUARY 1979



**The
Art of
Speaking**

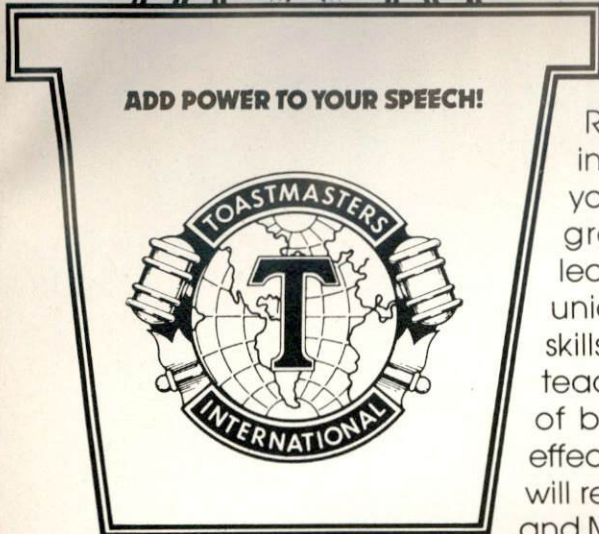
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COVER

You can write a successful speech just by following the rules in your instruction manuals, but your speech can be a super-successful masterpiece if you prepare it as an artist world — creatively. To do that, you may have to bend — or break — the rules of speech. But remember, speech is like drama, painting, music, sculpturing. Each of those fields has a body of rules, but there are very few absolute laws.



JANUARY 1979

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Letters

The Other Side of the Coin

Practice. Practice. Practice.

The hours of judicious practice of a professional golfer or an accomplished musician are evident in their results. They know the standards of excellence and how to achieve them. And this implies much more than merely practice; it implies "constructive" practice — being able to objectively evaluate the results of the practice against the standards of excellence for that activity.

The objective evaluation of a speech in Toastmasters is a good example of the constructive practice principle to an actual activity. The evaluator (or evaluators) is able to observe the practice objectively and offer suggestions for improvement against our standard of speaking excellence. (The same principle can be applied to all of our Toastmasters activities.) With each of these constructive practice sessions we are bound to improve if we — like the professional golfer or accomplished musician — seriously consider the evaluations and appropriately apply them to our next activity.

Practice, therefore, in itself is not enough. It has to be constructive practice.

Michael L. Wardinski, DTM
Alexandria, Virginia

A 'Thanks' to Toastmasters

I'm writing this letter to express my appreciation to my brother, Robert, for urging me to join a Toastmasters club in Bellflower, and to thank the Toastmasters for all they have done for me since.

In 1949, when I first joined the club, I was 40-years-old and I had been out of school for 20 years. I had trouble expressing myself before an audience and I lacked self-confidence.

In Toastmasters, I not only discovered a program that could help

me overcome those problems, I also found friendship.

Don Jameson, a fellow member, was so concerned about my English and sentence structure that he bought me an English book. Ed Becker evaluated my speeches many times, always encouraging me while recommending ways to improve. Twain Brewer was critical of my faults, but also generous with praise because he appreciated the preparation I put into my speeches.

With help from Toastmasters like them, my life was completely changed.

During my early years in Toastmasters, I left the trucking business to become manager of the Milk Producers Council, which became the largest dairy organization in Southern California. In 1956, I ran for the office of state senator. I wasn't elected, but it was an experience I'll never forget.

I'm still trying to improve my speaking skills as a member of the Orange Breakfast Club 3822-F in Orange. But basically I have accomplished what I set out to do: I now can speak before audiences without being nervous, and I have a better, fuller life.

Preston K. Allen, ATM
Orange, California

A Toastmaster for Teens

Our club is concerned that young people have to be 18 before they are eligible for membership in a Toastmasters club.

In these days of high unemployment, there is a growing number of 16 and 17-years-old who are very conscious of the need for self improvement.

We suggest most earnestly that the age limit be lowered to allow these enthusiastic young people to learn with us "oldies" the benefits of better listening, thinking and speaking.

Hilary Watson
Toowoomba, Australia

Thank you for your suggestion. The young people mentioned in your letter will be glad to hear that Toastmasters does have Youth Leadership programs and Gavel Clubs for persons under 18 years of age. Write to World Headquarters for more information on those programs. —Ed.

Podium Power

The August, 1977 issue of *Fortune* magazine contains an article describing the efforts of a thriving company to teach executives the art of public speaking. Although it has been more than a year since the article "\$900 Lesson In Podium Power" was published, its message is still relevant — particularly to Toastmasters.

The article unintentionally pointed up one sad fact: There are executives who have reached top-level positions in business, but still haven't learned how to speak before an audience. Someone should have exposed them to Toastmasters early in their careers!

The *Fortune* article is well written and would be a helpful addition to any Toastmasters club's library. It certainly could be used to encourage people to join Toastmasters early in life.

George Broberg
Buena Park, California

Oops. . .

Donald Kirkpatrick's article in the November issue of The Toastmaster ("Attend Only Useful Meetings") was incorrectly listed as a reprint from World Training Magazine. The correct title of the magazine is Training World. We apologize for the mistake. —Ed. ■

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

On Reflection...

by Hubert E. Dobson, DTM, International President

Develop Your WATTSEEDO Power

What is your WATTSEEDO power? Pronounced WATT-SEE-DO, each syllable is given equal weight. It depicts your level of Visibility, ability to Visualize and amount of Vitality. These three V's can open the doors of opportunity in your field of interest and help you achieve still another "V" — Victory. Consider the powers in each of these three ingredients:

VISIBILITY — your WATT power. Is it 25 watts or less, perhaps 100 or even unlimited? The results of our efforts in any role are largely dependent on being out front and seen by others.

I recently shared a conference with two very interesting people. One was a talented young man seeking an opportunity to enhance his knowledge of communications. He was blind. The other was a successful businessman who shared his mastery of communication skills with an attentive audience. He was confined to a wheelchair. Both bubbled with energy and vitality. The entire audience watched their every move. The applause for both was loud and long.

Both men had learned to cope with their handicaps. They had gained enough WATT power and courage to move out front. Being visible gave them self-confidence, the vital ingredient for success in any endeavor.

VISUALIZE — your SEE power. Do you see yourself as others see you or are blinders cutting off your view? Choice of clothing, hair style, stance, facial expression, voice, grammar and other personal characteristics cast an image of the total you for others to see. Personal goals and achievements are influenced by the way others see you.

We tend to cast an appearance and style that matches our interests and desires. For example, the contented 'ole tramp looks the role because that is his choice of lifestyle. The actor dresses to portray a specific role and character. We, too, are acting out a chosen role. Some prefer to just be a stagehand and stay in the background. Others want to be out front where their performance can be seen and judged. By applying this two-way SEE power, our act can be changed to match the level of success we wish to achieve.

VITALITY — your DO power. Do you portray an image of vigor, strength, enthusiasm? Are you casting yourself as a stagehand when you would prefer to be playing a key role up front? Then examine your DO power. "We are our actions, not our words" is an appropriate adage. Years ago, King David wrote in the first Psalm, "The blessed man is like a tree planted by the streams of water that yields forth its fruit every season, and its leaf does not wither. In all that he does, he prospers." The vital signs that put you out front as an effective communicator are like that tree — loaded with DO power.

Toastmasters puts you up front. Clubs around the world are setting the stage for thousands to develop their WATTSEEDO power. Each phase of the program is designed to stimulate: **VISIBILITY**, to achieve self-confidence. **VISUALIZATION**, to see yourself as others see you. **VITALITY**, to pursue and develop the blessed talents that otherwise might remain dormant forever.

Join the up front people and **SPEAK YOUR WAY TO SUCCESS.** ■



Hubert E. Dobson

*Your speech can be a work of art — if you aren't afraid to break the rules.
Be creative! Follow the lead of the world's greatest artists,
and you'll be on the road to better speaking.*

The Art of Speaking

by Leon Fletcher

As a teacher of public speaking, I am often asked such questions as, "When giving a speech, should you always. . . ."

"No!" I reply adamantly, before the question is completed.

Others ask, "In a speech, it is necessary. . . ."

"No!" I interrupt again.

"Does a speaker have to. . . ."

"No. No. No!"

All questions about public speaking that ask for an absolute can be answered correctly only with a "No!"

Speech is creative. Speech is an art. Speech is like drama, painting, music, dance, sculpturing.

Each of those fields has a body of rules, guides or basic principles. Yet there are no — or certainly very few — absolute laws. Indeed, many of the most successful artists are individuals who know the laws of their specialties well, but modify those basic guides. Consider:

- "Paintings are representations of what we see," some claim; not so, showed the surrealist painter, Dali.
- Copland played around some of the basic principles of music.
- Martha Graham broke many accepted dance routines.

Be Innovative

The Toastmaster will do well to follow the lead of such masters. First, learn and apply the basic guides to effective speaking in your Toastmasters manuals. Then, be creative. Don't be afraid to violate a rule of speech in a situation that calls

for an innovative approach.

The generally accepted rules you may decide to break under certain circumstances to get the best response from your audience include the following:

1. *Observe time limits whenever you speak.*

Suppose you've been asked to speak by a very inefficient program chairman. He's asked three speakers to give 20-minute talks each. Then he tells you there's only a half-hour left for all three speeches — and you're third. Should you quickly shorten your speech to but a few minutes, probably fatally cutting the substance from your presentation?

Instead, you could decide: "I've been asked to speak for 20 minutes, and even though there are but a couple of minutes left, it's the chairman who has a problem, not I! I'm going to give the full 20-minute speech I've prepared!"

Think Fast

2. *You need to rehearse your speech.*

That rule, strictly accepted, would eliminate impromptu speeches — the only type of speech possible in many speaking situations. When you're called upon the spur-of-the-moment, clearly no rehearsal of

your speech is possible.

When the secretary becomes ill just before a Toastmasters meeting is to start and asks you to present the minutes of the last meeting, you're into an impromptu. Or you may be attending a PTA meeting when it happens. Another member proposes that the group raise funds by holding a bake sale, and you're the local baker. You'll probably be asked for an idea — and you won't have time to practice before you speak.

3. *A good speaker must gesture.*

Even when giving a speech on radio, such as a public service announcement or a personal opinion spot? The speaker may use gestures, but his audience doesn't see them. The audience may receive a more effective speech, some observers claim, because gestures help a radio speaker punch up certain words and phrases. But others maintain that such gestures are helping the speaker, not the audience.

Be Flexible

4. *Deliver your speech as you prepared it.*

Suppose you are asked by a chairman to speak against a local issue. Only upon arriving at the meeting at which you're to speak do you learn that there are two of you presenting the same view. The other fellow speaks first, and he presents every single point and most of the data you've prepared. Do you speak anyway? Or do you walk out? Change to a question-and-answer period, many experienced speakers

Leon Fletcher is an instructor of speech at Monterey Peninsula College in California. He is the author of 200 publications, including the college self-instructional test, How to Design and Deliver a Speech. Mr. Fletcher is a frequent contributor to The Toastmaster.



would recommend. *Don't deliver your speech as you prepared it.*

5. *In a speech to persuade, you must phrase your appeal in terms of the audience's self-interest.*

Must? Perhaps, depending on your definition of "self-interest." Suppose you're trying to persuade your local all-male fire department to support ERA? With equal rights for women, many firemen may see their jobs endangered; what "self-interest" do you appeal to? One answer might be "fairness," but that's so broad it's generally something in the interest of nearly everyone and consequently of direct concern to few.

6. *When you speak on such subjects as health, money, religion and human relations, your audience always will pay attention.*

It that *always* true? Try speaking to a group of teenagers on safe driving — certainly a health subject. Actually, teams of California Highway Patrol officers have for years given speeches to high school students on that very subject. But of course nearly every teenage driver — just as nearly every adult! — considers himself to be an expert. Therefore, many young audiences don't "pay attention" to those speeches.

Analyze Your Audience

Is religion really a subject to which an audience always will pay attention? Try a speech to persuade a taxpayers' association, a group brought together to reduce tax bills, on the need for federal aid to religious schools. Or do we disagree on the meaning of "attention?" If you consider "attention" to be limited to just listening, that's one thing. But my dictionary includes "receptivity" as part of the definition of attention, and I doubt those taxpayers will be receptive to your proposal.

Money is a surefire subject for an audience? Then try to talk on how to invest in foreign currency, for example, to a group that's disbanding after five years of failure as an investment club.

Again we have a guide to effective speaking that has its exceptions, one that shouldn't be interpreted as an iron-clad rule.

7. *You should always preview the point of your speech early in your presentation.*

Always? Not quite. Suppose you're speaking to the local Demo-

cratic committee on why it should support the Republican candidate. The reason: The Democratic nominee has been involved recently in a highly publicized scandal and a third political party is rising with the likelihood of splitting the vote so neither of the two traditional parties will be successful.

Your speech probably would be more effective if you built a point-by-point case without mentioning your proposal until the conclusion. You might start by discussing the seriousness of the problem facing both parties, then the need for one or the other of the established parties to be sure to win and the necessity of blocking that upstart group. The end of your speech is the best time to recommend your candidate as the only logical choice to insure survival for at least one of the established parties.

Utilize Art

If you make exceptions to the rules under circumstances such as these, you'll be capitalizing on the nature of speaking as an art. Examine your next speaking engagement from a different angle: Ask, "What might I do *creatively* to enhance my speech?"

You might begin with your "starter." The usual guide is that the introduction should be about 10% of a speech. But you determine that your audience for your next speech is really bored with your subject. So be creative — expand that introduction to 20%, maybe 40%, perhaps more, if that's what it takes to get the audience interested. Those California Highway Patrol officers who speak to high school audiences on safe driving usually devote some 60% of their speeches to the introduction — just getting the kids interested, concerned, ready to listen to but a couple of brief and fast points of solid content.

Finally, *utilize art*. Tolstoi wrote, "Art is a human activity." So be human. Go beyond just capitalizing on art, on the flexibility you have in speaking. Move to utilizing innovation in your speeches.

But don't go overboard. Use innovation only when it seems appropriate to further insure you'll attain your purpose in speaking.

Avoid Misdirected Art

Recently I spoke to the residents of a retirement home about sailing.

(They asked for that subject.) I could have been creative by recognizing that since sailing takes time and that's what that audience has plenty of, they might be interested in learning some basics so they could take up the sport. I could distribute pieces of line and teach them how to tie knots.

Well, that's creative in the sense that they probably didn't expect to participate in the speech. But it's misdirected art. It's without point, value, productivity, realism.

Instead, I presented an overview of sailing, extending it from just sailboats into sailing the seas on all types of vessels — luxury liners, casual freighters, short trips on the rivers of Europe, long cruises around the world. The creativity? Still thinking of the time available to that audience, I decided to encourage them to read about sailing. Since few speakers leave an audience with anything concrete, I prepared an annotated list of books and magazines on sailing, then distributed copies as the conclusion to my speech — my memorable statement, my "call to action."

But somewhere out there, reading this article, there's a doubter; I sense at least one of you saying, "Giving out a reading list — that's creative, that's art?"

I'd checked, before preparing the list, with the activities coordinator for the group. They've had a speaker a week for more than a year. A few gave out brochures, mostly sales pitches on investments, real estate, travel. Never before a reading list. Said the coordinator, "I'll see what I can do to get at least some of these books on your list into our library — we might buy them, or check them out from the city library. Good idea!"

I left that audience with something they can refer to for a period of time far beyond the few moments of my speech.

I could give you more examples of how you can utilize the fact that speech is an art. But then you might be tempted to copy them rather than creating your own. "The imitator is a poor kind of creature," according to the Whistler famous for his portrait of his mother. Better you should lay down this article, pick up that next speech you were planning and follow the artist to better speaking. ■

Start yourself on a lifetime of **winning!**

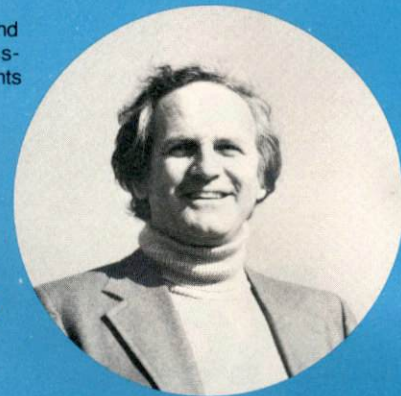
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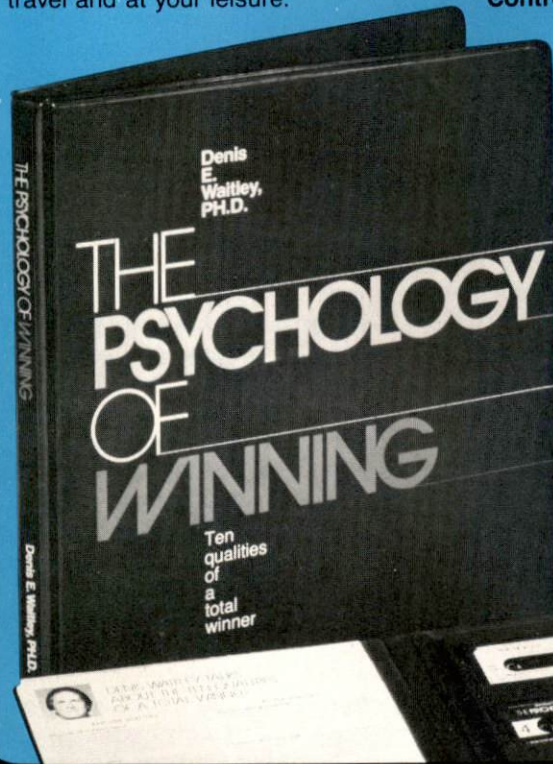
1. Positive Self-Expectancy
2. Positive Self-Motivation
3. Positive Self-Image
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6. Positive Self-Discipline
7. Positive Self-Esteem
8. Positive Self-Dimension
9. Positive Self-Awareness
10. Positive Self-Projection



About Dr. Waitley

With his extraordinary background, our author-narrator of "The Psychology of Winning," Denis Waitley, has been in a unique position to know and study the great achievers of our time. Here are just a few highlights of his varied career:

U.S. Naval Academy graduate . . . Pilot in Navy's precision "Blue Angels" flying team . . . M.S. in semantics and political science, Georgetown University . . . M.A. in mass communications, American University . . . Ph.D. in behavioral psychology, Georgetown . . . Motivator for Superbowl and Olympic athletes . . . Honored by both houses of Congress for excellence as a speaker on self-determination . . . President of Jonas Salk Foundation . . . Organizer of Andy Williams Golf Tournament . . . Conducted U.S. study of Chinese brainwashing techniques . . . Rehabilitation Coordinator for returning U.S. Viet Nam Prisoners of War . . . Psychologist for Apollo Moon Program astronauts . . . President, Society for Advanced Education . . . Consultant to major U.S. corporations.



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Personnel experts say you're most likely to receive pay increases if you meet these four qualifications.

Are You Getting the Pay Raises You Want?

by Vivian Buchan

Do you ask your colleagues, "How does anyone get a pay raise around here?" and wonder what you can do to get the one you think you're entitled to? Latest U.S. Commerce Department figures show that raises for occupations such as clerks, buyers and engineers ranged from 7.4% to 8.3% for the year ending in March 1978. The average increase of 7.9% was the second largest average pay hike in 18 years. Were you given a raise last year to equal that?

If you aren't getting increased paychecks, it may be because you aren't meeting your employer's expectations.

Looking at yourself as an employee, what do you think management thinks of you? Personnel experts know what employers are looking for and what prompts them to award raises without being badgered into making them. They list four major qualifications that management seeks in their employees:

- **Productivity.** Vice president Colby Tibbetts, in charge of personnel for the Metropolitan Life Insurance Company, says, "The bottom line for most employees is how much work they produce. We ask ourselves: 'What does the person accomplish?'"

Daniel E. Knowles, director of personnel at Grumman Aerospace

Corporation, Bethpage, New York, likes to see the employees working with a sense of urgency. He doesn't mean working at a feverish frenzy, but understanding that production must be kept moving. The non-unionized plant makes pay raises based on merit rather than some dictated raise in a labor contract.

Do Quality Work

It takes more than production, however: The work must be done well. Management loves the term "error-free" because mistakes cost the company money. So producing work of good quality is one way to earn a pay raise.

- **Motivation.** Without the desire to produce, an employee is going to lack the push to get the job done. People are motivated by different things. Some want promotions, others want recognition, others want to establish records. Take Jack, for instance, a 68-year-old real estate broker selling three times as much real estate as the young Ivy Leaguers in the firm. His boss says,

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

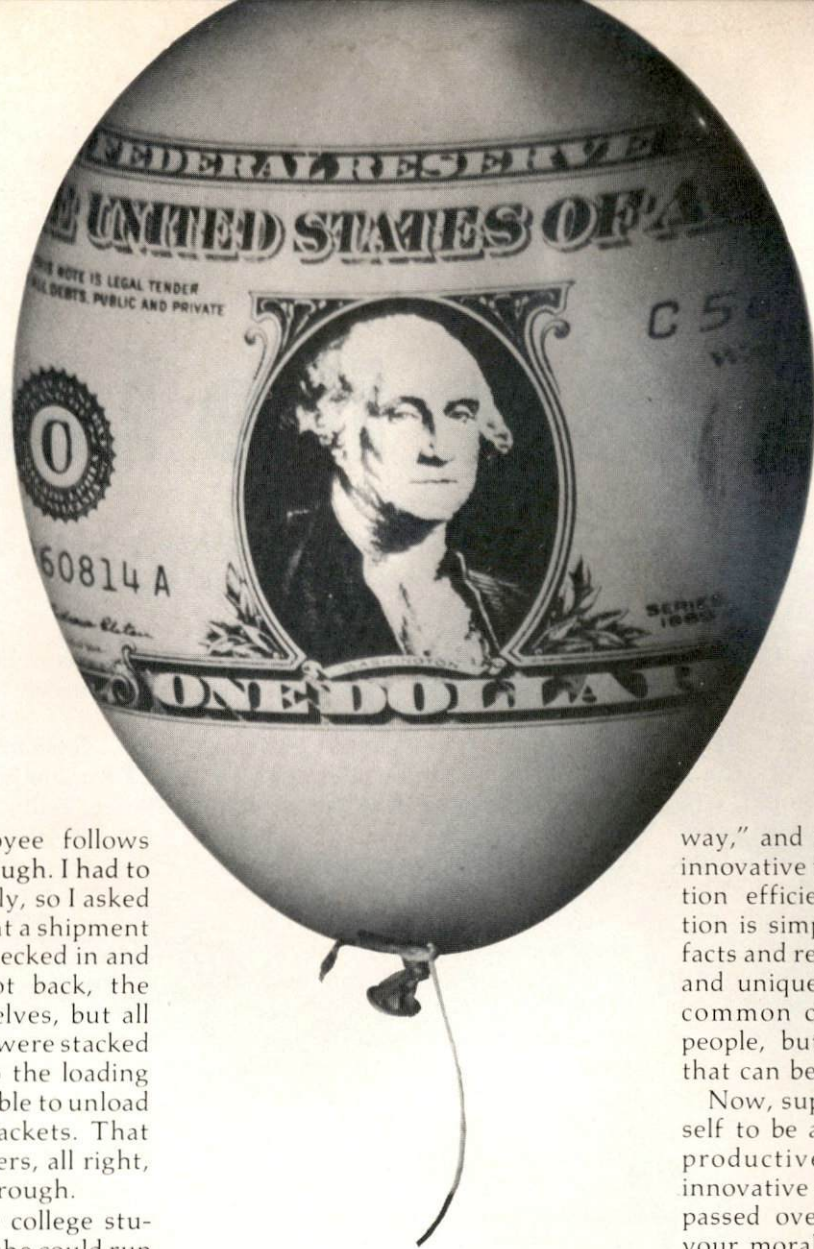
"Jack wants to sell! That's all there is to it."

Sometimes a man is motivated by the demands of a family. Chip is a car salesman with four growing boys: "My motivation? Selling cars isn't easy. But I want to sell them, so I do. My wife and kids are the motivation that's keeping me leading the company in sales and commissions."

- **Reliability.** "Get to work on time! And that means being ready to start work when you walk in the door," says the manager of a large department store. Doris comes to work 10 minutes late every morning, spends 15 minutes putting on her makeup, another 10 minutes getting coffee and complaining about the weather and another 10 minutes reading the society pages of the morning newspaper. Doris complains about not getting pay raises like the other secretaries. But she may not be complaining about that very long, for she may be out looking for another job.

Don't Be Absent

The store manager, who supervises employees ranging in age from 16 to 76, advises: "Don't be absent too often. I value the employees who are on hand when there's a heavy workload or when important sales are being planned. The ones who do that and cheerfully work overtime if they're asked are the ones who get the pay raises around here."



"The reliable employee follows orders and follows through. I had to be gone one day recently, so I asked one employee to see that a shipment of men's shirts were checked in and put away. When I got back, the shirts were on the shelves, but all the boxes they came in were stacked in front of the door to the loading dock, making it impossible to unload a shipment of men's jackets. That employee followed orders, all right, but he didn't follow through.

"I've got a part-time college student who is so reliable she could run the store without me and do it with one hand tied behind her back. She'll be leaving when she graduates. Too bad."

• *Initiative.* An employer considering pay raises is almost certain to remember the worker who meets the responsibilities of the job without being told what to do — and then takes an extra step beyond assigned duties without being asked.

Nate, manager of a lumber yard, said, "Bob's the most valuable employee I've got. He knows where everything is and all about the merchandise we carry. If he sees a customer waiting in a department where there's no salesman at the moment, he rushes over to wait on him. When he's selling a gallon of paint, he asks the customer if he needs brushes, sandpaper, paint thinner or mixing pails. He's learned so much about the lumber business,

he can step into any department and be knowledgeable."

Make Suggestions

The person with initiative is curious and inquisitive enough to ask questions, to make suggestions, to keep learning. He's not afraid to speak up, take action or make decisions. He may be wrong now and then, but he learns from his mistakes.

The owner of a large printing company said, "There are people who are very good at carrying out plans or doing research but they don't take action on their own. They hesitate to make decisions. They're valuable, but they don't progress as rapidly as someone who is willing to take a chance to contribute to the company."

The person with initiative uses imagination. He quits thinking, "Well it's always been done this

way," and concentrates on finding innovative ways to improve production efficiency. Creative imagination is simply taking all the known facts and rearranging them in a new and unique way. It's not the most common characteristic found in people, but it's an invaluable one that can be cultivated.

Now, suppose you consider yourself to be a top-notch employee — productive, motivated, reliable, innovative — but you're still being passed over for pay raises. Could your morale have something to do with it?

Some people simply relish complaining and griping about not getting promotions or increased paychecks. We'll assume you're not one of them. But when you're disgruntled about something do you nurse a grudge or show resentment? The person with a high morale refuses to harbor negative feelings for more than 24 hours. So start the new day every day as a new day.

Most of the men at the top started at the bottom as did Metropolitan Life Insurance's employee, Richard R. Shinn, who started with the company as a mail boy. Today, at 60, Shinn is president and chief executive officer. Wonder how much he worried about pay raises? Probably not much. He was more concerned about proving his worth to his company. ■

Six Steps to the Lectern

Take these steps before you walk to the lectern and you'll win your audience with a well-planned speech that has all the essential ingredients.

by Thomas Montalbo, DTM

A good speech, like a satisfying dinner, can't be hastily thrown together. Making a speech, like cooking a dinner, is a step-by-step process. As with a fine recipe, no ingredient for a well-done speech should be left out. You should take six steps before you walk to the lectern to give your speech. If you skip a step, the chances are you'll stumble. Here are the six steps:

1. Analyze the audience. Learn as much as possible about the characteristics of your audience. How large is it? What educational level? What occupations? What sex? What age? The more information you can obtain about your prospective listeners, the easier it is to adapt your speech to them.

For example, if you know your audience will consist mostly of lawyers, bankers or realtors, you can anticipate their reactions to what you'll tell them. This will help you formulate your thoughts. The size of your audience will affect its response to humor. While an audience of 300 will laugh, a group of 20 may not even chuckle or smile. For helpful tips in analyzing your audience, talk in advance with the program chairman.

2. Choose your subject. Consider three criteria in selecting your subject: (a) something you're excited about, (b) something you think would interest your audience and, (c) something appropriate to the occasion. Although you pick the

subject from your own interests, you should tailor it to a particular audience. If you favor compulsory arbitration, for example, it's one thing to labor union members and another thing to chamber of commerce members.

If you feel strongly about a topic, you're more likely to move your listeners and you'll find it easier to get your message across. Your subject also should fit the occasion. What brings your audience together? Is it an anniversary, a high school commencement, an alumni reunion, a father-son or mother-daughter banquet, a celebration of some holiday? What could you say on such occasions that audiences would consider timely, relevant and worthwhile?

3. Determine the purpose. The approach you'll take in presenting your subject depends on your purpose. The same subject can be handled in different ways. Suppose your subject is scuba diving. If you want to inform, you'll tell about such things as the self-contained underwater breathing apparatus from which the acronym "scuba" is derived. You'll also discuss other necessary gear, location of suitable diving spots, availability of lessons by professional teachers and how to organize a scuba diving club.

If you aim to entertain, you'll talk about some amusing incidents that happened to you or others while scuba diving. And if your purpose is to persuade, you'll describe the thrills of scuba diving and explain why it's the hobby of millions of people in the United States. You also

might combine all these purposes in one speech.

4. Research the subject. Determine how extensive your subject is. Will you go into it deeply, just hit the high spots or merely limit yourself to a facet or two? Generally, you'd be wise to narrow your topic. Think through what you already know about the subject. Think at random. Go over it in your mind at many intervals for several days or weeks, as time allows. Dwell on it wherever and whenever you can — waiting at the airport, a doctor's office or any other place. You might call all this "solitaire brainstorming." You'll be surprised at the ideas you'll come up with when you feed your thoughts into the pressure cooker of your subconscious mind.

But you'll still need more material from other sources to fill in the gaps and to make sure your information is accurate as well as up-to-date. So consult books, magazines, newspapers and other references in the public library. Look up encyclopedias, almanacs and the *Reader's Guide to Periodical Literature*, which lists most of the magazine articles published in the United States. If possible, discuss the subject with experts and others who may provide you with information or different viewpoints.

Although research is a necessary ingredient in any speech, don't dig down so deeply that you reach bedrock. Whatever your subject, there's probably too much material available. So don't get bogged down in research. Focus on the facts you



need to support your ideas. Instead of collecting data indiscriminately, zero in on what you're looking for. You may still gather more material than you'll need or use. If so, you can then choose what suits your purpose best.

Arrange your collected notes in some organized manner on cards or loose sheets. This enables you to shuffle the notes when you analyze your accumulated facts and begin to carve your speech into shape.

5. Write out the speech. Whether or not you'll use a manuscript, write out the speech in full. As the philosopher Francis Bacon reasoned, writing makes "an exact man." The process of writing forces you to crystallize your thoughts, minimize your mental meanderings and organize your speech. You may even find your thoughts faulty and see the need for rethinking your thesis. Write your speech as you plan to say it — the way you talk with a friend. Don't make it sound literary. A speech is a talking thing, not a book.

Start with an introduction, just as a dinner begins with an appetizer. You can't cook up a successful speech unless your opening words ignite a flame of interest. As the appetizer whets the appetite of diners, the introduction in a speech perks up the ears of listeners. Feed them a bit of suspense. Arouse their curiosity. Say something that grabs their attention and makes them eager to hear more.

But don't say too much in your introduction. That would be like serving an overfilling appetizer and leaving little or no room for the main dish. Besides, your listeners want you to go quickly to the body of your talk. So the introduction should be short.

The techniques of opening a speech are numerous enough to give

you plenty of choice: Ask a rhetorical question; tell a story, not necessarily a humorous one; cite a quotation; state a startling fact or statistic. But don't use these openers merely for effect. They must relate to your subject.

For example, in a speech on fire prevention you might ask, "What would you do if a fire breaks out in this room — and the exit door won't open? This one sentence announces your subject, stirs your listeners by appealing to their desire for self-preservation, foreshadows what's coming up, and leads you and your audience directly into the body of

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your speech.

Like the entree in a dinner, the body of a speech is the main course. Here's where you support your ideas with details and examples. But as in dining, don't bite off more than you — and your listeners — can chew. Limit your material to what's necessary to develop your story. Say just enough to make yourself clear. Too much burdens your audience. Be as considerate as the hostess who sees that her dinner guests don't become bloated.

Merely stating the material, however, can make a speech dull. Chefs say a recipe by itself won't necessarily produce a delicious dinner. Cooks must add personal touches to the recipe and skillfully use its ingredients. Proper use of herbs or spices can change a tasteless fish into a gourmet's delight.

Organizing a speech relates to its substance just as cooking relates to food. As the cook takes raw food and makes it edible, the speaker takes mere facts and analyzes them — discovers patterns, detects similarities and differences, traces effects to causes, shows relationships and forms opinions. A successful speech depends on the material you use and how well you put it together. So the body of your speech should be well-organized and seasoned with wit and humor.

Although there's no single standard organizational pattern, speech material should be presented in some logical arrangement so it flows smoothly in a forward direction. Transitions such as "Here's another point," "Now let's consider," "By way of contrast," help provide continuity and prevent sidetracking.

The conclusion of a speech is like the dessert in a dinner. Both should be zestful. The dessert is the taste people leave the table with and a speaker's last words are what the listeners remember longest. To avoid having the dinner guest feel overfed, the dessert is a small portion. Similarly, a speech ending should be as short as the introduction, or even shorter.

Wrap up your speech quickly, tying together all the strands you've presented. And just as the dessert is flavorful to the palate of diners, a speech conclusion should be sharp and stimulating to the senses of your listeners. You can end your

talk in several ways — with a striking quotation, a plea for action, a catchy comment, an inspirational bit of advice or a summary.

If you summarize, a few words should suffice. Hostesses don't serve another entree at dessert time. Nor should speakers use the conclusion to rehash the speech. Franklin D. Roosevelt, whose famous "fireside chats" mesmerized his audiences, ended one of his talks smartly and strongly with this extreme summary: "It is your problem no less than mine. Together we cannot fail."

Whatever type of conclusion you choose, end your speech unmistakably and decisively on a note of finality. And after you finish writing your speech, put it aside for awhile, then review and revise it until you're satisfied it's complete, clear and convincing.

6. Practice aloud on your feet.

This is necessary because your speech may look extraordinarily impressive on paper, but may not sound as good. You now have to make your written speech come alive with voice variations of pitch, rate and volume; facial expressions; gestures; and pauses. As the proof of the pudding is in the eating, the test of a speech is in its delivery.

To win the audience, you must sharpen your delivery through practice. Say the speech aloud to yourself as often as you can. Say it to others — your spouse, friends, anyone who will listen. Use a tape recorder. How does it sound when you play back the tape? Does it sound warm and friendly? Is the pace too fast or too slow? If you fall asleep as you listen to it, you've got a lot more work to do. After repeated practice aloud on your feet, you should know your speech forward and backward — and it should sound wonderful to you. Then you're ready to face your audience.

If you take these six steps before you walk to the lectern, how could you fail? ■

Thomas Montalbo, DTM, has been a Toastmaster for more than 14 years and is currently a member of the Sarasota Club 1958-47 in Sarasota, Florida. A retired financial manager for the U.S. Treasury Department in Washington, D.C., he is a frequent contributor to The Toastmaster.

THE TOASTMASTER

Profile

Richard Lamm Governor of Colorado

Richard Lamm knew years ago that the success of a political campaign depends largely on the candidate's ability to sway voters with the spoken word — the political speech.

He also knew that an elected official has to continue to communicate effectively in order to stay in office.

That's why he became a Toastmaster. And Lamm's ability to express himself before an audience also may be one of the qualities that prompted voters to elect him governor of Colorado — twice.

Lamm was reelected to a second term in that office last November. One of a number of past and present Toastmasters to hold top-level government positions, Lamm says he was drawn to Toastmasters by the "simple, yet complicated desire to become a public speaker."

When he joined Mile High Toastmasters Club 741-26 in Denver in the early 1970s, Lamm was a member of the Colorado House of Representatives.

Although Lamm already had a successful political career underway at that time, he felt he still had a lot to learn from Toastmasters.

"I had very little public speaking experience before joining Toastmasters and the organization helped me immensely on all of the basic skills of public speaking," Lamm says.

"More importantly," he adds, "Toastmasters helped me gain self-confidence."

Lamm, a 43-year-old Wisconsin native, started his political career in 1966, when he was elected to the Colorado House of Representatives. He worked his way up to the position of assistant minority leader before leaving the legislature to take the governor's seat in 1975.

Named as one of *Time* magazine's Outstanding Young Leaders in America in 1974, Lamm also has



"In politics, a great deal of success can be attributed to the ability to communicate."

worked as an attorney in Colorado, where he served on a state Anti-discrimination Commission from 1962 to 1963. In addition, he taught at the University of Denver as an associate professor of law from 1969 to 1974.

Lamm gave speeches as a lawyer and a teacher. But he recognizes the importance of effective speaking techniques now more than ever as he works toward the goals he has set as Governor of Colorado, pushing

for programs to improve the educational system, reform the tax structure and protect the environment, among others.

Lamm was active in Toastmasters for two years, and he expects the speaking skills he developed during that period to become increasingly important as he continues his political career.

"In politics," Lamm explains, "a great deal of success can be attributed to the ability to communicate." ■

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*The small meeting has many unique advantages over the large one.
So why not magnify these strengths to produce the results you want?*

Small Meetings Can Produce BIG RESULTS

by William F. Taylor

Think back to all the small meetings you've ever attended — especially meetings for customers and prospects and closed gatherings for your salespeople. And try to recall, as best you can, the strengths and weaknesses of those meetings — and the results.

In order to be positive, let's first get negative. Here's my list of bad points about many small meetings:

1. They suffer from sameness. They tend to repeat their boo-boos like bad carbon copies.

2. They're often poorly organized, unrehearsed and slapdash in manner.

3. They frequently ignore the time factor. No nicely timed coffee or lunch break, just a monotonous flow of too much information that's apt to be cut off arbitrarily to make way for another Chinese water-torture "presentation."

4. They're often amateurish because of the low budget excuse. So methods of presenting material incline towards hastily prepared black and white view-graphs, easel-mounted paper pad notations that are hard to follow or too small to read and gobs of blurry mimeographed material.

5. They sometimes forget the importance of allocating and preparing for a question-and-answer period or properly planned working session.

6. Far too regularly they're held in questionable locations — in a stiff business atmosphere, a just-vacated and still untidy conference room, a place that affords no sense of privacy.

You can undoubtedly add just as many more weak points that characterize badly planned small meetings. But the point is: Small meetings don't have to be painful just because they're small.

Try Something Different

Now let's look at this list of negative factors and see how they can be transformed into positive elements. Here are some real life examples from small meetings I've been involved with in one way or another.

1. **The small meeting with something different.** Here I refer especially to the substance of a meeting. Outstanding was a meeting where, among other things, we had an entertaining, informative short film about a new product; listened to a panel of experts discuss the product's assets and liabilities; had time to question the experts; then were given a tour to see the product being manufactured and a chance for a hands-on personal trial of the product. As each person was doing his hands-on thing, he was photographed and received the photograph with a personal thank you letter a week or so later.

2. **The small meeting that moves like clockwork and the small meeting that respects the clock.** I recall one meeting that was so beautifully planned and scheduled that it was almost uncanny. The whole meeting took place on a deep sea fishing boat. We worked on the business of the day until we hit the fishing grounds. Then we fished for several hours, and we wound up our last business session as we entered home port.

3. **The small meeting that seems to have a big budget.** Long ago, like many of my marketing friends, I learned to find the dates when an appropriate multimedia show, film or slide presentation or new batch of sales literature would be available and then scheduled a meeting to provide the attendees with a sneak preview. Even a no-budget meeting, however, can be redeemed by carefully exercising the special muscles inherent in the small meeting's nature.

4. **The small meeting that gets attendees involved.** When your guests depart, what impact do you want to have made? What do you want them to remember? We know that people remember best what they've seen, heard and done. Work sessions and hands-on sessions are a must wherever possible.

I can remember meetings that were effective because a problem was presented. The group was

divided into work teams. Then the leader of each group later reported his team's solution to the whole group. A question-and-answer period also assured participation. Opinion polls are another method. Use a show of hands, or sometimes you'll find it appropriate to pass out evaluation sheets for attendees' remarks.

5. **The small meeting that's held in the right place.** Many meetings that would otherwise be acceptable seem to lose their punch because of humdrum or just plain dull surroundings. Most small meetings enter another class when they're held in a suitable hotel or motel setting, a conference room, private dining room, a suite or sometimes even an outdoor location.

Small Can Be Better

The small meeting has unique advantages over the large one, and these strengths can be magnified to produce *big* results. Following are some of the special muscles that a small meeting can use easily, compared with a large meeting.

Personal involvement of the participants can be fast, relaxed, friendly and in-depth. You can get a small number of people into the act where it's impossible to do the same with large numbers. You can build a group sense, a team spirit, a sense of sharing that can't begin to be matched in a big meeting.

Response to attendees' interests and needs can be immediate, personal and warm and, therefore, highly effective. It's just possible you've miscalculated the degree of participant concern in certain areas. You have the flexibility and schedule control that allows you to readjust in a flash.

A varied mix of media to present your ideas, to keep changing the pace of your program, is easily possible. Some possibilities are 35mm slide presentations, viewgraphs, blackboards, flip charts, live demonstrations, skits, exhibits and displays, or you can use panel discussions with a question-and-answer period. And that's just the beginning.

The surprise element of professionally produced presentations, whether for customer/prospects or for sales personnel, is an excellent vehicle for the sneak preview at the small meeting. Attendees can serve as your test group to assist with evaluating new materials, including new or proposed promotional literature.

An authoritative outside speaker, especially a non-company spokesperson, can give a big lift to a small meeting. Sometimes the unexpected, unannounced appearance of a top company spokesperson can achieve the same effect.

An off-campus meeting site, preferably in a hotel or motel setting, is always desirable. Such a setting automatically lends a special air of prestige and entertainment to your meeting. A hotel or motel meeting place also assures more privacy, a necessarily prearranged time for your coffee breaks, and the availability of food service for a breakfast, luncheon, and/or dinner and possibly a cocktail hour.

An ample leisure period for a day-long or longer meeting is very desirable, especially if you're working your attendees pretty hard during your regular sessions. I've found that a free afternoon period is often a highlight of strenuous small meetings. With free time, nearby recreational activities become important in your choice of a meeting site.

A meaningful gift for each attendee used as a constant reminder of your

meeting message is generally easier to budget for a small rather than a large group. You usually can afford \$5 to \$10 for a really useful and original gift for a small number of people, while such a gift reminder would be out of the question with a much larger group.

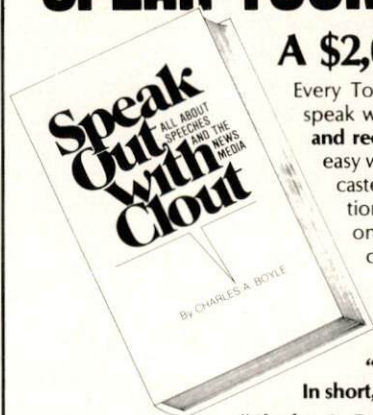
Elements of professionalism in a small meeting still come, for most of us, as a big surprise. We're so used to expecting the worst at small meetings that a well-designed, creatively conceived and expertly implemented meeting evokes an overflow of appreciation and enthusiasm.

Add up some of the major elements: personal involvement of participants, response to attendees' interests and needs, a varied media mix, a professional presentation, a good outside speaker or leading company spokesperson, an off-campus meeting site, ample leisure time, a reminder gift. And these elements and your small meeting can produce the kind of results you — and your bosses — want. ■

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Make 'Em Laugh

Humor often is the best tool a speaker can use to get attention, establish rapport and relieve tension. Here are some tips on how — and when — to be funny.

by Ellen Hajek

A farmer hitches a mule to a large wagonload of lumber and orders his new hired hand to get the heavy load to the top of a steep hill. The hired hand — a big, burly man with a powerful voice — climbs into the wagon, flicks the reins and commands the mule to "Get up!"

The mule doesn't budge.

The hired hand repeats the command, this time giving the reins a loud snap.

Still no response.

Finally, the hired hand gets out of the wagon, grabs the mule's harness on either side of its large head and tries to pull the animal forward.

The mule again holds its position.

The farmer, seeing the plight of the hired hand, takes a piece of lumber from the wagon and whacks the mule's hind end.

Immediately, the mule begins to edge up the hill.

"Now, get up!" the farmer shouts, and the mule steps up its pace.

The hired hand, bewildered, gapes at his new boss.

"When you're dealin' with mules, Son," the farmer explains good-naturedly, "first you got to git their attention!"

Just as the farmer had to use a piece of lumber to get the attention of his mule before he could go ahead with his work, a good speaker often has to use a tool or device to capture the interest of the audience before starting a speech.

Often, humor is the most effective tool a speaker can use to get attention, to establish rapport, to make a point or to relieve a tense moment. How well a pertinent anecdote or a well-turned phrase works, however, depends on the speaker's sense of humor, his or her understanding of the audience and ability to communicate.

What Is Humor?

What makes people laugh? Webster says humor is "the ability to appreciate or express what is funny, amusing or ludicrous." What makes situations funny, amusing or ludicrous is sudden incongruity, either because the situation gives the audience a feeling of superiority or because it puzzles or frustrates them.

For example, a young woman had her audience in gales of laughter as she described her first ski lesson. The woman told the audience a story in which she suddenly loses control and shoots down the slope away from her instructor, heading toward another ski class. Unable to stop, she skims over the tops of the skis of each member of the class and frantically calls, "Excuse me, excuse me" as she crosses each pair. The sudden incongruity was the unorthodox way the woman inter-

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rupted the class. The way she described her lack of control gave the members of the audience, who were secure in their own plush chairs in a warm apartment, a feeling of superiority.

Laugh Lines

Sudden incongruity presents itself in all types of humor. You can discuss an everyday occurrence from a fresh point of view as Wilson Mizner did when he quipped, "To my embarrassment, I was born in bed with a lady."

Or try a play on words, a pun or alliteration: "If it isn't the sheriff, it's the finance company. I've got more attachments on me than a vacuum cleaner," John Barrymore said.

Exaggeration worked for Franklin D. Roosevelt, who once explained: "It got to a point where I had to get a haircut or a violin."

Understatements can be effective, too. Winston Churchill demonstrated that when he observed, "Men occasionally stumble over the truth, but most of them pick themselves up and hurry off as if nothing had happened."

Mark Twain slipped many incongruities into his speeches, often fooling — and amusing — his audiences with statements such as this: "It usually takes me more than three weeks to prepare a good impromptu speech."

How can the speaker use these types of humor to his best advantage? There is no set formula. Each person must decide when a speech

could use a little extra spark and when it wouldn't be wise to use humor.

Warm-up the Audience

If you use humor in the opening of your speech, you'll probably find you not only can capture the attention of the audience, you also can test the group's mood. And later in the speech, if you begin to sense a negative response building up among the listeners, you can re-establish your rapport with the audience through a bit of understating humor.

For example, if you must discuss a negative topic such as income tax, you might find the following quotation from Mark Twain helpful: "What is the difference between a taxidermist and a tax collector? The taxidermist takes only your skin."

How receptive the members of the audience are often depends on how well prepared they are. Such preparation may be as simple as a cheerful, friendly attitude on the part of the speaker. The audience may require a build-up or a lead-in if the humor is to be effective. At any rate, the speaker must keep in mind his topic, the mood of his audience and the occasion being observed. Perhaps most important, the speaker must feel at ease with the type of humor to be used in the speech.

Be Kind and Spontaneous

Other points to keep in mind when considering the use of humor in a speech: Is the humor kind, or, if deliberately insulting as in kidding, is it based on a firm friendship that the audience understands will not be threatened by the remark? Is the humor closely related to the topic? Can the audience or phrase or gesture be delivered with ease and spontaneity? (If the humor doesn't appear to be comfortable and spontaneous, not only will it be ineffective, but it may even be detrimental to the speech.)

A speaker shouldn't hesitate to use his own sense of humor as a tool for a persuasive and effective speech. The audience doesn't assemble to listen to facts alone or to read information. Your listeners want to hear from a real live human being, and they want to feel the impact of your total personality.

Make the members of your audience laugh — and laugh with them. You'll all feel better for it! ■

The Idea Corner

A Club Brochure Attracts New Members...

Looking for a way to bring new members into your Toastmasters club? You might want to try an idea that worked for HDL Club 3323-36 in Adelphi, Maryland. Design a brochure that describes the ways in which Toastmasters can benefit members and distribute it throughout your community.

HDL club members *Della Whittaker* and *B. Richard Pawloski* say their club distributed about 1,000 brochures designed by Pawloski, and the results were even better than they expected.

Not only did the brochure bring in new members, it also helped the club find guest speakers. But that's not all. After the brochures were distributed, the training office at Harry Diamond Laboratories (HDL) agreed to donate the first year's dues for new members.

That sign of appreciation was a great morale booster for a club that has helped more than 100 HDL scientists and engineers improve their speaking skills!

...But Don't Forget Your Local Newspaper

If you're seeking new members, your local newspaper may be the best place to publicize that news. *Flip Donoghue*, *ATM*, a member of Dunedin Toastmasters Club 2166-47 in Dunedin, Florida, says his club was mentioned in 80 newspaper articles in one year. He also reports that those articles prompted a number of current members to join the club.

How do you get your club's name in the newspapers? It's not as difficult as you may think it is, Donoghue says. If you follow his strategy, you'll start by getting to know the editors on a first-name basis. Then, find out what the newspaper's deadlines are — and beat them. Give the editor press releases that start with catchy phrases and include all the essential facts. Donoghue also suggests that you take the time to prepare a well-written article, type it neatly, and send each newspaper an original copy.

"Publicity takes time and patience," Donoghue says, "but it results in club enthusiasm and pride — plus an unexpected new member now and then."

Speaking for the Future

The speeches you give today may become a rich source of historical information for future generations — if you preserve them in written form. *David Reed*, *ATM*, suggests that you type all your speeches and store them in a notebook so they eventually can be read by those who weren't able to hear them.

Reed, a member of Beechwood Club 859-40 in Columbus, Ohio, believes your speeches can become a valuable part of your family's history.

Reed explains: "If my grandfather had been a Toastmaster and had compiled a book of his speeches, I would love to read it. It would give me terrific insight as to the type of individual he was. We Toastmasters have a perfect opportunity to pass information on to our descendants." ■

If there is a communications problem in your office, you and your coworkers may not be listening to each other. The listening skills test can tell you what your weaknesses are — and how to overcome them.

How Do You Rate as a Listener?

by Augusta C. Yrle
and Jean M. Vining

"I'm sorry I didn't call you back, George. My secretary misunderstood your message."

"May I speak to Mr. Smith? I'm returning his call. There is no Mr. Smith there? Is this 11-0011? No? This is the crime lab? I'm sorry, I received the wrong message."

Do these conversations sound familiar? Have you ever wondered why so many messages are misquoted or incorrectly recorded? If you have a serious communication problem in your office, it may well be because the personnel in your organization don't know how to listen effectively.

Ineffective listening skills certainly are not unique to this generation or even to this century. The problem is at least as old as Socrates, who complained that the youth he tutored were generally poor listeners. Communications experts have done extensive research on how to improve the written message, but only recently has the importance of receiving and transmitting verbal ideas clearly, concisely and coherently been emphasized.

Why Do People Listen?

Individuals usually listen for specific reasons. They may want information to use as a basis for making future decisions; they may be captivated by the speaker or subject; or they may want to become better qualified to instruct, super-

vice, guide, manage or counsel others.

Any of these reasons for listening may be used repeatedly each day by an executive and his employees. In each listening activity, errors may occur. The listener may receive a message entirely different from the one the speaker had in mind. Per-

ceiving and comprehending abilities vary with the individual's surroundings at the time the message is received and also may be influenced by previous listening experiences. In addition, since people perceive most accurately and are more likely to convey a message correctly when familiar vocabulary is used, a con-

Test Your Listening Skills

Read the questions listed below and rate yourself on each of the listening characteristics using the following scale:

Always	= 4 points
Almost always	= 3 points
Rarely	= 2 points
Never	= 1 point

1. Do I allow the speaker to express his complete thought without interrupting? 4 3 2 1
2. Do I listen between the lines, especially when conversing with individuals who frequently use hidden meanings? 4 3 2 1
3. Do I actively try to develop retention ability to remember important facts? 4 3 2 1
4. Do I write down the most important details of a message? 4 3 2 1
5. In recording a message, do I concentrate on writing the major facts and key phrases? 4 3 2 1
6. Do I read essential details back to the speaker before the conversation ends to insure correct understanding? 4 3 2 1
7. Do I refrain from turning off the speaker because the message is dull, boring or because I do not personally know or like the speaker? 4 3 2 1
8. Do I avoid becoming hostile or excited when a speaker's views differ from my own? 4 3 2 1
9. Do I ignore distractions when listening? 4 3 2 1
10. Do I express a genuine interest in the other individual's conversation? 4 3 2 1

Dr. Augusta C. Yrle and Dr. Jean W. Vining are assistant professors of office administration at the University of New Orleans, Louisiana. They have published articles in both business and educational journals and have conducted workshops in communication.

scious effort should be made to use words that are easily understood by all personnel. To help new employees become familiar with terminology specifically applied to their jobs, a list of terms should be provided.

How to Improve Listening Skills

As with many skills, practice tends to improve one's ability to listen effectively. You can actively work to become a better listener by practicing the following techniques:

- Don't interrupt the speaker.
- Learn to listen between the lines because what the speaker actually says may not completely represent his intended meaning.
- Concentrate on developing retention power.
- Don't take too many notes — make your memory work for you.
- Don't "tune out" the speaker if you find the subject to be boring.
- Don't become hostile or emotional just because the speaker's ideas differ from yours.
- Learn to ignore distractions.

How Do You Measure Up?

You can find out what kind of listener you are by taking the learning skills quiz. The quiz will help you pinpoint specific areas that need improvement and evaluate your overall listening skills.

If you score 32 or more points, you are an excellent listener. A score of 27 to 31 rates you as a better-than-average listener. A score of 22 to 26 points indicates that you need to consciously practice effective listening skills. If you score 21 points or less, many of the messages you receive probably are garbled and aren't likely to be transmitted effectively. If you consciously work to eliminate the "never" and "rarely" responses, your job performance will improve significantly — and so will your relationships with coworkers.

After you have taken the listening quiz, you can become instrumental in helping your coworkers become better listeners. Encourage them to rate themselves. The listening evaluation quiz can help both managers and employees. How much might your business improve if everyone in your organization listened effectively every day? When was the last time you really listened to those around you? Why not start listening today? ■

FOR YOUR READING ENJOYMENT...

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(B-2) \$9.95
- **YAK! YAK! YAK!** — By Ira Hayes. One of America's top speakers lets you in on some of his success secrets.
(B-3) \$1.00
- **HOW TO WIN AUDIENCES WITH HUMOR** — By Winston K. Pendleton. Tips from one of your favorite funny men on how, when and why to put humor into your speeches.
(B-4) \$3.95
- **KINESICS: THE POWER OF SILENT COMMAND** — By Merlyn Cundiff. One of the world's foremost authorities on body language reveals all the techniques you need to know to unleash this incredible power over others. Paperback.
(B-6) \$3.45
- **THE CAVETT ROBERT PERSONAL DEVELOPMENT COURSE** — By Cavett Robert. Toastmasters' 1972 Golden Gavel recipient shows you, in 16 easy lessons, how to win the respect, admiration and esteem of every person you meet.
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- **PERSONALLY SPEAKING** — By Dr. Ralph C. Smedley. Contains Dr. Smedley's thoughts and insights on speaking, evaluating, club programming and many other aspects of communication.
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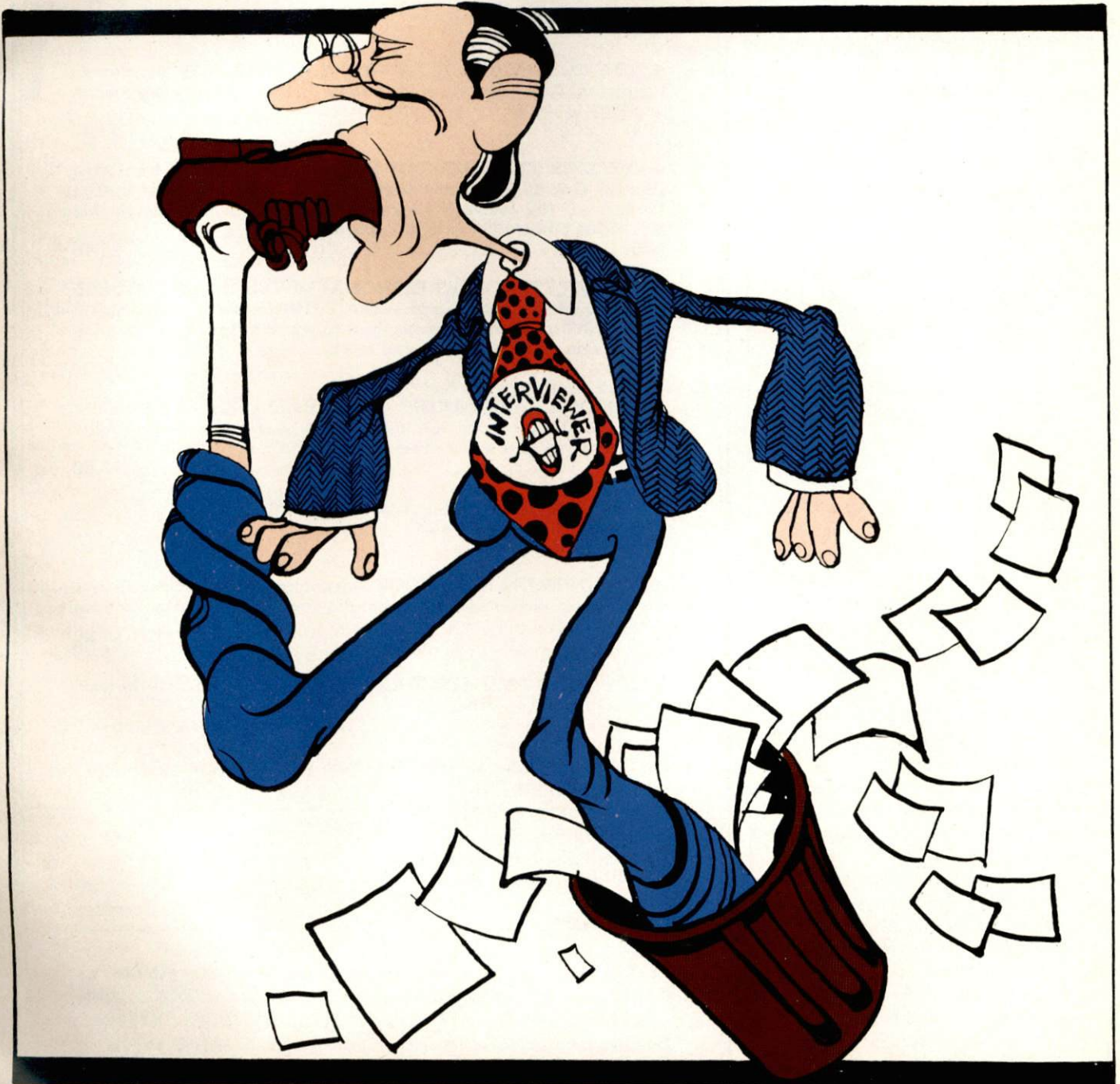
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How To Strengthen Your Hiring Power

The employer who doesn't prepare for job interviews may be turning off the best qualified applicants. . .



by Kathy S. Berger

You probably remember being in the hot seat in many job interviews, trying to appear confident as you nervously struggle to come up with the answers the employer most wants to hear. But now you're a top-level executive and you're asking the questions instead of giving the answers.

Relieved? You shouldn't be. As you scrutinize applicants during job interviews, you also are being judged. And the conclusions drawn by the applicants will be crucial to you for two reasons.

First, a shoddy performance by an interviewer may turn off the best qualified applicants. Second, any top-level manager who conducts only a mediocre session may fail to command the full respect he or she desires from a person who eventually will be hired.

There are many articles and books on job interviews for applicants, but few offer employers advice on how to interview. If you go through the following steps, you can strengthen your hiring power and the respect you command in your office.

Prepare for the Interview

The applicant is told to research the company of the prospective employer, and the employer should try to learn about the applicant *before* the interview. Above all, you must know the name of the person you are about to see. You should read the applicant's resume or application in advance so you won't waste time during the interview. Don't tell the applicant you haven't had the chance to read those materials. You don't want the applicant to sense that the position he may be filling is too insignificant to consume a portion of your time. Nor do you want to appear too inefficient to find that time.

If it isn't possible for you to read the applicant's resume before you meet, you must do so at the beginning of the interview. After the introductions have been made and you have offered the applicant a seat, immediately excuse yourself to

become thoroughly familiar with the educational and employment record given in the resume. Under no circumstances should you try to question the applicant and attentively listen to replies while reading the application. Chances are too great that you'll miss important information or embarrass yourself by asking for an answer that already is in front of you.

To put both of you at ease while you are studying the resume, you should give the applicant something to read, also. A business brochure, a company newsletter or some literature related to the vacant position would be good material for you to show. While reading, the applicant may relax a bit and give you a better interview. Another advantage is that you have unobtrusively controlled the situation.

Whether you read the resume in the presence of the applicant or not, you should take a few seconds afterward to formulate several good questions.

Ask Many Questions

Now that you've taken the time to think about the questions you want to ask, use the actual interview time advantageously. Asking a lot of questions obviously will reveal more about the applicant to you. Don't hesitate to further inquire about some of the more interesting replies because you may discover areas of interest, knowledge or personality that may indirectly affect the applicant's job performance.

Finding out about a person's amateur theater experience, for example, may alert you to the applicant's ability to speak with poise before a group of people. Talking about a stamp-collecting hobby may offer a significant clue to an applicant's attention to detail. The manager of an advertising agency once based a final hiring decision for a secretarial job on the applicant's hobby — photography. He saw the hobby as a basis for potential advancement within his office, and he liked to have employees who had worked their way up.

You should ask questions of a personal and of a professional nature. Referring to clues on the resume, first inquire about interests

and hobbies. That way you should be putting the applicant at ease as you gradually ask more intricate questions. As you ask questions about education and experience, keep the initial ones fact-oriented before using those that require longer, more descriptive responses.

A good way to draw information out of a reticent applicant is to get him to speak about someone else. A shy person may open up when the subject no longer appears to be himself, and after you've listened to him describe his former employer and coworkers, you should be able to discern more about his personality and work habits. Listen carefully and earnestly. Try to learn as much as you can about his previous employment, responsibilities and reasons for leaving.

Describe the Job

After the applicant has described for you what he has already done, it is your turn to tell him about the job he may be doing for you. Be honest. Tell him what you perceive as the positive and negative aspects of the position and let him personally decide if he would view those features the same way. Remember, you want the person who takes the job to keep it.

The interrogation that follows your description is a test of your creativity. Your questions should first relate the applicant's past experience to the vacant job, no matter how superficially different they are. The concepts of responsibility, supervision, pressure and accuracy can be related to almost every job, and you will want to use those concepts as a basis for comparing the applicant's past jobs to the position in your company.

An example of this line of questioning would be, "As a salesman for us, you will have to interact with people from a wide variety of backgrounds. What kind of people were you used to meeting in the school where you taught?"

A good way to continue this part of the interview is to devise hypothetical situations in which the employee might find himself on the job. "How would you handle," an interviewer in the printing business might ask, "a customer who calls to

Kathy Berger is a freelance writer and a former English teacher. She lives in Huntington Beach, California.

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complain that a business brochure was sloppily printed?" This is an excellent way to screen the best applicant from all those with similar technical qualifications.

Minimize Interruptions

As apparent as this guideline seems, it is one that deserves special attention. Secretaries and coworkers seldom consider a job applicant as important as a big client or high-level executives and frequently do not hesitate to interrupt the job interview. Emphasize that all interruptions are to be kept to a minimum, just as you would do if you were in conference with your boss. The applicant must receive the impression that the job is important if you want him to do his best work for you. A minimal amount of interruptions also will suggest that your office workers are efficient and respect your authority.

Do not allow the applicant to feel as if everyone else there is peeking in to look him over for a secret ballot before any hiring decision is made. (Throughout this article the masculine pronoun has been used generally to refer to a person of either sex. It may have been more applicable to use the word *her* in this statement because females being considered for business employment seem to be more susceptible to the "once-over" check by the rest of the staff.)

Appear Organized

No matter how organized you personally may be able to function in the midst of a mess, a clutter of books and papers gives an impression of disorganization. It is not necessary to completely clear your desk top, but don't misplace the application. Don't let the applicant think you or anyone else in your office can postpone masses of paperwork or start many different projects and finish none. The successful executive always sets the tempo and efficiency of his office by example, and that exemplary behavior must begin the first time he has contact with his employees.

Know the Company Benefits

Don't tell the applicant you don't know what salary your superiors have set for the position. Before the interview, make certain you know at least the range as well as the details (for marrieds and singles) on medical coverage and life insurance. Few salesmen would attempt to sell a

product without knowing its cost, how it's made and what advantages there are in buying it. You must be just as knowledgeable. Be prepared to list holidays and explain the pay schedule, sick leave and vacation benefits. Don't forget special attractions unique to your business such as reduced travel rates, store discounts and credit unions.

Conclude the Interview

Regardless of how impressed you are with the applicant, never offer him the job at the end of the interview. Both of you need time to reflect on all the information exchanged during the interview. If you were impressed and are keeping the applicant's name among those for final consideration, tell him. A good way to verbally end the interview is to say you'll contact him after several more interviews (give the specific time deadline if possible) and thank him.

Control the situation to its conclusion. In one poor interviewing session, the office manager and the applicant grew uncomfortable and hung onto each other's lagging sentences as the meeting drew to a close. Neither knew what to say or do. Eventually the applicant awkwardly announced he was leaving. He thus assumed the upper hand, something you must never allow. You should stand up first and offer your hand, signaling the applicant to leave.

These guidelines will help the business executive lead a successful interview. They will help you hire the best applicant for the position and they will assure that the future employee regards you with due respect from the start. The procedure isn't a difficult or particularly time-consuming process. It actually saves you from having to reassert your authority later or correct a damaging image.

In fact, the simplicity of the advice is deceptive. Be careful not to judge the guidelines as obvious and assume you already follow them. A slip-up in any of the seven areas may ruin the total effect of the interview. If you prepare to conduct a good hiring session and firmly as well as efficiently control that session, you will find it well worth your time. You will realize your ambition as the head of a well-staffed, productive office. ■

How to...

Many Toastmasters clubs have been losing members in recent years, but you can reverse that trend by using these survival tactics.

Small Club Survival Tips

by Richard A. Taylor, ATM

If your Toastmasters club is like most, you can expect to lose 30% of your present membership in the next 12 months. That figure may sound high, but it's a fairly accurate estimate of turnover that has been confirmed by Toastmasters membership statistics over the last few years. That means the average 20-member club must recruit seven new members each year *just* to stay even! An even greater effort is necessary to achieve real club growth.

Of course, the best way to prevent membership problems is to have a solid, consistent membership-building program in progress all the time — along with an equally solid and consistently superior educational program. However, if your club is suffering from lack of members (less than 20 is uncomfortable; less than 10 is agony) you are not likely to get much solace from that particular bit of wisdom.

If your club is small and getting smaller, a process that is difficult to reverse has begun. Morale is low. The members are discouraged. YOU are discouraged. Nobody says it, but everyone is thinking, "I wonder who's going to drop out next?" People have to double-up on program assignments. You're ashamed to bring a guest because of the low attendance. It's just a matter of time before the club folds, you figure. And maybe you are even considering getting out because you don't want to be associated with the failure of the group.

I'm not trying to pick on you. I've experienced these feelings myself. When I joined my present club four years ago, we had 15 members. Today, we still have 15 members. And only two of us are left out of that group from 1974. At one point, we had only seven members. But our club didn't fold. We used small club survival tactics to stay alive, and now we're active and growing. Your club can do the same, using the same survival tactics that helped us when we were down:

- *Never lose your pride.* Be proud of yourself, your club and Toastmasters. Be so proud that you can't bear to go to a Toastmasters meeting without bringing a guest or without doing your best on the program.
- *Never cancel a meeting.* If attendance is poor, don't give up and go home. You're paying dues in this outfit, so be determined to get your money's worth. As long as two or three members show up, you can have a meeting. You always can have a group discussion on how to improve membership and attendance.
- *Tailor your meeting format to the size of the group.* If 10 people show up, reduce the number of speakers. If seven people show up, consider postponing prepared speeches and

Richard A. Taylor, ATM, Administrative Lt. Governor of District 58, is a member of the 7 a.m. Club 3391-58 in Columbia, South Carolina. Mr. Taylor is a training and safety supervisor at Celanese Fibers Company in Rock Hill.

have a panel discussion or an extended table topic session. If three people show up, take your meeting to a nearby restaurant for refreshments and have a brainstorming session. Set goals for the next meeting. Talk about new prospects for members and programs. Determine who will do what.

- *Don't cop out.* If you really believe you have nothing to gain from Toastmasters, you may be entirely justified in leaving. But if you think a rejuvenated club could really benefit you, take the bull by the horns, so to speak, and help rebuild your club. Don't make up some silly excuses for quitting.
- *Get help.* District and area officers and neighboring clubs will be more than willing to help you and your club get back on its feet. Joint meetings, publicity, programming help and advice always are available. Your District Governor can assign an experienced Toastmaster to help your club as a "Club Specialist" and World Headquarters can supply you with its special "Membership Building Kit."

But don't think for a moment that outside help is going to save your club. The motivation and dedication to club survival must come from within. You and your club members must do the work.

Think about it. Has Toastmasters helped you? Can it help you even more? If your club is in trouble, tell your fellow members help is on the way — YOU! ■

Ever experience a business-related introduction that you'd rather do over again?
If so, take some comfort in the fact that you're not alone.

Welcome Aboard, What's-Yer-Name

by Daniel D. Cook

The prospective journalist, fresh out of college and eager to impress in the publishing world, found himself introduced to "Mr. X of the *Cleveland Press*" at a business luncheon. A lull in the table conversation ensued, to be shortly broken by the youngster's brightly enquiring what Mr. X did at the *Press*.

"I'm the editor," came the man's reply, which spawned a new and perhaps more significant conversational gap.

Introductions are an everyday part of business, and though they usually are handled routinely, that doesn't mean they're not important. For instance, when Sir Henry Morton Stanley found David Livingstone in the uncharted wilds of Africa, he might have had an uncomfortable walk back to civilization if he'd said, "Who's the boulder in the pith helmet?" Instead, Sir Henry took the situation masterfully in hand, displaying a combination of respect and intelligence when he murmured, "Dr. Livingstone, I presume?"

Deflating the Ego

We'd all like to possess Sir Henry's poise when confronted by business introductions, since an awkward first impression can be difficult to dispel. And it seems that just when one has met everyone associated with the job, another first meeting

crops up, full of potential faux pas and ego-deflation.

The problem with introductions is that they're not the sort of thing one can practice at home in front of a mirror. Certainly, one can brace for interviews with personnel directors, new bosses and new coworkers, and even develop some useful ploys to enhance that first impression. But some introductory situations come like lightning bolts from the blue.

Without question, remembering the names of those he has been introduced to is a businessman's most vexing introductory headache.

"There are ways to remember somebody's name," asserts George Sherman, vice president of industrial relations and personnel administration for Midland-Ross Corp., Cleveland. "But I never could train myself to do it. I *always* have trouble sorting out people when I'm introduced to a large group."

Cataloging Names

Some argue that all the elements of an introduction that are supposed to make one appear confident and in charge — firm handshake, direct eye contact, upright posture — demand so much concentration that names fly out the mind's open window as soon as they enter.

A manager notorious for his often-addled mental state says his memory for names is so bad that "most of the people have left for

other companies before I get on a first-name basis with them."

Another mid-level executive is still wondering what could have happened two years ago during an introduction to a fellow (but not close) coworker who still insists on calling him, to the accompaniment of backslaps and conspiratorial asides, by the wrong name. "I retaliate by doing the same to him," he says wearily.

"Cataloging" new names in the mental file cabinet is a remedy highly recommended by that executive. "Unfortunately," he adds, "by the time I've mentally cataloged a person's name, it usually has slipped my mind. If anyone has a foolproof method for remembering names, I'd be eternally grateful if he'd share it with me."

Name Association

One businesswoman has a method — name association — but it's not quite surefire. She explains the way it's supposed to work: During the introduction, one is supposed to pick out a characteristic in the new person and associate it with the name. "But frankly," she confesses, "I've always been afraid to try it. What if you call the person by the associative word rather than his name? For instance, I'm introduced to a man with features reminiscent of an ape. I'm just the sort who'd later refer to him as 'Mr. Ape, how nice to have met you!'"

There's yet another learned school of thought on the subject — those who say they don't *want* to remember the names of new faces.

"I make no conscious effort to remember names," says one hard-nosed executive. "First of all, I don't like to make work out of something like introductions. But more important is my belief that all strangers must be regarded with suspicion. The stranger is the enemy, until proven otherwise, so why remember the name of a potential foe?"

Reaching into the annals of psychological theory, a well-read company president says some researchers believe we are introduced to entirely too many people, to the point where the mind automatically rejects new names in circuit-overload fashion. "We simply should not be introduced to people we won't see ever again," he asserts. "It's a waste of time that merely clutters up the mind."

Sticky Situations

Of course, name tags are supposed to solve the problem at large gatherings designed to promote "contacts" between companies or departments within a corporation. But they don't always work. At a recent news conference in Canton, Ohio, sponsored by the American Iron & Steel Institute, the steel industry brought together business and community leaders, union officials and media members to discuss the steel import problem. Alas, the adhesive on the back of the name tags had the bonding ability of mayonnaise, and the guests spent most of their mingling time looking at the floor — for their own names.

Then there's the life-of-the-party type with a new twist for name tags, such as the executive who felt the lapel location discouraged eye contact. His solution got plenty of eye contact all right: He affixed his tag to his forehead.

Perhaps there's simply a black hole in space where new names go after introductions. But at least the problem is common to most managers and usually can be overlooked — if not appreciated. The more serious introductory indiscretions, however, aren't always so easily forgotten.

The president of a roofing company remembers all too well his introduction to one client. Receiving

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a phone call from an apartment owner about a leaking roof, the president decided to look at the building himself. Arriving there and finding no one around, he took broom in hand (to sweep the water from the roof) and found his way unassisted to the top of the building. His work finished, he was making his way back down the stairwell when he met a stranger coming up the other way.

"What are you doing here?" demanded the stranger. "I'm just sweeping down these steps as my good deed for the day," the executive replied sarcastically. "I just wondered," the man responded. "I'm the building owner and some guy was supposed to be here looking at my roof!"

The same executive had a similar experience, this time involving one of his crusty veteran foremen. His crew was hard at work on a government-owned building, when from nowhere a chap walked on the job and told the foreman he'd have to stop what he was doing.

"After my man cussed him out every way he knew how, the other fellow identified himself as an Occupational Safety & Health Inspector. And believe me, these OSHA guys are tough enough to please without that kind of introduction."

On the Road

Trips afford golden opportunities for memorable introductions.

A Chicago-based manager tells of a recent trip he made to Memphis to attend some meetings there. His first night, he ventured forth from his hotel room to the ice machine and was accosted in the hallway by a

loudly abusive guest, obviously one or two drinks over his limit. Observing moderation, the Chicago manager decided to retreat rather than allow the scene to come to blows. The next day at lunch, both parties were visibly shaken to find themselves seated at the same table. Mustering up their best manners, they introduced themselves — if not warmly, at least cordially.

Transfers within a corporation can mean a higher salary, more responsibilities — and new introductions in an unfamiliar territory. One manager can chuckle today about an incident that occurred shortly after he was reassigned to his firm's Washington office — but only because the full impact of the potentially embarrassing introduction to high society there was spared him.

He'd been invited to a black-tie affair and found himself seated directly across from his hostess, one of Washington's most renowned. The salad had been served; the nervous newcomer took a stab at a cherry tomato — and inadvertently launched a circle of tomato seeds in the lady's direction. To his intense mortification, they settled (still in circular formation) somewhere between her bare left shoulder and the top of her low-cut gown, where they remained, undetected by the hostess, for the rest of what was a very long evening for the young man. ■

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533-43 Van Buren
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Engineering Group, Conference Room, 172 Glen Rd. (233-9500). Sponsored by Summit 1781-46.

1343-48 Oxmoor
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La Paz, Bolivia — Mon., 7 p.m., Casa Argentina, Av. 6 de Agosto 2541 (201 364442).

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