

July 1975

toastmaster

Special
THINKING
Issue



LETTERS TO THE EDITOR



Without Further Ado . . .

I always flinch when a Toastmaster closes his supposedly courteous introduction of a brother (or sister) Toastmaster by saying, "... without further ado, I present Toastmaster so-and-so."

Apparently, most of us don't know that the word "ado" means trouble, fuss, or stir. Therefore, it's actually discourteous to suggest that it has been involved in any part of the speaker's introduction. The proper phrase, if one of this kind is needed, is "... without further formality, I present Toastmaster so-and-so."

Frederick W. Harbaugh
Houston, Texas

Board Action

Eureka Club 2704-57 submitted a Resolution to the Board of Directors of Toastmasters International calling for opening the pages of the magazine to opinions which were contrary or argumentative to actions or lack of them by the Board. The Board took no action on the Resolution which was submitted in sufficient time and acknowledged by the Board, in spite of the request that the Resolution be submitted to the Annual Business Meeting in Washington

in 1975. Its reasoning was that this action was not necessary since this column fulfilled the need.

It is our contention that, by the definition published in *THE TOASTMASTER* magazine, this does not fulfill the need.

The definition states that letters must be constructive and will be edited. This leaves too much latitude for the subjective judgement of the Editor. What a writer may construe as constructive, the Editor may not and, thus, the Editor becomes the arbiter of what is and what is not constructive. Complaints could easily be construed as not constructive by a biased Editor.

Also, any editing, other than a prior limit set on length (which was not set in the announcement of this column), correction of obvious errors of grammatical construction and elimination of libelous material again places too much authority in the hands of the Editor.

Since so much has been said of the 90 day submission limit, the decision of the Editor to postpone the publication of a letter to a later date when the International Business Meeting is at hand, may work a disservice to the writer and to the many Toastmasters who might agree with the writer if they were allowed to hear his side of the question.

The present Toastmasters International policy does not permit the general members to hear any opposition to a Board position from other members or even from the opposing Board members. Only through publication in a "Letters to the Editor" column would the non-delegates who are regular Toastmasters members hear the opposing sides of a controversy or even that a controversy existed.

If Toastmasters International, either through its elected representatives or its employed staff, or both, does not respond to the needs of the clubs and members and provide some method of completely open communication, it can never expect to reverse the downward trend in numbers of members and clubs which it has experienced in recent years.

Fred E. Stockbridge, D.
Eureka, California

Better and Better

Each issue of *THE TOASTMASTER* shows that you men really try to outdo the previous month's issue of our magazine. The subjects and people who contribute are excellent and each month my Toastmasters experience gets better and better.

Thank you for your efforts.

Walter R.
Torrington, Connecticut

"Letters to the Editor" are printed on the basis of their general reader interest and constructive suggestions. All letters are subject to editing for reasons of space and clarity and do not include the writer's name and address.

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

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

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

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Dr. Ralph C. Smedley
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toastmaster

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It doesn't take a genius to think creatively. What it does take is a concentrated application of the mind. This "Special Thinking Issue" will attempt to supply you with pertinent information on how to make this concentrated effort and "think creatively."

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Better Thinking— Yours for the Asking

by **John F. Diaz, DTM**
International President

“Better Listening, Thinking and Speaking.”

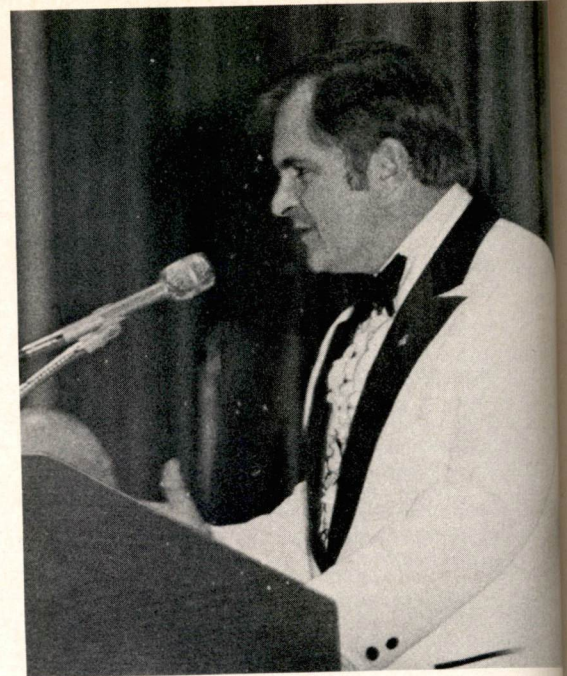
How many times have you seen that phrase since you’ve become a member of Toastmasters? Probably many times—in your club and district bulletins, THE TOASTMASTER magazine, and in other material distributed from World Headquarters. But have you really thought about what each word means, and how it relates to you?

“Of course,” some may say, “I know what they mean. As a Toastmaster, I improve my speaking and listening skills every week in my club meeting.” That’s great! But what about that “Thinking” part of the phrase? What have you done lately to improve your ability to think in an organized manner? If you’re like many of us, probably nothing.

“Better Thinking” is, perhaps, the hardest of the three words to evaluate. Unlike “Listening” and “Speaking,” it requires a thorough self-examination of a mental process that no one else has access to, is often difficult to test, and may never show up in your club meeting. But, like the other two words that make up that important phrase, it is a valuable part of our self-improvement efforts.

The ability to create, to construct something in our minds and then transmit it to others—either verbally or in writing—should be a prime concern to all of us who want to become better communicators and leaders. The Toastmasters club provides an excellent atmosphere, and a laboratory, for this type of creative thinking.

When you select speech subjects that require little or no research, you are cheating yourself. When you highlight pre-conceived or inherited ideas, as well as popular prejudices, you are cheating yourself. When you merely repeat ideas heard over the television or radio, you are cheating yourself.



And when your speech only paraphrases a magazine or newspaper article, you are cheating yourself. In short, you are cheating yourself whenever you let somebody else do the thinking for you. Sure, it may make a great speech. But a Toastmaster who never progresses beyond this point can never be truly successful and, in fact, will fall short of the goals he has set for himself as a member of this organization.

What can you do to develop “Better Thinking”? Try some constructive thinking for yourself the next time you prepare a speech. Select a topic, research it, and then think it over, placing all the known facts in their proper perspective. Don’t just accept the ideas of others. Ponder them. Are they really logical and correct? Are they your ideas? If not, revise them. Then, come to a conclusion—your conclusion—and present it to your fellow club members, making sure that all facts are up-to-date and correct.

Now you’ve done it. You’ve taken a subject, worked through on your own and reached a conclusion. Even if someone else came to the same conclusion that the television reporter has, YOU came to that conclusion.

As you develop your mental processes, you will find that you will more readily undertake ventures that would previously have seemed impossible. As you seize the opportunity brought by this new mental development, you will begin to receive its benefits. The benefits may be demonstrated in salary, in business or professional advancement, or they may be manifested in wider community involvement. Last but not least, they may lie only in an inner self-confidence which will provide you with greater strength and poise than you ever had before.

“Better Listening, *Thinking* and Speaking.”

Think about it! □

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by
Fred DeArmond

It doesn't take a genius to think creatively. What it does take is concentrated application of the mind—and that's one of the most difficult performances in life. If you doubt that statement, try this exercise: Hold your mind strictly to one abstract subject for 60 seconds. If you can do it, you're a superior creative thinker.

"Men give me some credit for genius," wrote Alexander Hamilton, one of the greatest constructive thinkers in American statesmanship. "All the genius I have lies in this: When I have a subject in hand I study it profoundly. Day and night it is before me. I explore it in all its bearings. My mind becomes pervaded with it. Then the effort which I have made is what people are pleased to call the fruit of genius. It is instead the fruit of labor and thought."

Reduced to bare bones, thinking is nothing more than examining what you know about a subject and looking for what will be, to you, new relationships among these facts. In this process of analysis you take your subject apart, analyze the components, and put them back together again, not as you would the parts of a motor, but in a new arrangement that meshes. Out of the old materials you'll create something different from what you had before.

Contrary to a popular conception of the poet, artist, or inventor, thinking is not always, nor even usually, a thrilling and exhilarating peak. The error here is a tendency to confuse conception with participation in the world of thought. True, the first appearance of a radiant idea brings a gleam of high satisfaction to the thinker's eye. But it is invariably followed by the pains of labor. His brainchild must be born, nursed, and reared, and the way of an original thought is strewn with thorns.

Your boss and business associates will marshal a thousand reasons why it won't work. It has been tried before and failed. It will offend some militant minority. It

will cost too much to apply. And if no other objection can be raised: "It's a good idea, but this is not the right time to try it."

Truly, the way of the idea-parent is hard.

You are doing creative thinking when you ask yourself, "Is there not a better way of performing this operation?" The unknown realist who first thought of attaching an eraser on the end of a pencil was doing creative thinking. So was R. R. Williams, when he conceived the idea of putting synthetic vitamins into flour. Here we see an example of thinking being merely looking for and finding new relationships between existing facts. In this case the existing facts were: modern milling, which gives us the fine white flour which people demand in their bread, removes from the wheat some of its most vital nutrients. These nutrients can be manufactured synthetically.



Then, why not add them to flour in the milling process, and thus give people both what they want and what they should have in their bread?

As facts are the raw material of thinking, so are suggestion and analogy the chief tools of the thinker.

Suggestion comes to one only if and when he is alerted to capture it. The French physician Laennec responded to outside suggestion when he passed a school and saw two boys using a teeterboard for a new purpose. One boy held his ear to one end of the board while the other tapped the opposite end with a rock. This observation started a train of thought in Laennec's mind that resulted in his invention of the stethoscope.

A browsing walker, out to take in an autumn landscape, will not find an Indian arrowhead in a whole day, unless by sheer accident. But an archeology

hound will pick up a collection within an hour. The archeologist is *looking* for artifacts. And when *you're* looking for ideas, you'll find them—in your observation, in your conversation, in your reading.

"Straight seeing leads to straight thinking," wrote that keen observer of nature and men, John Burroughs. But straight seeing will not be very profitable unless you see with a purpose and a grasping mind.

There must be some fertility in a mind to cause it to germinate seeds of suggestion. A person is not thinking when he seeks to borrow an idea whole cloth from someone else. Suggestion is merely a starting point. You fertilize your mind for suggestion when you ponder some problem or phenomenon, walk around it, probe it, and look for new light.

Who are the persons whose brains you are most successful in picking? Cultivate them. I don't mean that you're to exploit or plagiarize your friends—only listen to them. The highest compliment you can pay a friend is to attend to and apply what he tells you. Try to give him something in return; then your friendship will be solidly grounded.

Inner suggestion or inspiration seems to come uninvited, but in reality it is most likely to arrive in response to an unconscious seeking. No two of us are quite alike. The best of my own inner suggestions seem to come on affairs to which I've been directing my conscious attention—doing the groundwork. They often arrive under these two circumstances: First, I am shaving in the early morning and an idea hits me out of the blue. If it seems good, my first reaction invariably is, "Why in the world didn't I think of this six months ago?" My second reaction is, "Well, better late than never."

Second, I'm lying awake at night, skirmishing in my mind with the tattered remnants of the day before or visions of the day to come. A thought hits me and I turn on the light, reach for the pencil and pad by my bedside, and commit it to paper. These thoughts almost invariably come clothed in language, and I seem to write my notes as if from

dictation.

Be sure to *write down your thoughts*. Don't delude yourself into thinking that an idea is so hot there's no use noting it. Suggestions, both inner and outer, are the most fleeting ghosts in the world. If you don't capture them almost instantly, they may dissolve into the mist from which they came and are thus lost to you and to posterity.

Analogy comes in when you put suggestions to work. It's simply reasoning from the known to the unknown. Alex Osborn, in one of his books, told of an anonymous creative thinker in the rubber business who had the idea of making cushions out of rubber. He couldn't get it to work until he happened to be looking curiously at a loaf of bread and observing its spongy nature, caused by air spaces from the rising of the loaf when the leavened dough was baked. Why not leaven rubber latex and cook it like bread? That was using analogy and from that experiment came foam rubber.

As with outer and inner suggestion, the flash of inspiration is but a beginning. There is no market for ideas in the raw state. We must get down to the laborious task of putting foundations under these air castles. And that is hard, grubby work.

The nervous system is like a network of paths or grooves through which thought currents travel, ever more easily as they repeatedly traverse the same tracks. Habits are fairly easy to acquire early in life and increasingly hard to break as our nerve paths harden.

Habit enormously simplifies our living and thinking. If we had to think through every step in today's routine as we learned it in the first place, a whole day might be consumed in bathing, dressing, eating breakfast, and getting to our place of business.

William James said, "We must make automatic and habitual as early as possible as many useful actions as we can.... The more details of our early life we can hand over to the effortless custody of automatism, the more our higher powers of mind will be set free for their own proper work."

Thus, in a given situation, the first step

is to try to fit it into the pattern of thinking we have already established. But the chances are that it may not fit in some respects and we will have to establish a new thought channel.

A man harassed by many problems may sometimes feel that he is wearing out or jading his mind. But, according to good psychological advice, this is baseless. The emotions can be overworked, but not the mind. The more the mind is used, the easier thinking becomes. The reason is obvious: Thinking gets to be a habit and anything you do habitually becomes constantly easier.

Out of the East comes the old philosophy of Zen Buddhism, which has application as an aid to thinking. Zen is a way of life in which thought and action are fused. Something you have practiced over and over until you can do it auto-



matically, as you can drive a car in traffic, is likely to be done well.

Absolute spontaneity in thinking, talking, writing, and acting is the Eastern ideal. Being natural and avoiding self-consciousness is the rule. But right there is the catch to the whole business. You can't be natural by strenuously striving to be natural.

Ray Bradbury, a proponent of Zen, reduces it to this formula: "Work-Relax-Don't Think." This is not as confusing as it seems. Freely translating from these and other sources, it is clear that "Don't think" is not to be taken in a literal sense. When you're working on a project in its creative stages, don't think *consciously* about thinking. After you've done the spade work and have the facts together, relax and let your mind run without using spurs. "A thought comes when it wishes, not when I wish," as Nietzsche phrased it.

Great athletes work this way. A super-

ior bowler said to me: "When I grit teeth and try extra hard, I can't make a strike for sour apples. Let me get my fuzzytail on the alleys and I might as well quit for the evening. I make my best scores when I throw easily and without any apparent great effort."

It's not difficult to relax in creative thinking, and here is where you can adapt something from Zen Buddhism.

James Menzies Black, one of the most realistic and practical business thinkers and authors in America, endorses the value of this sort of brain control. He quotes, in support of this type of instinctive brainstorming, a remark by an estate executive and theatrical producer, Roger Stevens: "Whenever I think I'm about to make a mistake."

After some experience, the more spontaneous and automatic a man can act, at least in the lower levels of thinking, the better his batting average will be. The more he makes his unconscious mind perform routine operations, the more his conscious mind is released.

The reason we have to do so much pressured or frustrated thinking is because we have not voluntarily given our attention to initiating the type of creative thinking that anticipates problems. Self-starting brain activity is not reserved for the highbrows and longhairs. Don't let anyone confuse you by making a tery out of thinking.

Keep your eyes and ears open to outside suggestions. Listen to the promptings of your inner self. Nail down in writing these gifts from the gods. Tell yourself, "The world is my idea." Start with the old ideas, then rearrange them into new patterns from which new conclusions can be drawn. Don't let yourself get taut, but practice patiently.

We all know the fallacy in the maxim "All things come to him who waits." Add the words "and practices," and you will find that the maxim is true. □

A professional writer specializing in communications and business, Fred DeArment has, over the years, been a frequent contributor to THE TOASTMASTER and author of a number of books.

by Mike Snapp

than ever—a development that cannot be discounted as just a fad, but rather a promise of startling significance for the future.

Schools of memory are popping up just about everywhere, books on memory techniques are constantly on the national best seller list, and hardly a week goes by that you cannot see a memory expert on a local talk show coolly reciting the names of everyone in the studio audience. In short, remembering has become big business—and rightfully so.

Names and Faces

It has been estimated that at least 80 percent of those who enroll in any one of the many memory courses that are currently being conducted throughout the United States and, for that matter, the world, do so because they want to remember the names and faces of people they are introduced to.

The problem, these so-called memory experts tell us, lies in the fact that most

people simply see the face and do not truly listen to the name that must be associated with it. To compensate for this, many of us tend to rely on an old trick that doesn't always work, as I found out.

At a recent Toastmasters club meeting, I found myself in this peculiar situation. Embarrassed because I couldn't remember my fellow club member's name, I decided to try this old trick and escape the consequences of my poor memory.

"Do you spell your last name with an *a* or an *e*?" I calmly asked.

"With an *a*," he said. "My last name is Hall."

The trouble with memory is that you can only remember what you want to. While this hardly seems fair, I suppose in some cases it is helpful. How would you feel if you went into a doctor's office and, upon telling him what your problem was, you watched him pull out a

Take A Look AT MEMORY



“do-it-yourself” doctor’s manual that told him exactly where to stick the thermometer? The same can be said for the carpenter or the cab driver (although some cab drivers I’ve seen drive as if they need such a manual). These people, in their own particular professions, have acquired this knowledge over the years strictly by remembering what they had been taught earlier.

While memory is, even for some of the most brilliant scientific minds in the world, difficult to define, there are a few aspects of it that can be said to be certain.

The Memory Basics

The human brain is composed of 10 billion working parts and has enough capacity to accept 10 new facts every second. It has been conservatively estimated that the human brain can store an amount of information equal to 100 trillion different words, which roughly means acquiring one word per second continuously for one million years. But even with this enormous capacity for knowledge, we only use a fraction of this space. In a lifetime of 70 years, a human being may store information equivalent to a mere trillion words.

Memory has generally been grouped into three different classifications: sensory, short-term, and long-term.

Sensory memory may best be described as short lived and, if not acted upon shortly after the reception is made, it will disappear. Look at a bright light for about a minute and then look away. You’ll still see that light for a short period of time but it will immediately begin to fade.

A good example of the short-term memory lies in the often-used (and often expensive) telephone. Look up the number in your telephone book of that little pizza joint that makes those anchovy pizzas that are just out of this world. Now, commit that number to memory, close the book, and dial the number. Chances are that if you get a busy signal or have to wait on the line for any amount of time, you’ve already forgotten the number. (If not, your pizza will be ready in 30 minutes!)

The long-term memory is perhaps the most recognizable of the three. These

lifetime memories enable us to remember our own telephone numbers, addresses, and the fact that our birthday falls on April 9 (. . . or is it April 10?). It enables us to remember incidents or objects that have, somewhere, crossed our paths in remarkable detail—even down to how they felt or smelled.

I wonder how many of us remember our first car, our favorite Christmas, that new baseball glove, or even the oil we used on that glove to loosen it up? Many of us can smell Mom’s apple pie and remember how the thick strands of Sally Hopkins’ hair felt as we dunked them into that jar of rubber cement in the second grade. For some, it is a remembrance of incidents that had a jolting impact on our lives. Where were you and what were you doing when President John F. Kennedy was assassinated on November 22, 1963?

It’s undoubtedly true that intelligence and memory go together—to a certain extent. While it is generally accepted that to be intelligent you must have a memory, the reverse is not necessarily true.

Observation

To have a truly efficient memory really depends on your ability to observe and see things as they really are. But let’s clarify this. Although everyone sees, not everyone observes. Take, for example, the traffic signal that has probably become part of your daily routine. Can you, without thinking about it too long, instantly remember whether the red or green light is on top? Many people cannot, simply because they have merely seen the object, but have not really taken the time to observe it.

But even those who possess outstanding memories cannot remember anything that has not been observed. It’s simply impossible. Why? Because after we observe something it must, in order to be remembered, be associated in our minds with something already known or remembered.

How many times have you relied on that little jinglet to remind you how many days there are in a particular month? You know the one I’m talking about: “Thirty days hath September, April, June, and November. . . .” While this little ditty is something you probably

learned in elementary school (remember that?), it is surprisingly useful to you now. That’s why many of the so-called “memory systems” are built on the association method—it works.

One of the more popular of these systems comes from Harry Lorayne, who “Link” System has done much to reinforce the theory that there is no such thing as a bad memory—only an untrained one.

Using the Link System, the objects to be remembered are actually linked one to another to form a chain. The first item is associated to the second, the second to the third, and so on. As the objects are linked, the associations are made as ridiculous and illogical as possible. For example, if you were trying to remember the words *fish* and *cigarette*, you might picture a huge fish smoking a cigarette. If you were trying to remember the words *match* and *cow*, you might picture a cow with matches taking the place of its udder.

A Major Catastrophe

While this system can be used for anything from word definitions to foreign languages, it is especially helpful to a speaker who must face an audience using nothing but a few notes and raw courage.

I guess one of the most embarrassing things that can happen to a Toastmaster or any speaker for that matter, is to forget his speech while he is in front of an audience. To the speaker who has spent many hours in preparation, this catastrophe has to rank right up there with the big ones of the twentieth century: the sinking of the Titanic, the San Francisco earthquake, and the Hindenburg.

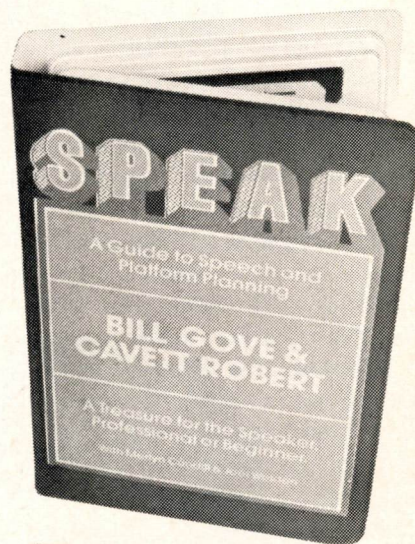
But the speaker who memorizes his speech may also be subject to another embarrassing situation—that of falling along as if he did not know what was going to say. Actually, it’s not that the speaker does not know his subject. He probably knows it better than anyone in the room. But if he cannot commit it to memory, or at least cover the main points in an interesting fashion, he might as well be speaking in front of a bathroom mirror at home.

But relax (especially if you’re going to give a speech tonight from memory)

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be put into words. The best part about this system is that it is not just for professionals—it's for people like you and me, too! All it takes is a little determination, a little thought, and a little courage.

To begin with, write out your entire speech and read it. If you're satisfied with your first draft, you're one of the lucky ones. If not, rewrite it and get it just the way you want, so that it will have the maximum impact on your audience. When you're satisfied, read it over and over again until you get the gist of what it says. Now you're ready for the fun part.

Get out a piece of paper (or the back of an old envelope if you're so inclined) and list the "keywords." Start out with the very first thought in your speech. Whether it is contained in the first, second, or third sentence doesn't really matter. Select one word or phrase that will instantly bring the entire thought to mind. After you have done this, write it down. You've got your first keyword.

Summarizing Your Speech

Do this with the rest of your speech, taking as much time as needed and listing as many words as needed until you've got the main thoughts of your speech summarized in simple words and phrases. For example, say you were giving a talk on local school problems to your PTA. The keywords might look something like this: crowds, teachers, fire, furniture, subjects, playground, etc.

With these keywords in mind, you might start your speech with a reference to the crowded conditions in classrooms. You would progress through your speech and talk about various teaching methods, teachers' salaries, or the lack of quality teachers. You might then move to fire drills and other precautions that might be taken for the safety of the children; then to school furniture, desks, chairs, blackboards, and other equipment that may or may not be needed. You then finish your presentation by talking about the subjects that are being taught and the recreational facilities that are available. It's as simple as that.

While it is perfectly acceptable to use notes to list these keywords, the more ambitious speaker can make a great im-

pression on his audience by committing them to memory (after all, that is the subject of this article).

Using the Lorayne "Link System" that we have already discussed, look at your list of keywords and link the thoughts together. In the example we have used, you would associate crowd to teacher, teacher to fire, fire to furniture, etc., making your mental images as colorful and ridiculous as possible. As you give your speech, each thought would lead to the next one until you reach the end of your presentation. Sound frightening? It really isn't. Try it the next time you're asked to give a speech. Just remember that if you can remember the main thoughts of your speech, the incidentals will fall into place.

Your Listener's Memory

Now that you have taken care of *your* memory, there is nothing else to worry about, right? WRONG! If you are really interested in what you have to say, it's only normal that you'll want someone else (besides your mother or brother in Cleveland) to remember it too. And that means giving careful consideration to your *listener's* memory.

If you have taken the time to prepare your speech so that it will have a dramatic effect on your audience, thought should also be given to their ability to remember it long after it has been presented to them. And there are certain things you can do to make sure that this is accomplished.

1. When you are speaking, put special emphasis on the important points, to focus attention. Whether you decide to raise or lower your voice, use some calculated hand gestures, or simply apply the dramatic pause, you'll find that your audience will remember what is being said longer than they normally would if you had not put this special emphasis on the important points.

2. Use some clear examples or illustrations to make sure that what you say is well understood by the audience. A good point to remember is to use both oral and visual means to transmit your ideas. It's been found that if you use words only, the audience will recall 70 percent of what you have said after a

lapse of three hours, but only 10 percent after three days. On the other hand, if you use only visual aids, the same audience will recall 72 percent of the subject after three hours and 20 percent after three days. But if you use both (oral and visual), audiences will recall 85 percent of your talk after three hours and up to 65 percent after three days.

3. Use vivid language and dramatic illustrations to create a lively impression of what you want to be remembered. There's nothing as deadly (or as dull) as a speaker who talks in a monotonous tone with his arms straight down at his sides.

4. Apply what you say to your listeners so personally and with such impelling force that they will feel that what you are talking about is very important to them. If I hear something that only concerns the guy down the road, I tend to push it off as "his problem." However, if it concerns me, it is "my problem." And I remember that!

5. Relate what you are saying to fundamental values or urgent issues, so your audience will see how the subject you present can help them understand such values as human brotherhood, or another important issue such as reducing the effects of poverty.

6. Speak on the same subject in a series of speeches. This will enable you to explore the subject so thoroughly that the memory aids will combine to help impress your subject on the listener's mind.

The ability to remember is something that should be of great concern to all of us, whether we use it to memorize a speech, our telephone number, or information that may be of use to us in our professions. Many have said that memory is like a muscle—it must be exercised to be useful. But the plain fact is that the more you remember, the more you can remember.

Mark Twain is often quoted as saying, "Everyone talks about the weather, but no one does anything about it." Let's face it: there is nothing we can do about the weather. But there is something we can do about our memory. All it takes is a little time, a little determination, a little patience, and a lot of practice.

by **Bruce Anderson**

"That Bob is really a great speaker, isn't he?" a Toastmaster friend of mine remarked after a recent meeting. "His stories are funny and that talk tonight about knocked me out of my seat."

"Sure, the stories are great," I replied. "But are you going to vote his way in the election?"

My friend looked surprised. "Of course not," he said. "My vote is based on reasoning, not jokes. This is the real world and these are real issues."

And so Bob's chance to get people thinking about a community issue and perhaps to influence their votes was once again dribbled away in a string of one-liners. Bob is a good speaker, all right, and he entertains every time he talks, but that won't fulfill his desire to influence people and make them respect his opinions. People are looking for the thoughts behind the words and with Bob the thoughts just aren't there.

"They never taste who always drink; they always talk who never think," said old Matt Prior, and Bob's talks really prove the saying. Yet, through a little effort, his speeches could become thoughtful, relevant, and convincing. His emphasis just has to be on the thinking before he talking.

One reason for the thinking before speaking, and a basic one for Toastmasters, is simply that it helps you speak better. Remember the terror that used to knot up your stomach when Table Topics came around? It was like the Big Unknown staring back at you as you nervously punched your baked potato around the plate, waiting to hear what subject would be dropped in your lap.

That Glorious Meeting

Then came that glorious meeting when the Table Topicmaster invited you to speak about auto safety, and you had just read a long article about it in the morning paper. Oh, the thrill of pouring out your ideas, backing up each point with devastating logic (it convinced you when you first read it this morning, didn't it?), and beaming as you sat down amid the wild applause of your club. No trace

The Thinking Speaker

Today's speaker must do more than simply stand up, give his speech, and sit back down again. He must think about what he is going to say... and how he is going to say it.



of stomach knots at that meeting—you knew exactly what to say, and your time limit came rushing up before you had half your ideas out.

What was the difference? Thinking. It works even better in your prepared speeches, where it really belongs. (Are you the one who smiles sheepishly when your “prepared” speech is announced?) When you think through your talk before you even start outlining it, you have taken a major step toward a good presentation with a minimum of nervousness.

You should be able to talk on your subject as though you were telling your best friend what you and your kids did last weekend. . . . that is, if you have done advance thinking. In fact, you might even get to know the subject so well that you could try speaking without notes. That would be a welcome change, wouldn't it? If you can't remember your speech, how can you expect your audience to remember it? And you *can* remember it, without “memorizing,” if you have thought about it clearly and deeply.

Another reason for thinking before you speak is to make your audience sit up and listen. Most of us are in Toastmasters to *communicate*, not just to speak, and to do that you have to get somebody to listen. People have to listen with their brains in gear, or they will never remember your ideas. Getting their brains going in the right direction is your job as a Thinking Speaker.

While you are speaking, your audience is going to be thinking about something anyway, so you might as well get them thinking along the lines of your speech, instead of concentrating on the ketchup that decorates your shirt. But you'll never get their attention away from that interesting stain unless you have something to say that beats it in audience appeal. When you think carefully about your subject it will help make your words worth listening to and also allow you to find just the right way to present the subject to your particular audience.

One of the major causes of speaking nervousness is your feeling of responsibility for taking up all these people's time, making them listen to *you* while

they would probably rather be somewhere else. There are two ways to overcome this type of stage fright. One is to stop caring what they think and delight in the fact that your audience is stuck with you until you are done. This is the attitude of those obnoxious people you can't wait to get away from when they buttonhole you at a party. Not too appealing, is it?

The second way to overcome your nervousness is to have something worthwhile to say, something you know is important and relates directly to the needs of your audience. When you have eager listeners before you, people you want to hear your ideas, stage fright is the furthest thing from your mind. All it takes is some careful thinking and planning to know your subject and tailor it to your audi-

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just to speak, and
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to listen.**

”

ence. Once you begin speaking, the ideas will flow like water into thirsty ground. Advance thinking is the way to effortless speaking.

Thinking about your subject before you speak will not only help you in the actual speaking situation, but it will diffuse into your whole life. You'll begin to think before you do things and people will start to recognize you as a person who knows what he's doing. Before long, you will find yourself in positions of leadership and respect.

Being able to think matters through is an essential quality in leadership. You don't have to be an egghead to be a thinker; just be casual about it. If the right answers just seem to pop up when you're around, people will want you

around more often.

Thinking before you speak will help you in Table Topics too, but your thinking pace will have to be accelerated. Take an extra few seconds while you are beginning to stand up and arrange your comments, with at least an opening and conclusion toward which to talk. You fill in the middle as you go along. Another thing: The more you get your brain used to thinking before speaking, the faster and clearer it will be able to think, and that will be a real blessing in Table Topics.

Ready to do some thinking? First, get yourself scheduled to speak at your next meeting. Then, carefully pick a subject. Make sure that the subject interests you, and, just as important, that it will interest your audience. Nearly any subject can be made to interest the audience if you present it in the right way (if it's too abstract you can always poke fun at it, while still getting the point across). If you have a winner of a subject, but are too confident that you can present it right, stick to something you're sure they are interested in, until you have more practice in these presentation skills.

Once you have selected your subject, sit down with paper and pen and write out your own thoughts and ideas on the subject. Then, any research you do should be added to this framework and your speech will still sound like you, instead of like Professor Fishbait, who wrote the textbook you used in your research.

Decide on the “angle” you want to use in presenting the subject. Since each member of your audience is wondering what all this means to him personally, your best angle is to blatantly play to your own self-interest. That's why speeches like “How I Can Save You a Hundred Dollars on Next Year's Taxes” are so eagerly listened to. You know as well as I do that the speaker doesn't have anything to say, but we'll bite every time he gives this hook in front of us.

In the same way, “play the audience” enough to make sure they listen to you. Even as they are selfish in their listening, you must be generous in your speaking, giving them the results of your thinking and research in a form they can appreciate.

their own lives.

You can talk all day without making an impression on your audience unless you have a "contact point" with them, something that relates to their own needs and goals. It's like the wife who wants to talk to her husband, but can't compete with the evening newspaper until she mentions the new dress she just bought. Suddenly, he is all ears and the revolution in Uzbekistan has lost its significance.

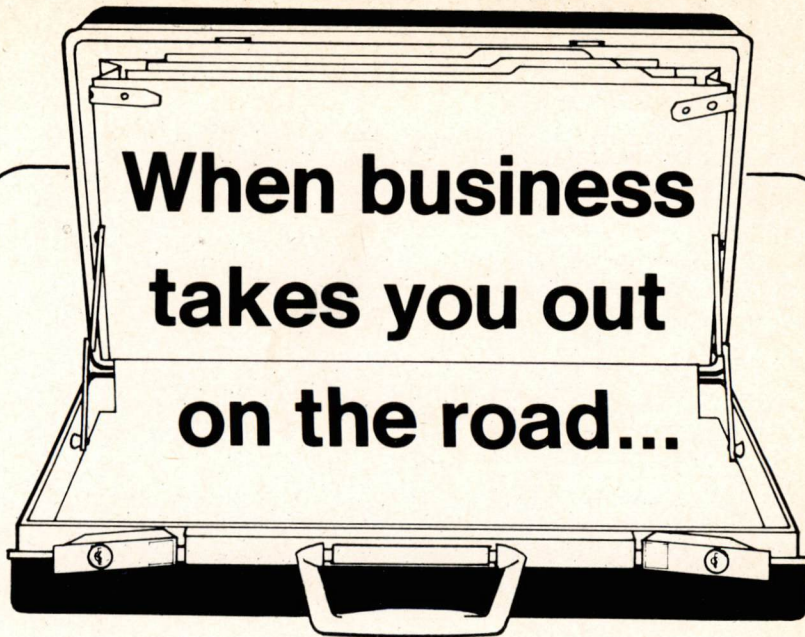
When you have selected a subject and an angle that will arouse audience interest, break the material down into sub-points and organize it in a way the audience can follow. Make as few sub-points as possible, while still covering the subject and leading your audience to the conclusion. Then spend the rest of your time elaborating on the points and supplying examples to illustrate each point.

People have funny ways of following a logical argument. The U.S. Army tested its officers and found that only about one in a thousand could observe a fundamental principle and then accurately apply it to his own activity. Resisting the Army jokes that come to mind, we can see from this fact that people have to be led by the nose from the general point to the application of that point in their own lives.

A Thinking Guide

In other words, SPELL IT OUT. When you are organizing your speech, don't leave it to the audience to put two and two together—do it for them. Your outline should follow the path your audience would be expected to take if they were doing their own thinking on your subject. You want to guide their thinking along the lines they would naturally use and lead them step-by-step to your conclusion. If you are convincing enough, your conclusion will be their conclusion, and your ideas will be fully accepted.

Of course, there's always the guy who follows you step-by-step, agreeing with each point you make as you lead him toward the clincher and then, when you have him trapped, blissfully denies your conclusion. It's always upsetting to have one of these in your audience, especially if there is a question and answer session,



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Senator Joseph M. Montoya (right), senior senator from New Mexico, and one of the foremost leaders of the Hispanic Community, is welcomed as an honorary member of the AMISTAD Toastmasters Club 3179-36, Washington, D.C., by President Raymond D. Chavez.

The AMISTAD Club is one of the first totally Hispanic-American Toastmasters clubs to be chartered in the Eastern United States. A bilingual club where presentations will be made in English and Spanish, its membership includes people originally from Cuba, Honduras, Venezuela, Puerto Rico, and the Southwestern states of Texas, New Mexico, and California.

but the best you can do is take it humorously. If he can't follow your logic, either he is going to be the butt of the jokes or you are, depending on whether the rest of the audience followed you or not. Either way, just keep that smile on your face and keep the audience on your side.

Be sure you explain and support each point you make by supplying facts, examples or, occasionally, emotional appeals. When you are preparing explanations, anticipate the questions that will arise in the minds of your audience and have the answers already in your speech.

Facts and Examples

Using facts and examples will not only answer mental questions the audience may have, but it will also help you explain what you mean (and don't mean) by each point and will help your audience remember exactly what the points were. Again, your examples should be related to the interests of your audience, just as your humor would be.

Try to weave feelings into your explanations and allow them to build with

each point until they peak at your conclusion. After all, reasoning is great and it is necessary, but it is feeling that will cause your audience to *do* something. If you don't arouse your audience to action, your speech is just so many words. Think carefully about the feelings you want to arouse, how best to arouse them and how to keep the feelings channelled in the direction you intend.

I used to know a speaker who really put himself into the tear-jerker stories he told to get his audience's sympathy aroused, but he would get so carried away with the story, as he saw the audience reacting to him, that he would forget the point he was trying to make. No one remembered the conclusion of his speech, but everyone remembered how the little girl lost her dog and how the *whole town* turned out to look for it. The moral is: Get your audience's feelings worked up, but direct those feelings toward the point you are making. Emotions that are not relevant to your conclusions have no place in the well thought-out speech.

Now that you have carefully planned your speech and written the body of it, relate to the needs and values of your audience, finish your preparation with writing an attention-catching opening and a stirring conclusion. These should be as well thought-out as the rest of your speech.

When you open your speech, be sure your words relate immediately to the self-interest of the audience. "I've got something really hot here," you might say. "You are going to be glad you listened to this talk." This will arouse their curiosity and they will open their minds, sit up and listen to you. That is the point of opening: to get them hooked. And the Thinking Speaker will never disappoint his audience by having nothing to say.

Supplying the Destination

Your speech closing should also be carefully planned. This is your chance to channel the interest and excitement that talk has generated into a plan of action. You have set up a mental tension; your conclusion should release this tension into a positive application of the points to the audience's own personal situations. You have led your audience this far — now supply them with a solution. A carefully-designed closing will do this.

With your preliminary thinking done, you are ready to let the mechanical part of speaking take over. Practice and perfect your speech and get it ready for delivery. Step confidently to the lectern (probably without notes), knowing that you are the master of your subject and your audience. Small mistakes will be overlooked as the audience concentrates on the thoughts behind your words and you will tens carefully to find out how these apply to them.

The insight you have into your subject may surprise people who were usually hearing speeches off the top of your head. A new respect for you is growing and people are wondering how they could have misjudged you for so long.

"I guess I was wrong about Bob," your friend confided after Bob became the Thinking Speaker. "He's really got something important to say."

How about you? □

TI ADVERTISING

ADVERTISING KIT

Just over a year ago, Toastmasters introduced the Advertising Kit (1150), a complete media package that combines the most successful aspects of Project Spot into a unified kit which can be used effectively by someone who has never even seen the inside of a radio station.

Now, after the kit has been in wide use, with a special concentration during January and February of this year, it can be reported that the advertising campaign has been a great success and that the momentum is continuing to grow. This brief review of the Toastmasters advertising program will let you know how others are doing in their publicity efforts and help you understand the use of the Advertising Kit.

From a recent survey of TI District Governors it was learned that well over half of the districts have been actively involved in using the Advertising Kit, supplemented by their own locally-produced efforts, and that the program has been very successful. Almost all of these districts have appointed someone to coordi-

nate use of the Kit and the follow-up efforts have been excellent. Use of the kit is about evenly divided among club, area and district levels, and other Toastmasters in the media coverage area are almost always kept informed when the Toastmasters spot announcements are being run.

Technical difficulties with the Kit are rare and are usually related to the equipment used at a specific radio or television station. For example, one radio station may use only cartridge tapes, while another uses only cassettes. This is to be expected. The tapes in the Advertising Kit are designed to be compatible with any tape system and can be converted to either cartridge or cassette with a minimum of effort.

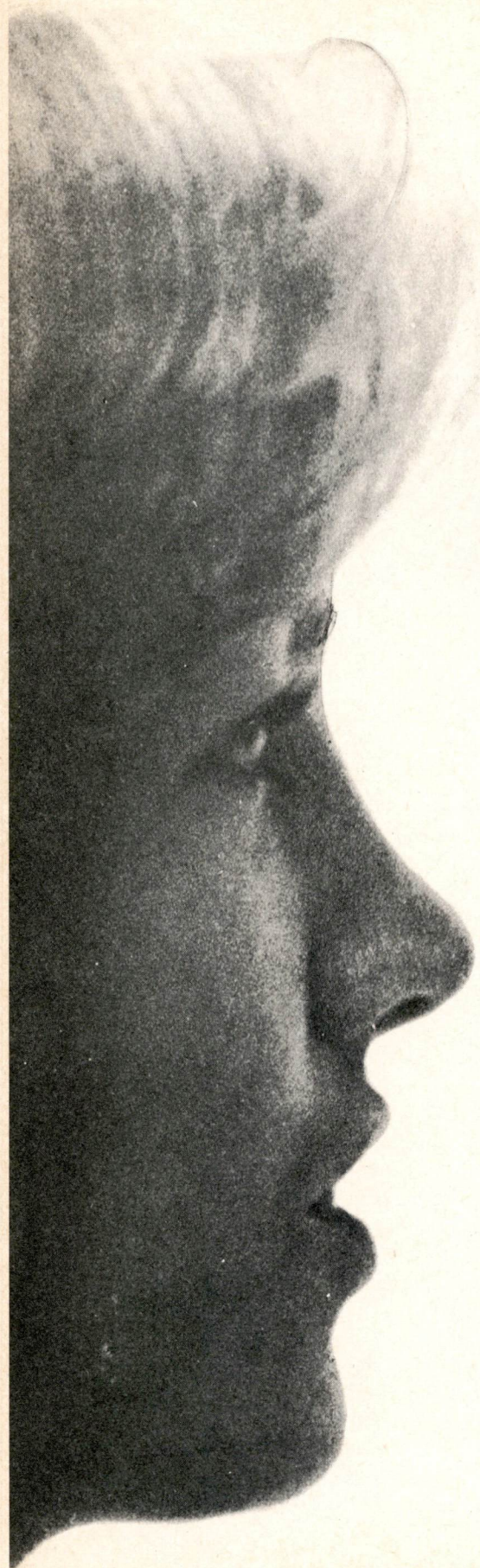
Above all, it is important to note that air time is being obtained for Toastmasters by people who have never dealt with the media before. One district governor reported that "it is difficult to motivate individuals to follow through in making arrangements because of a lack of confi-

dence that they will bring results." Yet, the experience of many other districts proves that use of the Advertising Kit *does* bring results. The instructions are clear and complete, and can be used by anyone willing to follow them.

What about the future of the Advertising Kit? Ninety-three percent of the survey respondents want to see the Kit continued or expanded, so it is clear that the program does work and can be used to generate understanding and enthusiasm for Toastmasters. Use of this program is also a great way for someone to learn firsthand about dealing with the media and perhaps appearing on a live interview . . . both valuable experiences for any Toastmaster.

However, we must keep in mind, as one district governor points out, that the Kit "helps, if used, to extend our image, but does not itself bring in the new member." That, as always, is up to you.

(For further details about the Advertising Kit, please see the back cover of this issue.) □



The Delicate Art of Problems

We all have problems. Some of us have lots of them. For this reason, the ability to think about and solve problems is one of the most valuable uses of the thinking process. If we can develop techniques of applying rational thinking to solving our problems, we will have taken a giant step toward peace of mind and a rewarding life.

What is a problem? According to the dictionary, a problem is a situation or person that is perplexing or difficult. But, personally, I prefer a looser definition: a problem is anything that bothers you.

Applying the Thinking Process

Notice that, by my definition, a problem must bother you. If your boss happens to be a very difficult person but one with whom you have managed to live comfortably, you do not have a problem. If you think that a Cadillac is a beautiful car, but are happy living within your means by driving a Volkswagen, then you don't have a problem. Yet, despite these adjustments, each of us still has things on our mind that tend to bother us. How can we apply the thinking process to solving these problems? Let me suggest some techniques.

First, define the problem. Most of the time, the things that bother us are vague

uncertainties in the back of our minds. In this form, no one, regardless of what great mental capacity he may possess, can effectively deal with these clouded shapes. We must sit down and write the problem in as much detail as possible, a precise statement, taking as much time as is needed to ensure that the problem is defined correctly. A mistake at this point will be costly and will cause us to solve the wrong problem in the wrong way with the wrong schedule.

Second, analyze the problem. Now that we have defined the problem, it is necessary to break the problem down into smaller pieces. The reason for this action is that most problems are too large to be solved all at once. It is necessary to break them down into smaller pieces, then solve them one at a time until the main problem is itself solved. If we look at our problem closely, we may find out how it can best be subdivided so that it may yield other helpful clues. We may find that only one small part of the problem needs to be solved today, with the remaining parts left for a more convenient time.

Third, list possible solutions. Once the problem has been defined and analyzed, ideas for possible solutions will come

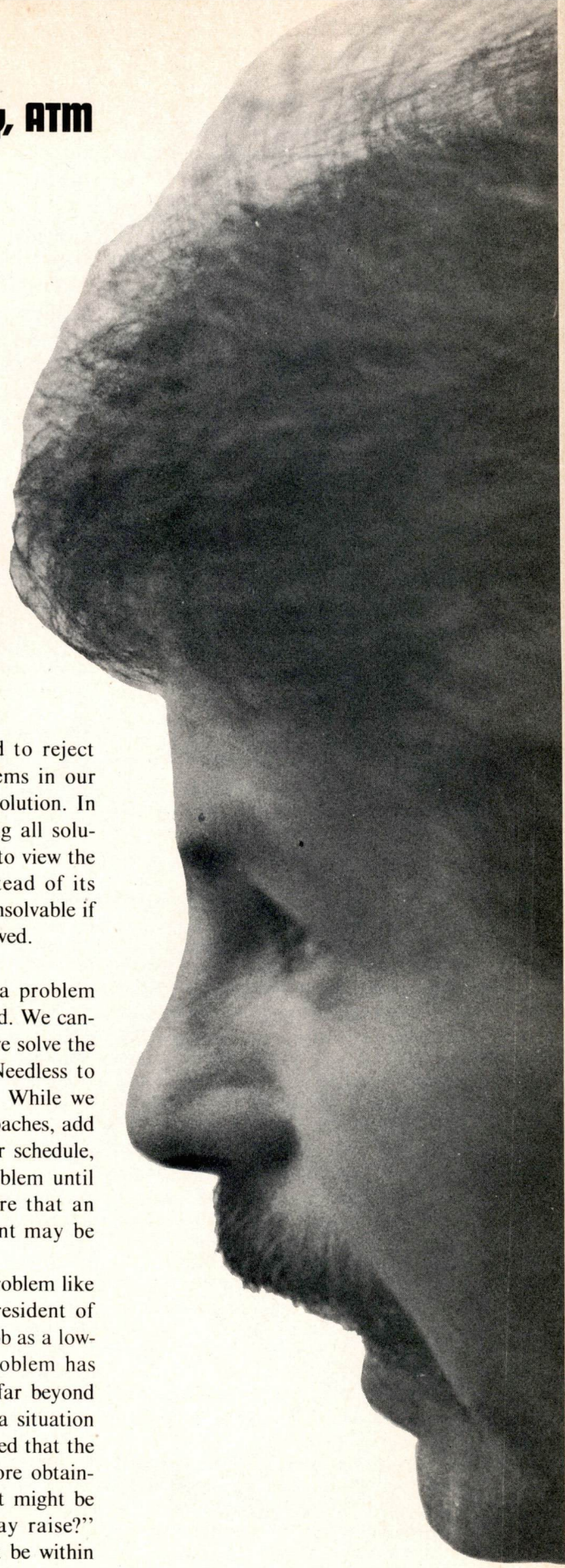
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by Robert P. Savoy, ATM

Solving



mind. This spawning of ideas is due to the associative qualities of the mind. That is, as we think about the problem while defining and analyzing it, the mind will naturally produce some associated solution ideas simultaneously. However, it is important to capture these solution ideas on paper, taking great care to list the advantages and disadvantages of each solution. This practice tends to calm us down and restrain us from charging off on the first idea that comes into our mind. It will also allow us to find the "bugs" in our solutions before we try to put them into action.

Attack the Problem

Fourth, attack the problem with vigor and with a high expectation of success. A problem, simply because it is a problem, is usually difficult enough that it can't be solved by half-hearted efforts. Many times, a solution that is perfectly good if applied energetically will fail if tried timidly. Moreover, if we don't believe a certain approach will work, we will apply it in a careless, desultory manner that will almost certainly guarantee failure.

Fifth, accept adequate solutions. Each of us possesses perfectionist tendencies which may be sometimes used to our dis-

advantage. That is, we tend to reject *adequate* solutions to problems in our desire to obtain the *perfect* solution. In this fashion, we keep rejecting all solutions simply because we tend to view the solution's imperfections instead of its merits. Many problems are unsolvable if only perfect solutions are allowed.

Don't Give Up

Sixth, do not give up on a problem until a solution has been found. We cannot achieve our goals unless we solve the problems that confront us. Needless to say, giving up does not help. While we may need to adopt new approaches, add more resources, or change our schedule, we should stick with the problem until a solution is found. It is here that an unrealistic problem statement may be disastrous.

Suppose that I set up my problem like this: "How can I become President of General Motors and quit my job as a low-level clerk?" Clearly, my problem has been stated in a form that is far beyond my capabilities to solve. For a situation like this one, it is recommended that the problem be redefined to a more obtainable objective. For example, it might be stated: "How can I get a pay raise?" This redefined problem might be within

my ability to solve. Much frustration and anxiety is caused within ourselves when we set up unrealistic problem objectives and try to reach them.

Seventh, keep notes on the problem and the attempted solutions. It has been said that if we cannot remember history, we will be forced to repeat it. Many of the problems that we face in life will be repeated many times. Problems of maintaining our home or car, problems relating to our spouse or to our boss, or health problems are examples of situations that are far more repetitive than many of us realize. If we make careful notes of our problems and the success or failure of our attempted solutions to these problems, we should be able to deal with them more effectively the next time they surface. Personal growth is achieved

when we learn to handle our technical problems more easily and when we learn to relate to people in a more mature manner.

Look for Help

Eighth, don't go it alone. Many times our problems are too difficult for us to cope with alone. We simply lack the resources to handle them by ourselves and often need the expertise that can only be supplied by a doctor, lawyer, social worker, or psychiatrist. It is important for us to consult with outside experts when we need them. Don't go it alone. It is very risky.

The eight techniques just described will go far in helping us think our way through to better solutions to our problems. Remember that life has a way of becoming disorganized. That is, if we do

nothing about our problems, they will become worse and, if left alone too long, will overwhelm us. It is necessary to work hard on our problems just to keep them the same size, but in order to get ahead of them, it is necessary to work doubly hard.

When our problems are under control we will be labeled as a success. Solving our problems is an exercise requiring vigorous use of our thinking power. Nevertheless, history has proved that it is worth the effort. □

Robert P. Savoy, ATM, is a former District 31 governor. A civilian electrical engineer with the U.S. Air Force, he is a member of the Researchers Toastmasters Club 2201-31 in Bedford, MA.

hall of fame

DISTINGUISHED TOASTMASTER (DTM)

Toastmasters International highest member recognition, the Distinguished Toastmaster award, has been presented to the following:

Marlin G. Bingeman, Lancaster Club 1723-38, Lancaster, Pennsylvania; Ralph Goldsmith, Tulsa Club 148-16, Tulsa, Oklahoma; Raymond H. Henjum, Fort Richmond Club 2403-64, Winnipeg, Manitoba, Canada; Toshio Hoshide, Army Topographic Club 3660-36, Washington, D.C.; J. W. Kilmer, Thunderbird Club 1566-16, Tulsa, Oklahoma; Elias B. Lopez, Tulsa Club 148-16, Tulsa, Oklahoma.

ABLE TOASTMASTERS (ATM)

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

Lyle E. Allison, Goldenheart Club 1240-U, Fairbanks, Alaska; Walter K. Belt, Newport Club 3880-7, Newport, Oregon; Earl D. Bessey, Elm City Club 1430-45, Waterville, Maine; Louis Bieker, Hays Club 2609-22, Hays, Kansas; Jesse I. Black, TRW Club 990-1, Redondo Beach, California; Harold H. Burgess, Belmont Club 530-4, San Carlos, California; Richard M. Cantrell, Officers Club 440-9, Richland, Washington; Clarence B. Charlet, Business & Professional Men's Club 1169-68, New Orleans, Louisiana; Raymond L. Chevalier, Sanford-Springvale Club 1640-45, Sanford, Maine; Vernon T. Crickmore, Noblesville Club 1251-11, Noblesville, Indiana; George L. Cutler, Sunshine City Club 3524-47, St. Petersburg, Florida; Micheal V. Diesz, Flickertail Club 581-20, Bismarck, North Dakota and Employment Security Bureau Club 3171-20, Bismarck, North Dakota; Paul H. Dobbins, Stockton Club 80-39, Stockton, California; Kingsley D. Dube, Blue Nile Club

2192-U, Addis Ababa, Ethiopia; Robert L. Dunson, Longhorn Club 3178-25, Ft. Worth, Texas; Jack T. Dwyer, San Leandro Club 452-57, San Leandro, California; Paul C. Elliott, Jr. Saratoga Club 3572-4, Saratoga, California; Dale Farley, Monday Morning Club 1557-44, Amarillo, Texas; Stephen Fisher, International Club 1377-1 and Gavel Club 11-1, Long Beach, California; Harold E. Frye, Leading Knights Club 3666-2, Burien, Washington; John Gallant, Mobility Club 3643-36, Fort Belvoir, Virginia; Albert Garrett, Elm City Club 1430-45, Waterville, Maine; Ron G. LRL Microcentury Club 2797-57, Livermore, California; Elroy Hawes, CBC Club 2858-33, Port Hueneme, California; John Hayes, University Club 304-2, Seattle, Washington; Donald Henney, Glendale 1 Club 8-52, Glendale, California; Don Hillis, Santa Barbara Club 5-33, Santa Barbara, California; John Howe, Alcoa Club 1092-13, Pittsburgh, Pennsylvania; Edward Hurula, Hartford Club 2317, Hartford, Wisconsin; Robert J. Johns, Breakfast Club 563-15, Pocatello, Idaho; Richard M. Johns, Fireside Club 851-5, San Diego, California; William R. Johns

(please turn to page 30)

Charlie Swan, DTM, a past international director who has made an outstanding contribution to Toastmasters, died May 16 in Sarasota, Florida. Mr. Swan was well known throughout the Toastmasters organization and his passing is a great loss to all of us.

Ideas Earn Promotions

by
E. M. Marshall

If you want to win promotion in most of the progressive firms today, you had better examine yourself to make certain what type of mind you have.

Is it one that readily accepts things as they are? Or are you likely to ask embarrassing questions and persist in thinking there is a better way to handle something which has become "our standard procedure" at Company A.

Competition is so keen that, although such questioning tactics may be upsetting to employees of long standing who have followed the procedure in question unquestioningly, the heads of companies now realize changes *can* be profitable. Too, they are more apt to seek for it among newcomers. They realize older heads sometimes can overlook an important detail from the ingrained habit of accepting "things as usual."

To become accustomed to thinking the company's method is the *only* method is dangerous. It encourages acceptance of procedures that may be too costly. This is what a newcomer may be quicker to see than would someone long accustomed to it.

For example, Company B may be using some other method that saves materials or cuts down on time. If so, it will be able to undersell Company A. Then everyone working at Company A will be obliged to seek employment elsewhere. Firms must make a profit or they will not be in business for long—operating overhead is too high.

Those who hammered out Company

A's procedures may not take kindly to any criticism. Even though some of them may suspect the criticism to be well founded and constructive, they may meet it with sarcasm. This does not encourage any future ideas, no matter how badly such ideas may be needed.

Unless there is dissension, any employer should be wary indeed. What Robert Kennedy said about this is pertinent: "Opinion, even fact itself, can best be judged by conflict, by debate. There is an important element missing where there is unanimity of viewpoint."

President John F. Kennedy understood this and always invited opinions from advisors who differed with him. Good executives use this method to test subordinates and get firsthand knowledge about problems.

The ones who say "yes" too readily, or who claim all the credit for some task requiring the united efforts of a group, or who grab for easy jobs and never volunteer for difficult ones, make themselves suspect at promotion time. They are not giving enough effort to earn advancement.

Passing over the qualified man is bad policy, for it may send that man in search of more congenial associates elsewhere.

Auren Uris, in "Developing Your Executive Skills," said, "Today's executive is a different man from his counterpart of yesterday. Yesterday's executive was generally a freewheeling soloist, a lone wolf whose fortunes more often

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than not were molded by chance and lack of competition. You're in a different world today. Today's executive operates from the center of a network of functions and relationships. The individual threads of the network connect him intimately with the company of which he's a part. Only by his skill in keeping each strand of the system free and un-kinked can he function successfully. You, the executive, grow in your job through the increasing skill with which you handle this pattern of personal relationships and administrative functions."

This is one reason why a newcomer should not be intimidated by older associates of any firm from politely expressing ideas on how best to help the company earn increased profits. Those ideas may be just as valuable as anyone's. To state them politely is the pathway to promotion. □

(This article first appeared in *Trained Men Magazine* (now titled *New Dimensions*) and is reprinted with permission of ICS (International Correspondence Schools), Industrial Training Division, Scranton, Pa. 18515).

The Power of Visionary Planning

by James C. Anderson, DTM

If you are a Toastmasters officer and cannot visualize an effective plan of action, you may find yourself in a situation similar to a captain whose ship was caught in the middle of a hurricane. After his ship had lost its rudder and wandered aimlessly for some time, the captain did not know where he had been, where he was, or where he was going.

Do you have a plan of action? Can you visualize where you have been, where you are, and where you are going as a Toastmasters officer? If not, you too may wander about aimlessly in your endeavors as a Toastmaster.

Many of us tend to dream of luxurious boats, automobiles, or airplanes that never become realities. Perhaps this is because dreams alone do not purchase these items of comfort. To achieve these goals, we must visualize an effective plan of action, establish priorities, and move forward accordingly. This is also true of our other goals. We must do less day-dreaming and more visualizing.

Crystalize Your Thinking

The process of visualization requires us to crystalize our thinking to the point that we know where we have been, where we are, and where we plan to go. The measure of our success in Toastmasters depends on how well we answer these questions, visualize an effective plan of action, and move toward the fulfillment of this plan.

Today, many people find it very diffi-

cult to answer the question "What do I wish to accomplish and how can I do it?" Perhaps one reason is that we do not know what the future has in store and we often tend to fear the unknown. Secondly, we are a conditioned people. We live in houses others have built, drive cars of standard design, and wear clothes that have been fashioned by unknown hands. In addition, it seems that our politics and religion come in neat little packages. We have, whether we like it or not, succumbed to a life of conformity. When we allow these unidentified persons to dictate our tastes and direction, we abandon some of our greatest talents. We lose the ability to visualize, to plan, to create, and to prescribe for ourselves.

But please do not misunderstand me. I am not saying that what we already have is bad—I am saying that the side effects are bad. An old proverb says "Even truth is not true until we have discovered it for ourselves." We can enrich our Toastmasters experience if we rediscover our individualism, put our power of visualization to work, and act on the future with at least as much certainty as we allow the future to act upon us.

There is a way to utilize the power of the mind to explore, plan, and initiate. All of us possess this potential power in about the same degree. I am speaking of the seldom-used power of visualization.

Each one of us has far more talent than we can ever use. Although visualiza-

tion is only one of the many powers we seldom employ for our own advantage, it is, perhaps, the greatest power for overcoming fear, doubt, indecision, and worry. Let us take a close look at it and what it can do to help us succeed.

A year ago, a Distinguished Toastmaster award gave a District 53 member the encouragement to review his progress in forming new Toastmasters clubs. The review indicated that 120 days were needed to form his first new club in 1970, while only 60 days were needed to create a second new club in 1971. With a feeling that these lengthy time spans were somewhat ridiculous, the Toastmaster visualized a plan whereby a new Toastmasters club would be formed within 30 days and has since made speechcraft available to 52 adults.

The power of visualization is almost unbelievable—and you can put it to a unique power to work. But your power may not be to create a new Toastmasters club of 40 members within 30 days; it may be far less ambitious—let us say to increase your club membership 100 percent from eight to 16 members. Effective visualization can help you create an effective formula to achieve this goal.

The Mental Picture

Virtually all patterns of thought geared to sight, because even the simplest thought calls forth an image in the mind's eye. Mention a tree and you literally "see" a tree. Mention an abstract thought and the mind grasps it with it until it is able to reduce the abstraction to a mental picture.

This, too, is visualization.

While it is not easy to form a new Toastmasters club, it is not any easier to plant 20 acres of corn. Although it is easier to visualize planting corn than creating a Toastmasters club, if we begin with one grain of corn and one person a time in our thought process, the visualization will become much easier.

Only one grain of corn in the proper environment creates a stalk which bears many grains. Similarly one good Toastmaster in the proper environment can create a new club. You will be hard-

to find fault with this statement.

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“seeing is believing,” and believing helps us to concentrate and work toward not only end results, but the ways and means of getting there. Our thoughts lead to action; actions result in the development of methods; and, finally, our methods open up circumstances to create the very reality of our projected plans. We, ourselves, serve as the only real limitations.

When you develop the art of visualization, you can see clearly and concisely where you desire to go as a Toastmasters

leader. You know much more about what you plan to achieve as an individual in your community and on the job. In brief, it can be said that you have control of your own destiny, future, fortune, and success. □

James C. Anderson, DTM, is a former District 53 governor. A professional training coordinator for the Combustion Engineering Corporation, Mr. Anderson has also had experience in employment development, television training, and writing.

CONVENTION '75 WASHINGTON, D.C.

A look at some of the programs and personalities that will make the 44th Annual Convention one of the greatest that Toastmasters has ever seen.

Next summer, thousands of Americans from all over the United States will flock to Washington, D.C., to commemorate the American Revolution Bicentennial. But Toastmasters who plan to attend this year's 44th Annual Convention, August 20-23, at the Shoreham Americana Hotel, can beat the "Bicentennial rush" while enjoying the education and fun that have, over the years, become synonymous with Toastmasters conventions.

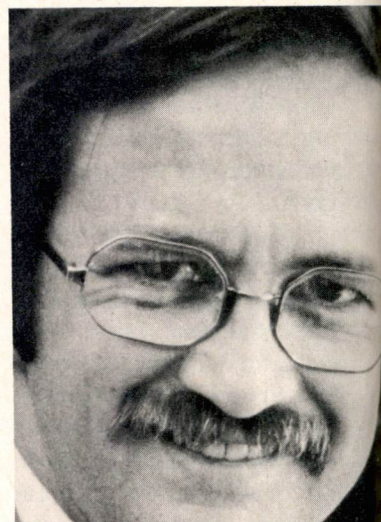
Built on the overall theme "Be Involved," the four-day convention will again feature a number of educational workshops, formal and informal dinner dances, the Annual Business Meeting, and two of the country's foremost communication experts—Drs. Frank E.X. Dance and Raymond M. Taylor.

The convention keynote speaker, Frank E. X. Dance, Ph.D., is a professor of Speech Communication at the University of Denver in Denver, Colorado. A member of Toastmasters International's Educational Advisory Committee, he received his B.S. degree from Fordham University and his M.A. and Ph.D. degrees from Northwestern University. Dr. Dance is a member of the International Communication Association, the Speech Communication Association, and the Advisory Screening Committee in Speech and Audiology for the Council for International Exchange of Schol-

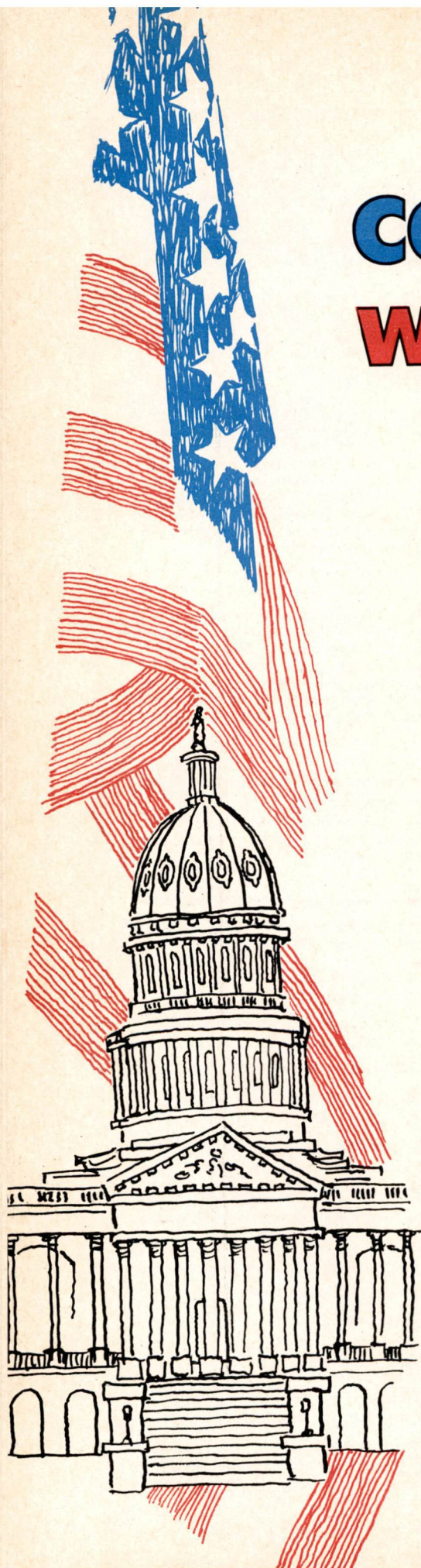
ars. The author of numerous books and articles dealing with speech communication, he has delivered approximately 60 speeches to various organizations and associations throughout the United States since 1964.

The art of effective communication through speechmaking will be discussed by Raymond M. Taylor, J.D., during Friday's education session.

An attorney employed by the Supreme Court of the State of North Carolina, Law Librarian and Marshal, Dr. Taylor is also currently a member of the faculty of North Carolina State University in Raleigh. A former newspaper columnist, he has spoken before audiences in



Dr. Frank E.X. Dance



United States and Canada on speech communication and has also been featured as an after-dinner speaker, a humorist, and satirist on many occasions. Dr. Taylor is a graduate of the University of North Carolina and is currently a member of the American Bar Association's Visitors Committee for law schools in the United States. In addition, he is among those recommended to the President of the United States and endorsed by numerous organizations for nomination as the Librarian of Congress.

Dr. Taylor will speak on the "Personal Involvement" of the member, and those attending the convention will have the opportunity to be involved by participating in the other educational workshops scheduled for Friday.

Designed for the self-improvement of the member, the educational programs will include a variety of fast-moving presentations which will provide the Toastmaster with ideas and techniques on various subjects to take back to his club, area, or district. The individual programs will include: "Involving the Evaluator"—a workshop on improving evaluation techniques in Toastmasters, which features "descriptive" and "pre-descriptive" evaluation; "Get Into the Action"—the "how to" of developing, organizing, and launching a new Toastmasters club; "Sharing Your Involvement"—membership growth and how you can make it happen; "Good News"—the inside story on making the community aware of Toastmasters; and "Total Involvement"—a look at the ingredients necessary for effective club programming and management.

Those who have attended past conventions will attest to the fact that the social events are just as meaningful as the educational programs. This year's convention will be no exception.

The convention will open with a colorful ceremony that will include the traditional Toastmasters International Parade of Flags, addresses by various public officials and Toastmasters officers, and various Bicentennial tributes designed especially for this event. Immediately following the opening ceremonies

on Wednesday, the first of the four scheduled meal events will be held.

Each year, men or women who have made a significant contribution in the fields of communication and leadership are honored at the popular Golden Gavel Luncheon (formerly the District Governors' Luncheon). This year, Toastmasters International will present its Golden Gavel Award to John W. Warner, National Administrator of the American Revolution Bicentennial Administration.

A former Secretary of the Navy, Mr. Warner will be recognized for the leadership and assistance he has given to this new independent agency and its goal of developing and coordinating a memorable 200th anniversary for the United States. The recognition also stems from his overall contribution to world peace through better communication as Secretary of the Navy (see THE TOASTMASTER, June, 1975).

This year's convention festivities will also feature a new event that should be of great interest to all Toastmasters. Scheduled for Thursday afternoon, the Hall of Fame Pageant will give proper recognition to many individual Toastmasters, as well as clubs, areas, and districts, and highlight the accomplishments of each.

As always, formal and informal dinner dances will be a major part of the convention scene.

On Thursday night, District 36, along with Host District Chairman William O. Miller, DTM, and Vice-Chairman Charles Waterman, ATM, will welcome convention delegates to "Party 200," a "fun night" designed to commemorate the 200th anniversary of the United States. Guests will be treated to a buffet, special entertainment and dancing, and are invited to wear costumes depicting their favorite period of history from the past 200 years in commemoration of the American Revolution Bicentennial.

The traditional President's Dinner Dance will follow the day-long educational sessions on Friday night. The formal affair will feature the installation of the 1975-76 TI officers and directors and dancing to the wee hours of the morning.

The International Speech Contest Breakfast, a favorite among convention-



Dr. Raymond M. Taylor

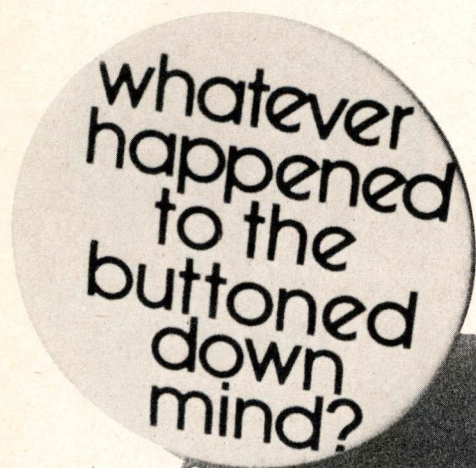
goers, will round-up the week's festivities on Saturday morning. Because of the popularity of this event, Toastmasters are encouraged to get their tickets early, using the Toastmasters Registration form that appears on page 31. Tickets to all meal events will be exchanged for reserved seating. After tickets are purchased, individuals can form their own groups to reserve a table or part of a table. This will be done at the registration desk. Remember: No meal tickets will be sold at the door at the time of the event!

So there you have it! Bring your family and enjoy the friendly atmosphere of the Toastmasters Convention and the historical atmosphere of Washington, D.C.

While you're attending the educational programs, your youngsters can play in the hotel's swimming pool or visit the Toastmasters Youth Activities Center which will be provided free of charge. Special programs for the ladies have also been scheduled, including a reception hosted by Mrs. John F. Diaz, and tours of the numerous historic sites and national monuments.

All in all, this will be one convention you won't want to miss. Complete the registration forms on page 31 and send them in today. (Hotel reservation requests must reach the Shoreham Americana on or prior to July 20, 1975.)

See you in Washington, D.C.—the Bicentennial City. □



by Paula Schwartz

One of the highest goals in education is—or should be—the encouragement of creative thought. But even though there is much to learn about nurturing creativity in youngsters, there's general agreement among educators on one point: namely, that the creative mind is a free one; that it is a mind not buttoned down by conventions, prejudices, and inhibitions.

Most educators of the fifties were troubled by the apathetic and conformist student bodies that existed at that time. Now, twenty years later, they're still upset—but for a different reason: Students have changed radically; they're no longer apathetic and conformist; they're vibrant and alive. Yet their creative output, the educators complain, hasn't changed. How does it happen, the teachers ask, that students who seem creative, look creative, and sound creative aren't creative at all?

To find an answer, let's go back to that decade that seemed to be anathema to any promise of the flowering of creative thought, the fifties: the decade of the grey flannel suit and the buttoned-down

mind, a time when "popularity" and "team spirit" were considered by the young, and by many of their parents, to be primary virtues. Educators and psychologists were then understandably dismayed by what they felt was a movement toward a mass-thinking, mass-produced society, and they said so from the lecture platform and in print.

A good example of their reaction is the speech delivered by psychologist A. H. Maslow to a group of U.S. Army engineers in 1957. Dr. Maslow said:

"(Creative people) are precisely the ones that make trouble in an organization.... They tend to be unconventional; they tend to be a little queer, unrealistic; they are often called undisciplined, sometimes inexact, 'unscientific'; . . . they tend to be called childish by their more compulsive colleagues, irresponsible, wild, crazy, speculative, uncritical, irregular, emotional and so on. This sounds like a description of a bum or a Bohemian or an eccentric. And it should be stressed, I suppose, that in the early stages of creativeness, you've got to be a bum, and you've got to be a Bohemian; you've got to be crazy."

It almost seems as if the youth of the sixties used this message as a blueprint

from which to build their own character—even if they did read the blueprint somewhat incorrectly. What Maslow—
others who spoke in a similar vein—meant was that conformity is detrimental to creativity, and that if the establishment wanted to make use of the creative minds among us, it would have to find these minds among the nonconformists. What he did not mean, however, was that all nonconformists are necessarily creative.

The great liberation of the sixties—dress and demeanor, in life-style, language, tradition, and morality, gave promise of a great "unbuttoning" of creative impulses among our young people. They seemed to possess all the qualities that Maslow had missed in the fifties. They were troublemakers, they were undisciplined and wild, they were irresponsible, childish, uncritical, and emotional. They looked more eccentric and Bohemian than Maslow could have dreamed possible. Their beards, their wild hair, their unbuttoned shirts loudly proclaimed, "I am creative."

But from them came no great outpouring of new, original, useful insights into the arts and sciences. In fact, the aridity of the arts in the last few years demonstrates dramatically that the message of the fifties has not been interpreted correctly. Perhaps the freedom of the sixties was too superficial. Perhaps we unbuttoned the wrong buttons—the wrong minds.

The "False" Assumptions

The seventies, then, might be a decade in which to reexamine the nature of creative thinking. As a small beginning, let's examine four assumptions that so many freewheeling youngsters of the sixties accepted—assumptions that common sense and our current knowledge of the nature of creativity tell us are false.

"Counter-culture" and "anti-establishment" attitudes are nonconformist.

It is true that conformity inhibits creativity, because the impulses that lead to original thought are killed by the fear of stepping out of conventional mores. However, it's also true that rebelliousness inhibits creativity as well.

Rebelliousness is a movement

ary to the direction taken by the established group; it is not, however, necessarily a sign of independent thought. In fact, one researcher into the nature of independent thinking, Richard Crutchfield, calls group rebelliousness "counterformity." He finds this phenomenon as structured, in its way, as "establishment" thinking. True independence of thought, Crutchfield stresses, is unimpaired by any group opinion.

The anti-establishment attitude toward clothing is a good example of counterformity. As more and more youngsters rebelled against the crew cuts and buttoned-down shirts of the fifties, they won more and more freedom to choose whatever hairstyles and outfits they wished to adopt. But the result has been less than a cornucopia of colorful, original creations. Instead, the "counterforming" clothes of anti-establishment youth have come to share a similar drabness; the wearers all look surprisingly—and disappointingly—alike.

Surrendering the Mind

Conformity comes from the surrender of one's mind to the opinion of a group, and it makes no difference whether the group to which one surrenders is the establishment or the counter-culture. The result in both cases is a restriction of the freedom of the mind.

Any person engaged in "artistic" work is creative.

It is obvious that the self-styled "artist" is not necessarily a creative person. One way to estimate his potential as a creator is to examine his motivation. If his primary motive is a desire for status, fame, or wealth, the chances are against his creating anything truly outstanding.

The urge for money or other benefits irrelevant to creation, if it becomes too strong, can inhibit the mind and block creative thought. Eventually, the urgency of this unrelated motivation becomes a distraction.

To wit: A young man I saw on a TV interview identified himself as a "motion picture artist." He is probably not that at all. Like the man who says, "I am an intellectual," he talks too much—reveals too much involvement with his

own ego. The creative artist is so involved in his creation that the "I" is lost in the task. Forgetting one's self in one's work is the best way to unbutton the mind and release its creative energy.

Discipline, neatness, and organization of time are signs of compulsive neurosis and therefore inhibitors of creativity.

Compulsive desk-straighteners or overly systematic clock-watchers are not likely to be very creative. Compulsive, obsessive behavior indicates a rigidity of mind and personality which is, of course, a strong inhibitor of the freedom of mind that creativity needs. A complete lack of discipline, however, doesn't free the mind, either. Creativity isn't so simple as that.

Disorder doesn't breed inspiration. Studies of the nature of the act of creation show that a great deal of self-discipline is necessary to move from inspiration to achievement. A newborn or half-baked idea—even a potentially good and useful idea—evaporates more easily than water. The plot for a great novel that was never jotted down, the marvelous invention that was never worked out—each might have reached fruition if the originator had followed through on his idea.

To create something of value, then, the creator must have three things: an idea, the right technique, and the discipline to persevere.

Structured, linear thinking is outdated; creativity in our time will come from nonlinear, unstructured thought.

Youth in the sixties did a great deal to free the mind from the linear or structured method of thinking that is traditional in our culture. The popularity of yoga and other Eastern philosophies is a telling sign of this. And there is some evidence that unstructured thought does play a part in the conception of a new idea. The inspiration for a great, innovative idea has been described by some psychologists as coming more readily to "a mind at play" than to a mind striving too hard.

Perhaps that's why Maslow describes creative man as irresponsible, wild, even crazy. But Maslow makes it clear that this craziness should exist only in the

early stage of creativity. The unstructured, offbeat, wild idea must then be subjected to critical appraisal, and worked out by laborious, painstaking, structured thought.

Einstein's great idea reputedly came to him in a moment of idle speculation: he was asking himself, while shaving, what would happen if he and his mirror were both travelling at the speed of light. Would his image catch up with the mirror? This playful question eventually led—after a long and complex process of structured, logical, disciplined calculations—to his theory of special relativity.

Controlling Thought

Unstructured, wild ideas do open paths to creative achievements, but it is important to recognize that the wildness should be consciously indulged in and soon converted to controlled, serious study if any fruitful creation is to result.

Charles Darwin's writings give an interesting example of this idea. In one of his letters he wrote, "I love fool's experiments. I am always making them." And yet, in his book *The Descent of Man*, we find Darwin saying, "The highest possible stage in moral culture is when we recognize that we ought to control our thoughts."

Samuel Butler said the same thing a different way: "An open mind is all very well in its way, but it ought not to be so open that there is no keeping anything in or out of it. It should be capable of shutting its doors sometimes, or it may be found a little drafty."

Nobody wants a buttoned-down mind. Yet, most parents and teachers are aware that freeing the mind from the prejudices, hang-ups, conventions, and inhibitions that button it down is a difficult, painstaking, even dangerous process. Perhaps the freewheeling behavior of youth in the sixties was a first step in the process. But somehow we must show our young people that it was only a first step—and that for every bit of wildness in the creative act, there's a commensurate need for discipline and control. □

Paula Schwartz has taught English at New York University, George Washington University, and Dunbarton College.

new clubs

841-F OUTSPOKEN ORATORS CLUB

Rialto, Calif.—Tues., 6:45 a.m., Living Center, 300 N. Pepper Ave., So. Calif. Edison Co. (875-5100). Sponsored by Edison Early Bird Club 1191-F.

938-F EARLY EASTERNERS CLUB

Rialto, Calif.—Wed., 6:45 a.m., Living Center, 300 N. Pepper Ave., So. Calif. Edison Co. (875-5100). Sponsored by Edison Early Bird Club 1191-F.

2276-F BECHTEL DOWNEY CLUB

Downey, Calif.—Wed., 11:45 a.m., Bechtel Bldg. 46, 11445 So. Lakewood Blvd. (864-6011). Sponsored by Bechtel Toastmasters Unlimited Club 587-F.

2881-4 FLUOR UTAH CLUB

San Mateo, Calif.—Thurs., 11:45 a.m., Fluor Utah Conference Room, 155 Bovet Rd. (574-1111). Sponsored by San Mateo Club 191-4.

3070-4 ALPHA BETA CLUB

Milpitas, California—Mon., 5:00 p.m., Alpha Beta Distribution Center, 999 Landess Ave. (263-6100). Sponsored by Hillcrest Club 460-F.

471-8 RALSTON PURINA CLUB

St. Louis, Missouri—Thurs., 11:30 a.m., Ralston Purina, Checkerboard Square Tower Cafeteria (982-2593). Sponsored by Daniel Boone Club 3536-8.

3315-10 FIRESTONE CLUB

Akron, Ohio—Tues., 12:00 noon, Firestone Club House, 1200 Firestone Pkwy. (379-7387). Sponsored by Barberton Area Club 706-10.

2471-13 SCOTSDALE AREA CLUB

Scottsdale, Pennsylvania—Tues., 8:00 p.m., Scottsdale Savings & Trust Bldg. (887-8669). Sponsored by Greater Uniontown Club 2921-13.

866-16 GERONIMO CLUB

Fort Sill, Oklahoma—Thurs., 11:30 a.m., Ft. Sill NCO Club, 5485 Honeycutt Rd. (351-4257). Sponsored by Satanta Club 2761-16.

731-21 CRANBROOK LADIES CLUB

Cranbrook, B.C., Canada—Tues., 6:30 p.m., York Hotel, 12-10th Ave. (426-7433). Sponsored by Cranbrook Club 3532-21.

2780-35 REEDSBURG AREA CLUB

Reedsburg, Wisconsin—Thurs., 6:32 a.m., Voyageur Supper Club, Viking Drive (524-2450). Sponsored by Madison Club 173-35.

2161-42 BOWMAN CLUB

Sherwood Park, Alta., Canada—Tues., 7:30 p.m., Archbishop Jordon High School, 2021 Brentwood Blvd. (467-5401). Sponsored by Rooster Rousers Club 1774-42.

780-44 LOS AMIGOS CLUB

Lubbock, Texas—Thurs., 6:00 p.m., La Fiesta Restaurant, 1519-34th St. (795-0274). Sponsored by Hub Club 660-44.



District 69 Lt. Governor Greville L. Easte demonstrates Table Topics for shoppers at the Brookside Shopping Center in Brisbane, Australia. The demonstration was part of a week-long display set up and manned by District 69 Toastmasters and members of the Toastmistress organization to commemorate October Invitation Month and Toastmasters' 50th Anniversary.

During the week, thousands of shoppers passed through the display, while some even participated in public demonstrations of Table Topics. Clubs within a 30-mile radius of the shopping center reported that good results were obtained from inquiries made at the display.

2460-45 SCHOODIC POINT CLUB

Winter Harbor, Maine—Wed., 7:30 a.m., Pair-o-Dice Club, Naval Security Group Activity (546-7074). Sponsored by Navy Brunswick Club 2156-45.

1549-46 UNION CARBIDE CLUB

New York, New York—Mon., 12:00 noon, Union Carbide Corporation, 270 Park Avenue (551-3201).

840-47 FOLIAGE CLUB

Apopka, Florida—Fri., 6:45 a.m., Candi's Restaurant, 408 So. Central Avenue (293-5771). Sponsored by Pathfinders Club 2271-47.

3106-47 NORTH JACKSONVILLE CLUB

Jacksonville, Florida—Thurs., 12:30 p.m., Admiral Benbow Inn, 820 Dunn Ave. (751-0100). Sponsored by Nomad Club 2593-47.

803-53 CG CLUB

Bloomfield, Connecticut—Tues., 4:30 p.m., Connecticut General Life Insurance Company, 900 Cottage Grove Rd. (243-8811). Sponsored by District 53 staff.

92-560 OPD CLUB

Houston, Tex.—Wed., 12:00 noon, Whitehall Hotel, 1700 Smith St. (784-8377). Sponsored by Easy Risers Club 109-56.

1722-56 SEGUIN CLUB

Seguin, Tex.—Wed., 7:00 p.m., Davila's Barbecue Restaurant, 513 W. Kingsbury St. (379-0404). Sponsored by Randolph Club 2845-56.

2659-56 1960 NORTH HOUSTON CLUB

Houston, Tex.—Tues., 7:00 a.m., Sam's Restaurant, FM 1960 Koykendal (622-5100). Sponsored by Easy Risers Club 109-56.

1400-61 LAURENTIEN CLUB

Shawinigan, Que., Canada—Wed., 8:00 p.m., Auberge Des Cascades (537-1200). Sponsored by Laviolette Club 1390 and Grand' Mere Club 3393-61.

3778-61 TOASTMASTERS CLUB LE MARQUIS

Hull, Que., Canada—Tues., 6:30 p.m., Sheriton Hotel, Marquis, Laurier St. (819-1671). Sponsored by Carlingwood Club 3319-61.

1538-62 LIVINGSTON COUNTY CLUB

Howell, Mich.—Thurs., 6:30 a.m., Station Army Bldg., 221 N. Michigan (517-9865).

2088-64 SUNFLOWER CLUB

Altona, Man., Canada—Mon., 6:00 p.m., Altona Motor Hotel (324-6614). Sponsored by Red River Club 36-64.

3707-66 POSTAL EMPLOYEE CLUB

Richmond, Virginia—Tues., 7:15 p.m., Post Office, 1801 Brook Rd. (782-2000). Sponsored by West End Club 2661-66.

3471-68 CONTRABAND CLUB

Lake Charles, Louisiana—Mon., 6:30 p.m., Gulf State Utilities, 314 Broad St. (504-0513). Sponsored by Lake Charles Club 1225-68.

Be a "Doer"— Reorganize a Club

by
**Gene Tesreau, ATM
District 8**

It goes without saying that organizing a Toastmasters club can be a rich and rewarding experience—all that is needed is a positive attitude, a willingness to correct mistakes, and the ability to persuade others to help. But I've found that the same may be said for *reorganizing* a club.

Although I have lived in Ballwin, Missouri, for about seven years, I only recently discovered that a Toastmasters club had existed in the Ballwin area for several years, only to fold as a result of a general lack of interest. Considering that the population of my surrounding area had doubled since that time, I found no reason to believe that a club could not be reestablished.

I contacted several Toastmasters who had dropped out of the original Ballwin club, as well as some who were active in other clubs, and asked four of them to help me reorganize the club. They agreed.

We immediately made a list of 40 prospects and sent out letters to each person who appeared on the list, telling them what we proposed to do and inviting them to come see the Toastmasters program in action. As a result, two new prospects came to our first meeting. Unfortunately, neither joined.

Newspaper advertising brought in three or four prospects to our second meeting—most of them being other Toastmasters who wanted to help. We were not getting the new members we knew we would need if our club was to be a success.

We decided to make up a one-page


flyer with the slogan "Be A Doer—Not A Dud" printed on it, along with the pertinent information about our club. At first we ran off 100 copies on a duplicating machine and, finding that it seemed to bring in several new members, decided to send it out to a professional printing company. We then went to work. We canvassed all the places of business in our area, leaving five to ten in any place that would accept them and talking to anyone that would listen.

The response was unusually good. While only one business refused to allow us to leave any of the flyers, many offered to display them in their windows for

us. As a result, the membership began to grow and we soon had over 20 charter members. The club has since adopted the motto "Be A Doer—Not A Dud."

To me, this is what Toastmasters is all about—learning to motivate people in order to get them to think in terms of their own situation—to make them willing to rearrange their priorities and want to join an organization like Toastmasters, which provides this opportunity.

We at the West County Toastmasters Club hope that this success story will help motivate other Toastmasters to try their skills at forming new clubs and to be a doer—not a dud! □

		MOVING?
Paste current address label in space at left and complete the following. Mail to World Headquarters as soon as possible: P.O. Box 10400, 2200 North Grand Avenue, Santa Ana, CA 92711.		
Club No. _____		District No. _____
NEW ADDRESS _____		
_____		Zip _____
If you are a club, area, division, or district officer, indicate complete title:		

Name _____
Present Address _____
City _____
State/Province _____
Zip _____

more hall of fame

Douglas Aircraft Club 1497-1, Long Beach, California; **John P. Kelly**, Raytheon Equipment Club 2621-31, Waltham, Massachusetts; **Lawrence Kroesing**, Pendleton Club 154-9, Pendleton, Oregon; **Stephen O. Laub**, Lincoln Club 403-24, Lincoln, Nebraska; **Mark G. Lees**, Chinatown Club 2296-4, San Francisco, California; **Philip E. Lellman**, West Valley Club 107-4, San Jose, California; **William A. MacLeod**, HMC Dockyard Club 3182-45, Halifax, N.S., Canada; **Edward A. Manual**, Magnavox Industrial Club 479-11, Ft. Wayne, Indiana; **John F. McGowan**, Pizen Switch Club 3065-39, Yerington, Nevada; **Charles W. McIntyre**, Castle Club 3083-40, Huntington, West Virginia; **Mathew B. McKoy**, Downtown Club 297-47, Jacksonville, Florida; **John R. McLaughlin**, Titan Club 2368-26, Denver, Colorado; **Carl E. Miller**, Sunshine City Club 3524-47, St. Petersburg, Florida; **Jim, A. Mulholland**, Tulsa Club 148-16, Tulsa, Oklahoma; **Frederick H. Norcutt**, Longview Club 180-7, Longview, Washington; **Mario Pedercini**, North Hennepin Club 2464-6, Minneapolis, Minnesota; **Donald C. Pedreyra**, Rocky Mountain Club 739-26, Denver, Colorado; **G. T. Phillips**, Legal and General Club 1710-69, Brisbane, Qld., Australia; **George Porter**, Tulsa Club 148-16, Tulsa, Oklahoma; **Robert E. Quinlan**, Early Bird Club 2534-23, Albuquerque, New Mexico; **John H. Redding**, Monroe Club 3324-14, Monroe, Georgia; **Warren Rutz**, Pop Up Club 3165-44, Midland, Texas; **Joseph Sawaya**, Hospitality Club 683-5, San Diego, California; **Jerome V. Schmidt**, Hays Club 2609-22, Hays, Kansas; **Maurice Seguin**, Purchasers Club 3021-61, Montreal, Quebec, Canada; **Hank Shank**, Windjammers Club 2628-33, Las Vegas, Nevada; **Milton G. Sharp**, Beyond Basic Training Club 1360-7, Portland, Oregon; **L. Travis Smiley**, Blackhawk Club 444-19, Waterloo, Iowa; **Charles H. Solid**, Del Rey Club 2665-11, Anderson, Indiana; **John Spruill**, Clark Equipment Club 2210-62, Battle Creek, Michigan; **Arthur F. Stedman**, Elm City Club 1430-45, Waterville, Maine; **Marion L. Strickler**, Crosswinds Club 3708-39, Vacaville, California; **Joseph P. Sullivan**, Cochise Club 3198-3, Sierra Vista, Arizona; **William Tankersley**, Sam Sloan Chapter Club 1051-11, Paducah, Kentucky; **Thomas N. Tomas**, North Platte Club, North Platte, Nebraska; **William G. Trottier**, Madison Club 173-35, Madison, Wisconsin; **Harry P. Turner**, Progressive Club 264-16, Tulsa, Oklahoma; **Raymond W. Wakefield**, Bloomington Club 850-54, Bloomington, Illinois; **Louis Warmoth**, Chester Club 3660-58, Chester, South Carolina; **Charles H. Warren**, University Club 304-2, Seattle, Washington; **Bruce Weese**, Valley Club 3626-4, San Jose, California; **L. Dennis Weinmeister**, Elgas Club 1508-5, San Diego, California; **Roger A. Welch**, Elm City Club 1430-45, Waterville, Maine; **A. E. Wieners**, Whirlpool Club 202-62, St. Joseph, Michigan; **Michael J. Wilbourn**, Sacramento Club 1145-39, Sacramento, California; **Rhoten W. Willhoit**, Mentors Club 1974-29, USNAS, Milton, Florida; **Daniel F. Wilson, Jr.**, Needles Club 3917-33, Needles, California; **Gary A. Wilson**, Parramatta Club 2274-70, Parramatta, NSW, Australia; **Anthony J. Witkowski**, Sarto Club 3371-36, Forestville, Maryland; **Ralph L. Worrell**, San Joaquin Club 201-33, Fresno, California; **Jiri V. Zazvorka**, Fred H. Rohr Club 2518-15, Chula Vista, California.

anniversaries

30 YEARS

Augusta Club 326-14
Augusta, Georgia

25 YEARS

Temple City Club 554-F
Temple City, California
Orange Belt Club 828-33
Porterville, California
Tuscaloosa Club 858-48
Tuscaloosa, Alabama
Pearl Harbor Club 123-49
Honolulu, Hawaii
Stamford Club 865-53
Stamford, Connecticut
Harlingen Club 860-56
Harlingen, Texas

20 YEARS

Triangle Club 1887-10
Canton, Ohio
Brookwood Club 1859-14
Atlanta, Georgia
Lancaster Club 1723-38
Lancaster, Pennsylvania
Roseville Club 712-39
Roseville, California

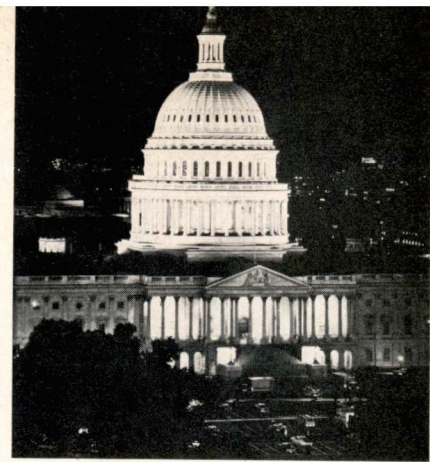
15 YEARS

Lunchmasters Club 2631-1
Gardena, California
Pony Expressers Club 3168-6
Minneapolis, Minnesota
Wadsworth Club 1970-10
Wadsworth, Ohio
Hi Noon Club 1165-11
Ft. Wayne, Indiana
Westinghouse Gaveliers Club 3160-18
Baltimore, Maryland
Hi Noon Club 2217-43
Little Rock, Arkansas
Pop Up Club 3165-44
Midland, Texas
Cronulla Club 3034-70
Cronulla, NSW, Australia

10 YEARS

Wilshire Blvd. Temple Club 1058-1
Los Angeles, California
Westinghouse Friendship Club 1054-18
Baltimore, Maryland
Scottish Rite Club 1817-19
Des Moines, Iowa
Needles Club 3197-33
Needles, California
Delavan Club 3925-35
Delavan, Wisconsin
Tobacco City Club 2209-37
Wilson, North Carolina
Art O Rhec Club 2604-43
Memphis, Tennessee
Greater Houston Club 2386-56
Houston, Texas
Davonport Club 3913-70
Davonport, Tasmania
Wunderlich Industria Club 3926-70
Villawood, NSW, Australia
Bridgetown Club 2660-U
Bridgetown, Barbados

Toastmasters 44th Annual Convention August 20-23 Shoreham Americana Hotel Washington, D.C.



Mail to: **Toastmasters International, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, California 92711.** (This form is not to be used by International Officers, Directors, Past International Presidents, or District Governors elected for 1975-76.)

Registration will be required at all general sessions on Wednesday, Thursday, and Friday. Pre-register and order meal-event tickets now! ATTENDANCE AT ALL MEAL EVENTS WILL BE BY TICKET ONLY. Advance registrants will receive a claim ticket for a packet of Toastmasters materials.

Please have my advance convention registration packet and tickets to the following meal events waiting for me at the Convention Registration Desk.

_____ Member Registrations @ \$8.00	\$ _____
_____ Spouse Registrations @ \$2.00	\$ _____
_____ Youth Registrations (9 years and older) @ \$1.00	\$ _____
_____ Tickets Golden Gavel Luncheon @ \$9.25 (Wednesday, noon, August 20)	\$ _____
_____ Tickets "Party 200" Fun Night @ \$12.50 each (Thursday: Dinner, Dancing and Entertainment)	\$ _____
_____ Tickets President's Dinner Dance @ \$15.00 (Friday: Dinner, Dancing and Program)	\$ _____
_____ Tickets International Speech Contest Breakfast @ \$6.00	\$ _____
TOTAL	\$ _____

Check enclosed for \$ _____ (U.S.) payable to Toastmasters International. **All advance registrations must reach World Headquarters by July 18. Cancellation/reimbursement requests not accepted after August 1.**

(PLEASE PRINT) CLUB NO. _____ DISTRICT NO. _____
 NAME _____
 SPOUSE'S FIRST NAME _____
 ADDRESS _____
 CITY _____ STATE _____ ZIP _____
 NO. CHILDREN ATTENDING (Elementary School Age) _____
 (Jr. High School Age) _____ (Senior High Age) _____
 If you are an incoming district officer (other than district governor) please indicate office:

Mail to: Shoreham Americana, Connecticut Avenue at Calvert St., NW, Washington, D.C. 20008. (202) 234-0700. Reservation requests must reach the hotel on or prior to July 20, 1975.

Circle the rate you desire. If that is not available, you will be assigned next higher rate. Suites are available from \$70 to \$200. Please contact the hotel directly for specific suite information. 6% District of Columbia sales tax will be added to all rates. All rates European Plan (no meals included).

Please reserve _____ single room(s) at \$30 \$32 \$34 \$36 (circle one)
 Please reserve _____ twin room(s) at \$36 \$38 \$42 \$46

I will arrive approximately _____ a.m. _____ p.m. on August _____, 1975. (Check enclosed to cover first night for arrival after 6:00 p.m.) I will depart on August _____, 1975.

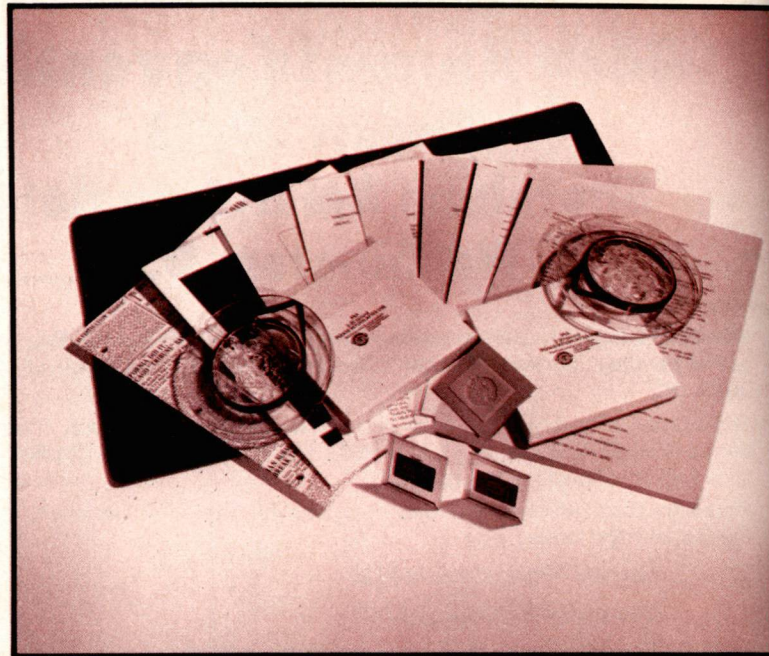
I am sharing room with _____

Rooms will be held only until 6:00 p.m. unless the first night is paid in advance.

NAME _____
 ADDRESS _____
 CITY _____ STATE _____
 COUNTRY _____ ZIP CODE _____

Toastmasters International Convention, August 20-23, 1975, Washington, D.C.

Advertising Kit



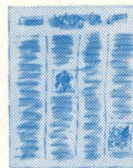
Here's the Advertising Kit you've been asking for...a multimedia package to cover radio, television and newspapers with the Toastmasters message. With this kit you will have all the materials necessary to set up an advertising campaign in your city. Here's what you get:



RADIO—Two professionally-recorded radio spot announcements of 30 seconds each, ready to be played on the air. Listeners are referred to your local chamber of commerce for information on Toastmasters, so the advertising campaign must be coordinated with them in advance.



TELEVISION—Two glass-mounted color television slides are included, for use as Toastmasters spot announcements and as background for Toastmasters interview programs. Five scripts for spot announcements of 10, 20 and 30 seconds accompany the slides.



NEWSPAPER—For your newspaper publication the kit includes a full Toastmasters advertisement, which can be made any size you want, and a newspaper "mat" of the Toastmasters emblem, ready to be placed on the newspaper page with a minimum of effort by the publisher.

Also included are full instructions on the use of media for Toastmasters, fact sheets, and copies of the Publicity and Promotion materials, full of sample news releases, display information and tips on publicity, all attractively packaged in a vinyl binder.

The **TOASTMASTERS ADVERTISING KIT** (catalog no. 1150) is available for only \$10.00 complete, plus 15% shipping/packing. California residents add 6% sales tax.