

July 1976

# the toastmaster

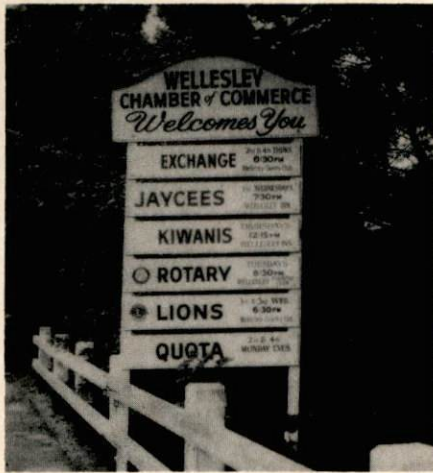
Special Issue



# Self-Development



# LETTERS TO THE EDITOR



## Where Are We?

The accompanying photo begs the question, "Where are we?" As a Toastmaster, I feel badly driving past this signpost no less than ten times a week and not seeing any representation. Since I pay my dues, it might be well to use that old adage, "taxation without representation."

If we are looking for excuses, we can always say there was no room on the post, or we can argue that these are all so-called "service" organizations and, since we are an educational organization, are, therefore, not eligible for the signpost. I for one prefer to look at reality and feel that because we are not represented, we are not gaining in numbers like the others.

I remember a little thing my father used to recite: "Early to bed, early to rise, and don't forget to advertise." Now I know what he meant by that.

So my advice is simply this: One, wear your lapel pin or tie tack every day. Two, if you have achieved ATM or DTM status, put it right on your business card (ever see a doctor without his MD?). Third, put a plaque in your office and

let your clients or customers see it. Finally, get on the signpost. Have your educational vice-president find out who is in charge of the local announcement board and then make arrangements to get on it.

By the way . . . by the time you read this letter, Toastmasters will be added to the board in Wellesley, Massachusetts!

Gene S. Selig, ATM  
Framingham, Massachusetts

## Two Comments

I enthusiastically read the May issue of THE TOASTMASTER, as I do each issue, and am compelled to comment on two items.

The matter of allowing Past International Directors to vote as delegates-at-large is one that should not even be considered by the International Convention. The club's delegates at the convention form a democratic confederation—each club being represented on an equal basis. To upset this equal representation would be detrimental to the orderly functioning of the convention business process. If the intent is to "reward" the Past International Directors, there must be other ways; if the intent of this proposed action is to provide stability by a potentially large voting block, it is totally uncalled for. I call for the rejection of this proposed amendment.

As for my second comment, David Lindo's article, "I'm a Manager Now . . .," intrigued me as I began to read it, and then it disgusted me as I continued. Mr. Lindo suggested that a manager must be a leader, an organizer, a person with a wide circle of friends. I cannot argue with these traits. It is how they are to be achieved that I disagree. I recalled some terms used in my younger years as I read Lindo's advice of patterning your activities after your boss' and your customers'—"teacher's pet," "brown-noser," and others equally unflattering.

As a manager, I would prefer that a subordinate develop his life for himself and not try

to emulate me as "boss." Certainly the copying of a trait or traits is the sincerest form of flattery, but this copying should be done because it is something that the "copier" desires because it fits him—not just to get ahead.

I admire the individual who makes it on his own because he has something worthwhile to contribute, who lives his own life. I have little or no admiration for the other individual who tries to get ahead by doing only what he thinks the boss will like. Besides, if a new manager or potential manager must be told the things that are in Lindo's article, he is probably not going to be a good manager—or, at least, not the kind I'm looking for!

Louis L. Willcox, ATM  
North Bend, Oregon

## A Real Asset

It grieves me to think that there are still Toastmasters in existence that feel women would not be an asset to their club. I am proud of the fact that my club was one of the first in our district to accept women into its membership, as it afforded me the rare opportunity to preside over my wife's induction ceremony.

For those of you who still doubt the value of a woman in your club, I offer the following: Since my wife joined Toastmasters, she has served in several club offices, including president. She has served in our area and district, lacks only one speech before completing the advanced manual and only a few months of membership time before attaining her ATM, and has recruited at least seven new members for our club (to my three). All this from a housewife who joined Toastmasters so she could share the enjoyment that I have received from my own membership!

And please, don't address her as Ms. Grigg. It would take the rest of the month for me to pull her down from the ceiling. You see, she dislikes female chauvinism as much as the male variety!

Darwin M. Grigg, ATM  
Idaho Falls, Idaho

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

**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.





Dr. Ralph C. Smedley  
Founder, 1878-1965

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# toastmaster

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*In this technological world of ours, the one thing that seems to be on just about everybody's mind is self-development. But what exactly is self-development? Can it be bottled and sold? And how long will it take? We hope this "Special Self-Development Issue" will answer all these questions . . . and many more.*

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Editor: Michael J. Snapp

Illustrations: Phil Interlandi



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# We Can't Do It Alone

by George C. Scott, DTM  
International President



My wife, Elaine, is a wonderful person. After 25 years of marriage I have learned that she has all the attributes anyone could ever ask for in a wife. She isn't perfect, but who is? However, she continually strives for perfection in her most industrious and individual way.

Elaine comes by her independent and hardworking qualities naturally. Her parents and grandparents were—and are—the same. Shortly after we were married, I met her grandfather, Jolley, for the first time. And that was an experience.

Jolley was what some would call a self-made man. He had a small farm not far from Burley, Idaho, where he ran his own sheepshearing business. That's where I first met him.

He was leaning against the railing of the sheep pen, with several dogs at his feet intently watching his every move. The pens were packed solid with sheep, some with colored markings on their woolly coats. Without saying a word, he would point to a sheep and one of the dogs would jump into the pen, literally walking on the backs of the packed-in flock, until he reached the specific sheep he was directed to. The dog would then work it out of the flock and into one of the shearing chutes, where one of Jolley's men would go to work on it. I watched in amazement. It was beautiful to see the dog respond to the hand signals, punctuated with an occasional shout. The whole operation was a real team effort.

The dogs had a obvious love for the old gentleman they were working for. And what's more, he had just as obvious a feeling of affection for them. But all the time, he was training and developing them into excellent sheep dogs. He obviously recognized that

the success of his work depended, to a great extent, on how well he trained his dogs.

Jolley was an independent soul, but he was also a realist. He knew that he could not do everything by himself. His crews, his dogs, plus his own skills all had to work together to get the job done.

Toastmasters are the same way. Each of us is an independent soul. However, we also recognize that we have a need to grow and to develop our communication and leadership skills . . . or we wouldn't have joined Toastmasters. But we can't do it alone. We must help each other get the job done.

People join the Toastmasters organization because they have a "need." The need may be anything from overcoming the fear of standing in front of a group of people to learning how to organize a talk or conduct a meeting. It really doesn't matter what type of "need" there is. The important thing is that there is one, and the person has joined a Toastmasters club to seek help.

Unfortunately, what usually happens when the person joins a club is that he is handed a new member binder with some manuals in it, congratulated for joining the best club in the whole Toastmasters organization, and pretty much ignored until he is standing before the club giving his Ice Breaker speech. Then what do we do to this person seeking help? We listen to his first effort before the experienced club members and then proceed to "shear" him of his protective covering through a process called evaluation. If he survives this "baptism of fire," he is sent back to the drawing board to prepare another talk where, once again, he will come before his peers and the same process is repeated all over again. This is what we call "self-development."

Before you all send me letters saying that is not the way it is in your club, I'll admit that I might have exaggerated a bit. But let's be honest with ourselves. There is more truth than fiction to what I've said.

There is an old saying, "When all else fails, read the directions." Well, the *directions* say that each new member is supposed to receive an orientation from a club officer when he joins the club; the *directions* say that the club's educational committee is supposed to find out what the new member's interests are, so his needs can be met through proper programming; the *directions* say that an advisor should be assigned to help the new member before he presents his talks, not just after; the *directions* say that evaluation should be both written and oral and, above all, constructive; and the *directions* say that each member should receive a personal achievement interview at least once a year (after six months for a new member and annual thereafter), to determine if the member's needs are being met and to program the member's goals for the next year. We will never know what a member's needs are unless we ask him. And that means we must communicate with each other.

The Toastmasters programs are a self-development opportunity for anyone who wishes to take advantage of them. However, self-development does not happen without effort and help from everyone—at the club, area, district, and International levels. It's a team effort. We do it because we care about each other. None of us are perfect. My wife has a knack of reminding me of the fact even after 25 years of trying to convince her otherwise. Even her illustrious grandfather, with all his independence and skill, recognized that self-development requires training and help from others.

This same realization can come to all of us with the passing of time . . . and a little help from our Toastmasters friends. □





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# TA-

The controversial concept called transactional analysis

# Is Management

by Jon M. Healy

Like duelists in double-breasted suits, the two men stand back-to-back surrounded by a circle of fifteen other men and two women. While the others look on silently but raptly, the protagonists proceed to speak their minds. The dialogue goes like this:

First man: "I believe a woman has a right to self-determination."

Second man: "But abortion—that's taking somebody else's life."

First: "Is it really someone's life at that point?"

Second: "Well, yes, if you accept the definition that life means having a soul."

Suddenly, a voice interrupts, instructing the debaters to turn and face each other while continuing the dialogue. Moments later, they are told to look squarely into each other's eyes and keep talking. Now they are ordered to begin shaking hands. They have exhausted their arguments. The debate is over.

## A Study of Reactions

Was the scene a gathering of psychoanalysts perhaps? A meeting of Right to Life? Incredibly, the abortion rap session was part of a seminar on, of all things, management development. The topic of abortion had, to be sure, nothing to do with the development of managers. What was important was the manner in which the debaters reacted to each other as they changed positions. As the exercise ended, the two men, the interested onlookers, and their group leader methodically scrutinized those reactions in terms of an increasingly popular behavioral technique called "transactional analysis."

"TA," as it is known to advocates

and detractors alike, is really nothing new. Spurred by the smash reception of two best-sellers, the late Eric Berne's *Games People Play* and Thomas Harris' *I'm OK—You're OK*, armies of mostly amateur psychologists have been preaching and practicing the tenets of transactional analysis as a means of defrosting personal relationships for almost a decade. But it is only recently that the gurus of management development have latched on to TA as an effective medium for teaching executives how to break down barriers in internal communications and heighten their management skills. Companies are using TA for improving both dealings with customers and communications between corporate line and staff.

Scores of companies, including American Airlines, Bank of America, Metropolitan Life, General Foods, Westvaco, and Westinghouse, have tried TA out on both lower-echelon managers and top executives. Dozens of TA consulting firms and seminar groups are springing up across the country, touting TA to executive converts. The American Management Association, which offered its first TA course less than two years ago has already sponsored ten seminars this year in five cities, and plans more.

## A Controversial Concept

Yet for all industry's growing interest in transactional analysis, it is a controversial concept. Some management men have accepted TA with almost religious fervor. But others, repelled by TA's slick packaging and catchy jargon (e.g., "ego states," "life positions"), reject it as a fad. Even Winfield Firman, a personnel

director of Sears, Roebuck who chairs the Metropolitan New York TA Study Group, admits, "I don't know whether this is another fad for industry like sensitivity training or group encounter."

Whether TA can rise above the fadism that has characterized—and doomed—many another approach to management development has yet to be seen. The problem is that except for a few limited applications, the results of TA are all but impossible to measure statistically and objectively. As one supporter puts it, "You either believe or you don't."

## The Pioneer

The first believer was Eric Berne, a Canadian-born psychotherapist. Borrowing from several schools of personality and behavioral theory back in the late 1950s, Berne devised a system for observing and analyzing what happens when people communicate. Complex in theory, Berne reduced TA to language that could be readily understood by laymen.

Basically, transactional analysis posits that each person is made up of three primary "ego states"—parent, adult, and child. During social interaction, or "transaction," one of the three ego states predominates, controlling an individual's reaction to a particular situation. Characteristically, the parent state exudes superiority and authority; the adult is objective, independent and mature; the child ego is often rebellious, passive-aggressive, impulsive, and sometimes compliant and creative. According to TA theory, if a person can identify the ego state of



is catching on.

# OK?

another person and act in that same state, communication takes place. If the ego states are inharmonious, however, communication is blocked.

Every "transaction," the basic unit of social interaction, involves a stimulus ("Where are those reports?") and a response ("On your desk") between two people. An examination of those transactions, TA says, will allow an individual to determine what ego states others are operating in and respond accordingly. If one responds with the correct ego state, a "parallel transaction" is attained. If not, there is a "crossed transaction" and communication is dead.

A parallel transaction results in positive "strokes," or good feelings. Conversely, communication that is dishonest or evasive often generates bad feelings and is harmful. These exchanges, Berne points out, are known as "games," which many people play as a means of coping with life. In the jargon of TA, an elaborate game, or life plan, is a "script," a drama that unfolds throughout most encounters and experiences.

## Behavioral Patterns

Although TA holds that all three basic ego states coexist within every person, any state may predominate under particular circumstances. Early in life, the doctrine says, a person makes assumptions about himself in relation to others, and develops certain patterns of behavior. These assumptions (read "life positions") are variations of the philosophy, "I'm OK—You're OK."

It is just this kind of psychological cant that turns some executives off. For





others, the fact that TA is rooted in psychology is itself a cause of distrust. "Some of the language of TA can confuse people," allows Roger D. Armstrong, vice-president of management development at Entex, Inc. (formerly United Gas) and a strong TA advocate, "until they understand what it means."

Because there is no hard-and-fast approach to the proper corporate use of transactional analysis, a number of companies have set up programs geared to their own priorities. When the Bank of New York started using a form of TA four years ago, for example, it aimed its program at first- and second-level managers, some vice-presidents, and trust officers, before exposing lower echelons to it. Now it is a small part of the bank's regular forty-hour training program for customer-contact employees—dealing only with the very basic aspects of TA as they relate to jobs. According to Thomas C. Lincoln, a management training staffer, "The only danger in indoctrinating executives with TA is the risk of developing an 'in-club' consisting of people who know and practice the TA jargon, and an 'out-club' made up of those who don't."

Apparently, that is no concern to Digital Equipment Corp., which uses TA as a tool for management team building. Offered as an open-enrollment course at the company, TA team workshops consist of managers faced with common problems. "They usually get interested in TA as a way of working effectively on specific problems," says David W. Brown, personnel and organization development manager. Yet even a confirmed TA believer like Brown concedes, "To some, it seems like cheap psychiatry."

#### **A Threat to Some**

At American Airlines, transactional analysis is limited to customer-contact personnel and supervisors up to the lower middle-management level. Executives have yet to participate in the eight-hour program. Nor does Joseph L. Cannon, manager of the airline's management development, foresee them doing so. "TA is often felt to be outrageous by managers," says Cannon. "They see themselves threatened or manipulated

by what some view as a B. F. Skinner technique."

Such executive cynicism, however, does not detract from the success of American's TA program further down. With most of its 14,000 lower-level employees already TA-trained, Cannon maintains, "The program is not only the best thing to teach personnel about interpersonal relationships, but the most successful thing we have ever done."

Developed with Thomas Harris, the American program runs four hours one day, skips a week and then resumes four more hours. Basic concepts are first discussed; then real-life corporation problems are analyzed. The students are instructed to observe situations in the interim week, and return to discuss what they have seen in TA terms. "There is one guideline," says Cannon. "Keep things related to corporate problems."

According to Cannon, 99% of the participants give the course a good-to-excellent grade. Better still, supervisors going out into the field have discovered that American employees are faithfully using the TA language and techniques they have learned. In fact, the airline was so pleased with the results that management suggested that the program ought to be packaged and sold. It was—in a slick, eight-hour audiovisual presentation that has so far been marketed to some 25 other companies in versions suited to banks, utilities, hotels, and hospitals.

Westvaco is another large company that has used TA selectively. Rather than spread its precepts "across the board," explains Noel Frizell, manager of corporate personnel development, the big timber and paper concern has put TA to work in connection with projects at the departmental or plant level. As a core concept in management team building, Frizell says, Westvaco's three-day TA workshops help managers develop better leadership, communications, and problem-solving techniques. "It is a set of concepts that is readily grasped," Frizell contends. "It brings some psychological and sociological truths down to a language that can be understood."

Having observed the impact of TA on fifteen different Westvaco groups over

the past two years, Frizell gives the program good marks for "helping us solve the larger organizational problems." TA, he says, is valuable for bringing managers together on the same wavelength and giving them a common ground to talk.

Probably the most in-depth executive-level TA program is at Entex. A group of 14 top Entex executives (including Chairman James A. Wilson) enrolled in the company's first TA program earlier this year, conducted by Oklahoma City consultant Jut Meininger, whose book, *Success Through Transactional Analysis*, has helped to trumpet the technique. The program has since been expanded to include two additional executive groups, one made up of staff officers, the other comprising top-level supervisors and customer-contact people, and plans for a fourth TA group are now underway.

#### **The Real Needs**

In teaching managers to modify their reactions according to the "transaction," consultant Meininger works with a group of no more than twelve executives, meeting with them weekly for about one-and-a-half hours for a minimum of six months. It is a slow process, he admits, but it pays off because "after two or three months we are talking about what the majority of people want to discuss. This way, we discover the real needs."

Meininger has discovered, for instance, that most hard-driving top executives have predominantly parent ego states. "'Hurry up,' 'be perfect,' 'try harder' are common self-admonitions for such types," he says. "They frequently set up their child ego state to feel bad, and then reflect this on their subordinates. They are missing opportunities while hurriedly pursuing goals."

Once he has discovered the particular group's need, Meininger begins to concentrate on it. "In goal setting, for example, a person may lock himself into a certain pattern of behavior to achieve goals in prescribed times," Meininger explains. "And the 'script' of a company is simply a reflection of the people who started it or who run it." The point is to tear up unproductive scripts,



freeing the company from self-imposed limitations, and provide "clarity and autonomy."

Entex' Roger Armstrong maintains that TA actually works to improve communications and productivity. "Most executives hold to the belief that they have no choice but to react to situations in the same way every time," he explains. "But TA holds out options. It's effective in separating out ego states." Asserts Armstrong: "We see TA as having a strong effect on the bottom line."

#### TA: How Effective?

Yet most TA advocates disagree with this view. The most serious handicap with TA, they admit, is the inability to measure its effectiveness, both in interpersonal relationships and in showing a direct cause-and-effect relationship to profitability. "Unless you are checking out specific changes in a particular production unit," says Thomas C. Clary, a consultant and well-known TA practitioner, "evaluation is difficult." Going even further, Clary allows, "I'm not sure that TA boosts sales and production."

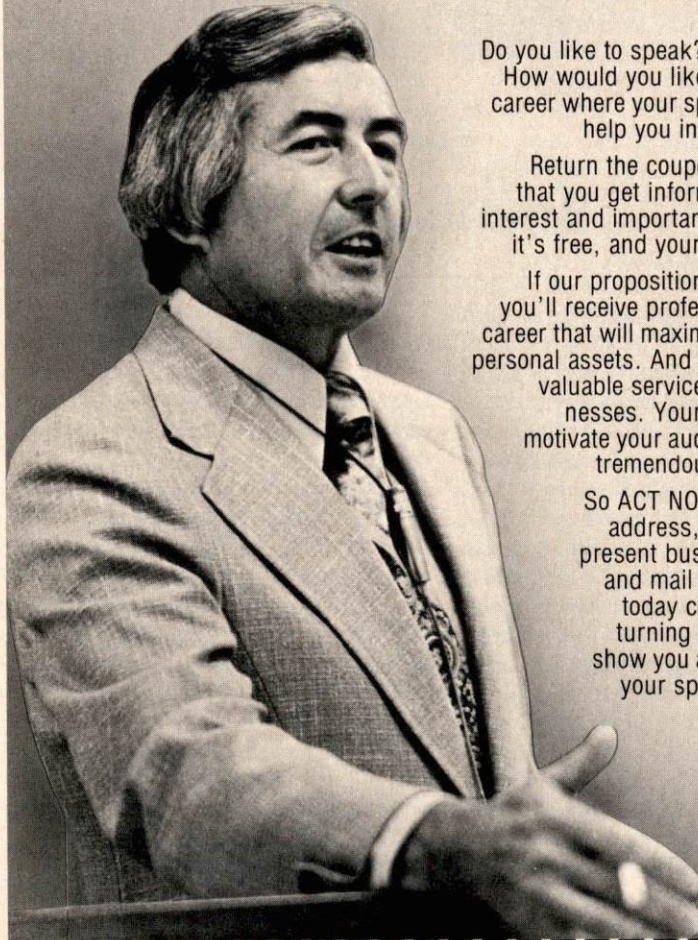
Perhaps, then the most valid approach to TA lies somewhere between the unbridled enthusiasm of some believers and the closed minds of its most caustic critics. As a General Foods executive puts it, "We think it is useful in training people, but we don't see it making radical encroachments on our training function." Adds James Bryan, manager of organization development at Cummins Engine: "TA is not a panacea. It is just one tool."

That is the balanced view of Ernest J. Zammit, executive vice-president of Mather Corp., who recently attended an AMA seminar on TA. "It has given me another tool for self-improvement," says Zammit. "I would like the rest of our management people exposed to it. And if it proves effective at higher levels, I would want to bring it to lower levels of management." □

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# Isn't It Time to Do Something New?

by  
**David K. Lindo**

As with most anything else, the most important phase of doing something new is deciding when to start. However, negative thoughts always seem to restrict us to "old" familiar ways. By identifying these barriers and testing their validity, you may be able to find ways to avoid or eliminate them.

One of the most common negative thoughts is, "I can't do it." I know a 30-year-old man whose career progress has been limited by the fact that he doesn't have a college degree. Although he knew no degree was a problem, for many years he believed that he couldn't make it through college. It soon became an obsession. But just a few months ago he decided to challenge that negative thought. He enrolled in college and is doing fine so far. Whether he makes it or not, the point is that he is testing the barrier that had prevented him from getting started.

Peter Drucker, author and management scientist, says that not everyone makes the right career choice the first time. And even if they do, they're likely to go stale doing the same thing for 15 years or more.

## **A Mistake?**

Mr. Drucker recognizes, even if you might not, that when you stay in the career field you started with, you might be making a mistake. Why not check?

There are many exciting job opportunities for men and women of all ages. But to find them, you have to invest time in careful self-analysis, life planning, and a realistic assessment of your capabilities.

Mid-career can be a marvelous time to develop new, inner strengths. It's a time to think, to feel, to contemplate, and to become more aware of your world and the people in it. Perhaps the perspectives you've gained in the living of your last 10 to 15 years can enhance your potential for a second career in literature or the arts.

For example, you may want to try writing. It's been said that lonely, miserable people are the only ones that want to write. Rubbish! If you enjoyed telling stories as a child, perhaps you can go back to telling stories as an adult. You may become good enough to get paid for it, too!

Joseph Conrad gained world renown as an English novelist. Although he didn't learn how to speak or write English until late in life, he wrote his most famous work, *Lord Jim*, in English.

Painting is another field that you can easily enter. Get a brush, palette, canvas, and paint. If you have a physical adversity, don't let it stop you. Painting may help you break that chain.

Surely you've got as much drive as Grandma Moses. She didn't start painting until she was 76. She never had an art lesson but began to paint when her arthritis made it difficult for her to hold embroidery needles. She formed a new career that lasted for over 20 years. You may be able to do as well. I'm sure you've also heard of Paul Gauguin. He, too, became a successful painter after 40.

You may want to try volunteer programs with youth. Their ideas are sure to kick you out of your rut.

I know of one man who waited until he was 67 to start teaching woodworking to underprivileged children. He says it's quite a challenge, but that he's learning more than the kids are. Now he regrets the years he lost. How many 30-year-old cubmasters, coaches, or counsellors do you know? Have you tried it yet? When you do, you'll find that they're getting something pretty special for their efforts.

Many of us have seen men and women leave high-paying jobs to embark on satisfying careers in human service. The motivation to change is not negative. It's usually positive and compelling. For instance, the individual who turns to church between the ages of 35 and 40 is probably this kind of person. He has experienced one form of life and now wants to try a more meaningful career. Volunteer work can offer numerous challenges and great fulfillment. It sounds unlikely, but people can benefit from the fact that we have some terrible social problems facing us. And believe it or not, there is something you can do about them.

If you decide to change fields, your hobbies—woodworking, photography, philately, etc.—may be a way. There are a number of exciting and stimulating fields you can switch to.

If political activity interests you, you can use politics to improve the lives of *all* age groups. Participation in political activity is a marvelous antidote to infantilism of our elderly in retirement homes. After all, there's nothing like a good cause to make everyone stand up and get their blood flowing again.

## **When You Have Time . . .**

A change in your health can be a new lease on life. If you become limited to a wheelchair or bed, make the most of it. You now have time to really listen to music and study literature. You can



stop doing just "busy things" and take the time to think and enjoy new experiences.

Often the easiest thing appears to be staying with the old comfortable job. It is, at least, familiar to you and seems safer than taking the risk of a disastrous defeat in a new, more vital occupation.

Your experiences in one business or an earlier career can help prepare you for a second career. It may provide you with personal contacts that you can use in a new occupation. But avoid forced job shifts. They are likely to be hazardous.

If you decide to quit work, you probably have no traditional social pattern to guide you on how to behave. The rich and the poor do, but you don't. This, besides being a serious problem, gives you a unique opportunity to find your own individual routines. You can make your own pattern of life and utilize your leisure time the way you feel it will be most valuable to you.

#### **What Have You Done?**

A change in your employment can be an opportunity. But if you are forced through a long period of no income and don't know what to put on your application form, there is a possible ploy you can use. Have some cards drawn up listing yourself as a consultant and place one ad in your local paper saying that you take consulting work. Then you can tell an interviewer that you tried the consulting business and found it impossible to get sufficient business. That will usually satisfy the "what have you been doing all this time?" question.

If you decide to stop working, retire. But look at it as retiring into life, rather than retiring from it. You must make up your mind that once you retire, you are going to be able to use your time productively.

In retirement, you really have an opportunity to help others. What's the payoff? A discovery or new creation should be reward enough. But can you get your payoff through others and be satisfied? My uncle saw Washington, D.C., through my eyes as I told him what I'd seen and done there. He paid for my trip while I was in high school. He couldn't go. I could. He gave me his helping hand and his eyes shone with genuine pleasure as I shared my experiences. It was then that I decided to help another young person some day—to pay off my debt to my uncle.

Instead of spending all your time *looking* for happiness, *find* it. I worked with a fellow once who made a remarkable discovery as he tried to locate missing furniture in a warehouse. He stated, "If I didn't spend so much time looking, I'd have more time for finding." That's true for all of us.

It can be enormously satisfying to help your husband or wife develop a new interest. This help can come before the children leave home or after the nest is empty. After all, you've helped each other over the rough times as marriage partners. Do the same in helping each other find new sources of satisfaction, too.

Forget the miles on your odometer. You buy a used car based on the miles left in it. At 20, 30, 40, or 50, how many miles do you have left? How much more can you achieve in your lifetime? At issue is your attitude and ambitions. If you spent one hour a day for a year, you'd have 365 hours available. What could you accomplish if you put 365 hours to work for you?

You don't have to change jobs, or even take time away from your present job or family. Merely get up an hour earlier or stay up an hour later each night. Invest it in your future. Set measurable goals and objectives. Decide how proficient you have to be before you can take on a new challenge. Decide how much time that will take. If you need money, search for a source. Have your plan ready for execution.

Time's wasting. Make a positive choice. Recognize that if you make a decision you don't like, you're the one that's going to be stuck with it.

Your stamina may be the key. Back in the 1930s, people felt that life was pretty much over at 50. Today, people at 65 and 70 are active, vibrant people.

#### **Think About Others**

There are no general answers suitable to all the crises you may face. Find your own answer to your problems, but realize that others have problems, too. Think about their problems. One of the most self-destructive factors I've found is in people that spend all their time thinking about themselves. Don't sit home as one woman I know does. She complains that she never sees anyone. She declines invitations to go out because she says she must care for her pet dogs. But she's really afraid to leave the house. She won't even travel to see

her sister. She's made her decision. She's the one missing life. And she has nobody to blame but herself.

Afraid to change? Do you think you've lost your interests? Take some interest tests and see if you've changed. If you've never taken any of these tests, you may want to try them. The costs aren't prohibitive. Besides finding out common interests you have with others, it will sharpen your test-taking skills. Don't be like the fellow that was fired and said, "It's been over 20 years since I've taken tests. I'm afraid to face them. I've forgotten what they're like."

There's an old adage that says, "Actions speak louder than words." What actions are you taking?

#### **You Gotta Believe**

You make you. You're the salesman. If you do not think you are saleable, you can't be enthusiastic. Without enthusiasm, you won't plan or tackle the job of properly selling yourself. You can't suddenly decide to start believing in yourself. One article alone can't change you. But it can be a first step. You must believe. And then you must get with it.

First, recognize that *old* isn't *bad*. There are some wonderful *old* things. You've heard of *old* glory, *old* faithful, *old* ironside, and *old* hickory. Break out of your thinking rut. Life begins at 20, or 30, or 50. It will start whenever you want it to.

Some of the most famous explorers in history were barely 40 when they made their startling discoveries. Although it wasn't always what they were looking for or what they expected to find, they are remembered because of that discovery. Christopher Columbus discovered Cuba at 41. James Cook, in the South Pacific, completed his first voyage at 40. John Cabot found Canada at 47. If you begin your voyage now, what can you find? Start today. You might find something you like. □

David K. Lindo is a freelance writer with over 15 years of management experience with three Fortune 500 firms. He has written, prepared, and given hundreds of presentations for all levels of management. His special interest is helping others in their career planning and development.



# Management By Objectives

by

B. Robert Anderson

*"If you don't know where you want to go," said the Cheshire Cat, "any road will get you there."*

"What do you mean, I don't know where I'm going?" asked the jewelry store proprietor.

"I didn't say you don't know where you are going," answered the business consultant. "What I said was, you don't know when you are going to arrive."

"Isn't that the same thing?"

"No," said one of the other businessmen around the table. "You have to put time and destination together before they become meaningful."

"Exactly," said the consultant. "It's equally important to know where you want to be and when you want to be there before you can undertake any planning. That, in one sense, is what management by objectives is all about."

This group of nine men, all owners of successful businesses, had gathered for two days of intensive meetings to discuss an exciting management system, one that has been used by big business for almost twenty years. Now the notion of management by objectives (MBO) has been adapted so that all types of managers and administrators can use this technique to make their own businesses run more smoothly—and more profitably.

Certain catchwords and phrases pervade every field of endeavor. But MBO is an expression that crosses all lines of management and administration and

suggests a better way of running a business or an organization. It is a system of professional management consisting of four steps, each of which incorporates a good deal of paperwork. The benefits of MBO vary from business to business, but the central theme is to make the businessman a more professional manager.

The first step in MBO is to set a specific objective and lock it to a specific deadline. When asked what the year ahead held in store, one man responded, "We're going to work harder than last year because we have to combat the effects of inflation." This is not a management objective, it is a statement of operating philosophy, a generalized mass of words that has little meaning to a professional manager.

#### **A Definite Goal**

Working with the consultant, this businessman was able to create a much more vital objective that read, "By the first of January, 1977, our sales will increase by 23 percent." Thus a definite time and dollar goal were attached to his view of the coming year.

The second step in MBO is to plan the methods by which the objective can be met. In this particular instance the man decided to hold four seasonal sales, create a list of old customers for mail solicitation, provide more training for

the sales force, and increase the advertising budget.

The third step was to schedule each of the above activities and plan how and when they would be implemented. Every step was spelled out in writing, including when orders had to be placed for mailing pieces, when and what type of training programs would be implemented, how advertising would be placed, what materials would be needed for the seasonal promotions, and how and when they would be acquired.

Lastly, this businessman established an evaluation procedure, a specific point in time when he would measure the success of each of the planned steps. In this particular case he decided to evaluate progress every two months. At those times he would have the opportunity to measure in numerical terms how well his plans were going.

Simple as these statements seem, they require that the manager spend considerable time planning and organizing his business. This ultimately affords him more time to direct and control his business. These, after all, are the four main functions of management: planning, organizing, directing, and controlling. The result of this total effort is a road map that tells the businessman where he wants to go, how he intends to get there, when he can expect to



pass certain checkpoints along the way, and a definite system to measure progress.

How does this system of management differ from the more conventional methods currently in practice? Many businessmen "fly by the seat of their pants." Long experience in their own field permits them to make decisions based on educated guesses or hunches. Others, somewhat more sophisticated, feel that keeping tight control of the business will ensure success. They are involved in every detail and decision affecting the business, often functioning as buyer, seller, shipper, bill collector, and financier.

Some businessmen manage by exception. They bring the full weight of their ownership or management to bear when something unusual happens. Typical of this philosophy is the businessman who rarely initiates action until something "upsets the apple cart."

Probably the most common management system is known as "management by drive." When sales are down, the businessman conducts a "drive" to bring in more business. When expenses get out of line there is a "drive" to reduce overhead. When outstanding bills seem out of line, there is a "drive" to improve collection procedures. There were so many "drives" in one small company that an employee was heard to comment, "You'd think the boss would switch from stick shift to automatic transmission."

Management by Objectives is a fairly new management approach, the impetus beginning in the mid-1960s when Peter Drucker published his book *Management by Results*. This was rapidly joined by others: George Odiorne, *Management by Objectives*; John W. Humble, *Management by Objectives*; and W. J. Reddin, *Effective Management by Objectives*. Scores of other experts have written about this concept, each defining a particular view of the complexity behind what appears to be a simple system.

As might be expected, many big businesses have adopted MBO. However, for the small businessman MBO may provide even greater benefits and more joy in conducting a business.

The jewelry store owner mentioned

above has been in business for more than thirty years. During that time he and his wife built an excellent reputation and expanded to employ sixteen people including two jewel setters, six sales persons, two office helpers, two delivery people, and four others to maintain inventory, clean the store, and double in the sales end of the business.

With changing neighborhood patterns and a general change in the type of customer, the owner suddenly discovered one day that he was having difficulty meeting his bills. Despite a balance sheet that showed considerable net worth, there simply wasn't sufficient cash flow to replace outgoing merchandise with new products more suited to a changing clientele. An in-depth analysis of the balance sheet told him that it was necessary to reduce the level of inventory on a more controlled basis, and he instructed each person responsible for placing orders to cut back on buying. At the end of six months conditions seemed worse instead of better.

#### **Analyzing the Problem**

Laying his problem on the table, the consultant and the eight other businessmen helped the jeweler to write an MBO designed to reduce the inventory. It read, "By the end of July, 1975, total inventory will be reduced by 22 percent." This simple declaration in itself made him feel better, and the group went on to suggest methods to bring this change about.

Three people in the store had authority to make purchases. One method used to meet the objective was to have each of these people prepare a forecast of inventory needs for the coming year. These forecasts were to be discussed by the owner and the three buyers as a team. Revisions in the projected needs were to be rediscussed and cuts made where the team felt it was advisable. In the scheduling section of the MBO, specific dates were set when the forecasts would be completed, when the team meeting would take place, and when the revised estimates would become operational.

Another method built into the MBO was to have one of the storeroom personnel prepare a perpetual inventory system so the buyers would not pur-

chase more than needed for a specific period of time. Also, a decision was made not to buy "specials" offered by zealous sales reps. In all, the group came up with seven ways to reduce inventory, including reducing the price on "stale" merchandise for quick disposal.

Did this help George solve all his business problems? Absolutely not. But within six months he had improved his cash flow and had more time to search for other objectives that would make the business more profitable.

Could he have accomplished the same results without an MBO? Maybe yes, maybe no. The fact is that he was very comfortable knowing that he had to check certain figures on certain dates. When they met expectations he was happy. When they did not meet expectations he knew exactly where to locate the trouble so that the same error was not committed a second time. He was really managing his business.

Possibly the most important aspect of MBO is that it encourages managers to seek the advice and counsel of their subordinates. Larry, an engineer who had created and built an electronics business, was disturbed by lagging productivity. He tried extra bonuses, threats of firing, and even pleading. When first introduced to the idea of MBO he realized that there was little reality in making plans that did not involve his employees. So he called a meeting of the five foremen, explained the need for improving the flow of work in the shop, and then posed a problem: "How can we as a team improve production, and what can I as a manager do to help?"

#### **What Should I Do?**

During a lengthy meeting the five foremen were urged to express their feelings as well as their thinking. After two hours of general discussion, many ways to improve the flow of work surfaced. When it seemed that all the possible methods had been discussed, Larry stood up and said, "Okay. We've come a long way. Now you five decide what I have to do to help you achieve your goals." With that he turned and left the room.

Left to their own devices, the five



foremen soon recognized they had been given more authority and the right to participate in making management decisions. When Larry returned to the room an hour later he was shocked and pleased to find his subordinates excitedly talking about how they would find ways to involve their subordinates in increasing productivity. They also helped Larry write his MBO.

Many psychologists who have studied the effects of MBO on organizational life feel that it is a very potent motivational technique because it affords the opportunity for all levels of employees to align their activities with the goals of the organization. "What good is it for management to set goals," asked one man, "if the rest of the organization sees these goals as authoritarian decisions? People want to have some say in the way their work is organized and what their work means."

#### **Different Directions**

The meaning of work was brought into sharp focus when Wayne, the owner of a food distribution company with forty-five employees, complained of a lack of communication in his company. "We do a good job, but it is a terrible struggle because everyone seems to be going in a different direction." To help work out his problems he conducted a meeting of five department heads: sales, purchasing, warehouse, office, and shipping. With the aid of a consultant this group was led through a number of exercises to demonstrate that each was an important member of a single team.

"In the past," Wayne explained, "I rarely met with these department heads as a group. After that first meeting the thing they wanted most from me was to hold regular meetings to iron out problems. So my first MBO was on conducting meetings that would lead to writing MBOs for each department head. The goal for the year was to have each department head write at least one MBO and present it to the management team."

Actually, each member of the team drew his own MBO from the needs expressed by the other members. The shipping department, heeding the complaint of sales that customers were dis-

satisfied with the way merchandise was handled, established an MBO designed to reduce the number of customer complaints. The purchasing department, mindful of the space problems enunciated by the warehouse manager, wrote an MBO designed to reduce inventory and improve the flow of products. The office manager, after working closely with the sales manager, had a better idea of projected needs for internal facts and figures for the coming year. In essence, every member of the team began to see his work as an integral part of the total operation. Their individual efforts took on added meaning.

Since MBO contains a preplanned method to evaluate what has taken place, many managers see this system as a way to measure the performance of employees. The significant difference between using MBO to evaluate workers and other systems of measuring performance is that MBO measures planned results.

Take the case of the purchasing agent who does a competent job of buying merchandise at competitive prices. Should that person be rewarded with a raise or a bonus at the end of the year? Not necessarily, because "buying right" is an input of the job, not an output. How do you measure "buying right?" However, if the purchasing department set a goal for itself to increase the number of inventory turns, that is a goal that can be measured in hard terms.

#### **Measuring Results**

In a similar vein, the sales manager who shows a sales increase may or may not deserve some financial recognition. During an inflationary period an increase of six or seven percent is hardly a worthy goal. However, if the sales manager sets a goal to increase sales of a specific product line, or the introduction of a new line, then the results can be measured quantitatively.

To some small businessmen MBO means an exercise in goal setting. Others find that MBO literally forces them to commit to paper plans that formerly were in their heads. Large and small businesses alike have discovered that MBO is an excellent way to evaluate employee performance. And certainly

not least, MBO is a superior way to weld together a team, causing every member to direct his efforts in a single direction.

But while different businessmen have applied MBO for different reasons, the format is essentially the same. The four steps of goal setting, planning, scheduling, and evaluation prevail. When these phases are spelled out in written detail, they form a road map to a specific destination—in this instance, business success and profits.

#### **A Whole Lot of Work**

One businessman, drained after going through a series of one-day meetings conducted each week for a month, smiled wearily at the consultant who served as the group leader. "This was a whole lot of work, and I must admit my entire approach to my business has been altered."

"Do you think you were doing things wrong in the past?"

"No. My track record has been good, and my company has always made money."

"I agree with you," said the consultant. "So why are you feeling better now?"

"Well, basically because I now have a much better idea of what I want to happen. Until now I was working like heck, repeating the same functions I have been performing for 20 years. Now I have the feeling that I am going to be more of a manager."

"That makes a difference to you?"

"I guess you're always better off if you know where you want to go, you know how you can get there, and you have a way to determine if you have arrived on time."

Smiling broadly, the consultant said, "There is another way to express that thought. Remember what the Cheshire Cat told Alice when she wanted to know how to get out of Wonderland. 'If you don't know where you want to go, any road will get you there.' Business is a Wonderland of sorts. With MBO you pick your own road to success." □

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Why should you attend Toastmasters' 45th Annual Convention? Well, if you're interested in self-development, in ideas that can help your club, and in attending mind-expanding educational sessions, New Orleans is the place to be. It's all at . . .

# Convention '76

## August 18-21 • New Orleans • Fairmont Hotel

Three and a half days . . . that hardly seems like enough time to make any significant steps toward self-development. But would you believe that, for three and a half days in August, you have the opportunity to participate in one of the finest self-development programs Toastmasters has to offer?

That's right. From August 18 to August 21, you can join hundreds of other Toastmasters at the Fairmont Hotel in New Orleans for three and a half days of education, fellowship, and fun.

- **Education** . . . Toastmasters conventions have always been education-oriented, but this year's will be even more so. Real *down-to-earth* problems will be discussed by some of the foremost authorities in the field of communication and leadership. Emphasis will not only be on new techniques and theories you can use, but more importantly, on their practical application in your speeches, clubs, and business.

- **Fellowship?** A very special kind of fellowship allows complete strangers to meet in an unfamiliar setting and discuss common problems and successes. There's a feeling of optimism and friendship that cannot be felt anywhere outside of a Toastmasters convention.

- **Fun?** Lots of it! So plan now to attend this unique happening. See and hear what's new in club programming, speaking techniques, and leadership styles. Discuss concepts and ideas with people with the same interests as yours and share in the special kind of fun offered only at a Toastmasters convention.

Look at the exciting, informative, and profitable program for the 45th Annual Convention, then fill out the registration form on page 31 and mail it today!

The 1976 Toastmasters International Convention . . . Can you really afford to miss it?

### Tuesday Aug. 17

**1:00 pm-4:30 pm—Registration.** Pick up your registration packet early and get ready for an exciting convention. Purchase

your tickets for the meal events here. But remember . . . they must be purchased in advance and before the ticket deadline. So register early and don't be left without a ticket for your favorite meal event. (For your convenience, the Registration and Sales Desks will be open from 8:00 am to 4:30 pm on Wednesday, Thursday, and Friday.)

**8:00 pm—The Proxy Prowl.** Here's your chance to talk with the candidates for Toastmasters International's Board of Directors. Find out what they think . . . and why. Find out who's the best for the job and who's most likely to do the most for the organization . . . and for you.

### Wednesday Aug. 18

**9:30 am—Opening Ceremonies.** The traditional Parade of Flags officially kicks off this exciting three and a half days of education, fellowship, and fun with flags representing the 60,000 Toastmasters around the world. Host District 68 Governor Jack Mesh will officially welcome you with some of his "southern hospitality" and International President George C. Scott and Executive Director Terry McCann will tell you of some of the progress made by the Toastmasters organization over the past year.

- **Growth in a Free Society** . . . Crosby M. Kelly, Vice-President of Communications for Rockwell International Corporation presents an exciting and stimulating message on the freedom to grow—both individually and personally. He'll challenge you to help turn the free world back on, to bring across a new message of positivism rather than negativism, success rather than failure. Tired of hearing what's *wrong* with this world? Come hear what's *right* with it!

**12:00 noon—Golden Gavel Luncheon.** The Golden Gavel Award, Toastmasters International's highest award, will be



presented to the man called the "dean of personal motivation"—Earl Nightingale. His daily five-minute program, *Our Changing World*, is broadcast daily on nearly 1,000 stations throughout the free world and has been called the "most listened-to radio and television series on earth." Mr. Nightingale has made the study of people his life's work, so you won't want to miss a word of what he has to say.

**2:00 pm—The Mini-Education Program.** Three imaginative and informative programs designed to give you some insight into the benefits available through the Toastmasters program and how they can best be reached:

- **The Need for Personal Involvement . . .** *International President George C. Scott* offers a lively and comprehensive look at personal involvement. He'll discuss the personal achievement interview, the unlimited resources available to the individual Toastmaster, and how to make the most of them. President Scott has excited hundreds of Toastmasters during his Presidential Visits with this lively and informative presentation. You won't want to miss this one!

- **Excellence in Club Programming . . .** *Toastmaster Bondie Armstrong and members of the State Tech Club 3607-43* of Memphis, Tennessee, present a fast-moving, informative club programming demonstration. There will be new ideas for you to take back to your clubs, as well as suggestions on how to update the old ideas. If your club's meetings have become lackluster and unproductive, this may be just what you need to set you on the right course.

- **Past, Present, and Future . . .** *Past International President David A. Corey* reflects on where we've been, where we are now, and where our Toastmasters training can take us.

**4:00-7:00 pm—Caucuses.** Who will best represent your interests and ideas on TI's Board of Directors? That's what you'll find out here. You'll be given the opportunity to learn where the candidates stand on the vital issues and ask questions of each of them.

## Thursday Aug. 19

**9:00 am—Annual Business Meeting.** The elections . . . the culmination of the week-long campaigning. Club representa-

tives will cast their votes for TI officers and directors for the 1976-77 administrative year. Who'll they be? There's only one way to find out!

**2:00 pm—Toastmasters Hall of Fame Pageant.** A highlight of this or any other week. Toastmasters who have distinguished themselves during the past year will be formally recognized by the organization in this colorful and impressive ceremony. Everyone will be on hand to help make this presentation one you won't soon forget. Join us . . . as Toastmasters honors its own!

**6:30 pm—Reception.** A prelude to this year's "fun night"—the Mardi Gras Party. And like the "real" Mardi Gras, you'll be the one who'll look "unusual" if you're not in a costume. So get a costume—any kind of costume—and show your friends what kind of person you really are.

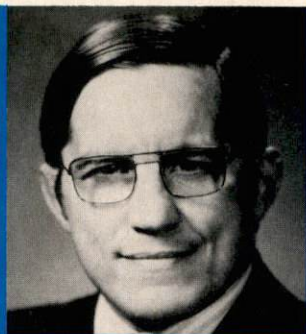
**7:15 pm—Mardi Gras Party.** Join your fellow Toastmasters for a night of fun and music . . . "southern style." Host District 68 has assured us that this "fun night" will come as close to the Mardi Gras as the date makes possible . . . and you know what that means! A great dinner. Dynamite dance music. A fantastic stage show. And, of course, lots of fun. *The Shoppe*, a dynamic young group of tremendously talented musicians and humorists will delight you with their collection of spirituals, Broadway show tunes, and hits of today. They've entertained in every major restaurant in New Orleans and are sure to become a national sensation. But there's more. For those who still have the energy, *the Dixieland Band of Eddy Maxwell* will provide that good ole' foot-stompin' music that has made them one of the most popular dance bands in the South. Bring your costume . . . and join the fun!

## Friday Aug. 20

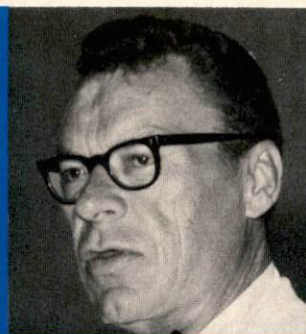
**9:30 am—General Education Session . . .** Entitled *The Dynamics of Communication*, this day-long educational session will have something for everybody, presented by six of America's top educators. If you want to learn—if you want to grow—this is the place to be.



Bondie Armstrong



Terry McCann



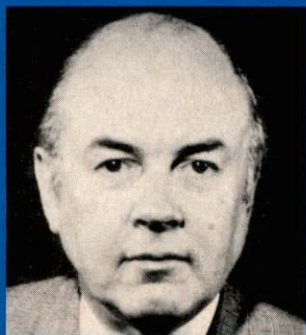
Earl Nightingale



Dick Bryan



George C. Scott, DTM



Crosby M. Kelly



David A. Corey, DTM



Lew Byrd



**9:45 am—Mastering the Mystery of Persuasion . . . Dick Bryan**, Executive Director of Community Services for the Goodyear Tire and Rubber Company, reviews the power of persuasion and how it can help you achieve your greatest goals. The “how to’s” will also be discussed, as well as the different persuasive techniques and methods of implementation. A general review of how to present your ideas, your product, your philosophy in an irresistible manner.

**10:45—Educational Seminars: Four Concurrent Sessions.** Take your choice of any of these four 45-minute nuts and bolts discussions on various aspects of communication and leadership. The sessions will be repeated this afternoon, so you can attend a possible three of the four.

- **The H and 5 W’s of Learning . . . Lew Byrd**, a consultant in management, sales, communications, and development training, and a Staff Associate with the Industrial Relations Center at the California Institute of Technology offers a fast-moving, creative demonstration on the learning process and how the Toastmasters club program fits the pattern. Just what kind of educational training are you getting out of your Toastmasters membership . . . and how can you improve upon it?

- **Communication Through Assertion . . . Bill Woodruff**, one of America’s top communication experts gives some suggestions and invaluable ideas on how to leave a lasting impression on your audience through an emphatic and affirmative presentation. Learn how to put your audience “in the palm of your hand.”

- **When You’re the Presenter . . . Pat Panfile**, Past International Director, Manager of Program Support for the Xerox Corporation, explains how to effectively build and organize a presentation for your company or organization, using the various techniques taught through Toastmasters. A must for the businessman on the way up!

- **Conference Leadership . . . Nick Carter**, Vice-President of Communications Research for the Nightingale-Conant Corporation, takes a hard look at the mechanics of planning, leading, and getting your ideas accepted in a conference setting. What skills are required? Can anyone do it? What do you need to know to lead? Mr. Carter will answer these—and many more—questions. If you need to sharpen your conference leadership skills, you can’t afford to miss this one.

**1:15 pm—Educational Seminars: Two Concurrent Sessions.** A repeat of two of the 10:45 sessions. Attend the one of your choice.

**2:15 pm—Educational Seminars: Two Concurrent Sessions.** A repeat of the two remaining 10:45 sessions. Attend the one of your choice.

**3:15 pm—Let Humor Add the Sparkle . . . Winston K. Pendleton**, one of America’s most popular after-dinner humorists shares a few of his most treasured secrets on how to add that sparkle to your speech with humor. You’ve read articles of his in *THE TOASTMASTER*. You surely won’t want to miss seeing him in person. After all, if you’re going to learn how to use humor, you might as well learn from a pro!

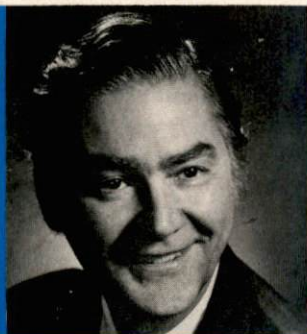
**6:30 pm—Reception.** A well-earned break from the day’s educational session, this is a time to relax with cocktails and good friends before the annual President’s Dinner Dance. A great time to talk about the day’s activities, tomorrow’s Speech Contest, or anything that pops into your head. Optional dress.

**7:30 pm—President’s Dinner Dance.** The highly impressive installation ceremonies of TI’s new Board of Directors is but a small part of this gala affair. There will be cocktail and dinner music by Rene Louapre and his Orchestra, and dancing until midnight. You can make the “after ceremonies” a private party with your own friends or join your fellow Toastmasters for an evening of music, dancing, and fun.

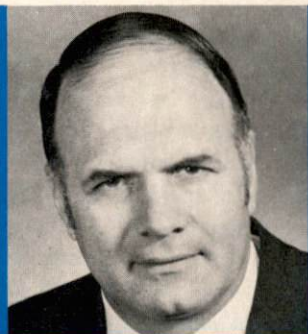
## Saturday Aug. 21

**8:15 am—International Speech Contest Breakfast.** What a finale! After a light breakfast, eight internationally-recognized speakers will compete for what is, in effect, the “world championship” of public speaking. Who’ll win? And why? You’ll want to be there to judge—and study—these speakers for yourself. This is your opportunity to learn from “the best.” Come to the International Speech Contest and help us crown the winner for 1976.

**11:45 am—Convention Closing.**



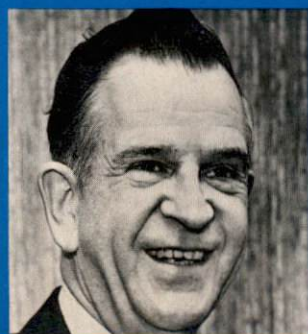
Bill Woodruff



Nick Carter



Pat Panfile, DTM



Winston K. Pendleton



The Shoppe



*There's more to the "business world" than meets the eye. And there's more to the businessman! He's got to know . . .*

# How to Get Ahead ... and Stay There!

by  
**Vivian Buchan**

A businessman spends one-third of his life in close relationships with others. Getting a handle on those relationships is vital if you're going to get to the top rung of the ladder . . . and stay there when you do.

It's pathetic how many men and women are passed over time and time again when they're in line for promotions simply because 90 percent of them do not know how to deal with people. We too often forget that people are creatures of emotion, not logic, and fail to appeal to them through their emotions rather than through reason or logic.

Now this is not to say that competency and dependability aren't important. They are. But coupled with ability and training is the "know-how" of getting along with others and eliciting their help.

Dr. O. A. Battista wrote in his book, *Commonsense in Everyday Life*, "No matter how smart a person is or how hard that person may work, he can't get anywhere alone. On the job, it's important to possess an aggressive personality, but it's far more important to keep this aggressiveness on a leash, preferably well-hidden under such outward qualities as persuasion, genuine friendliness, good taste, and diplomacy."

I listened to a speaker at a recent real estate conference discuss "upstroking" and "downstroking" as they apply to dealing with people. He stressed the importance of taking the "you-are-

more-important-than-me" approach to co-workers. Asking for advice, help, or suggestions is upstroking. Questions such as: "Would you like to consider it from this angle?"; "How about giving me a hand with this?"; "What do you think we should do about this problem?"; or "How does this idea appeal to you?" are stock upstroking questions that win cooperation by involvement.

## **Downstroking**

Downstroking is just the opposite. I know a man who's made more enemies than he knows just by the way he answers the telephone. His irritable and abrupt "Hello" scares callers half to death. And when he snaps, "Well, what is it? Get on with it!" he scares them to death. When he gives directives, he interrupts his orders with, "Now, you *do* understand what I'm talking about, don't you?" in a tone of voice used for morons and dummies. He has what I call "telephone halitosis"—and no one has the nerve to tell him.

Benjamin Franklin once said, "The way to convince another is to state your case modestly and accurately, then add that you, of course, may be mistaken about it. This causes your listener to listen to what you have to say, and, like as not, turn about to convince you about it since you appear to be in doubt. But if you go at him in a tone of positiveness and arrogance, you only make an opponent of him."

All of us want to be heroes by car-

rying the ball over the line. So if you can put your co-workers into a position where they believe you think they can score, they'll carry the ball for you. This is the philosophy behind a famous statement made by Owen D. Young, a successful lawyer and businessman. Said Young: "The man who can put himself in the place of other men, who can understand the workings of their minds, need never worry about what the future has in store for him."

Another invaluable asset that brings people flocking to help you is a radiant, genuine smile. The sign "SMILE AND THEN THINK" should be engraved on your mind and kept bright with neon lights, because nothing pays quite the dividends that a smile does. It attracts people like honeysuckles attract bees.

I remember a former boss I had whose smile was like receiving a thousand-dollar check. He didn't have to order any of his employees to do anything. We were all so eager to see that smile and hear his sincere praise that we worked like crazy. This is not to say that he didn't criticize us when we needed it, but he never did it without first finding something complimentary to say about our work. And the shot in the arm we got from that praise and his smile kept us from feeling the needle of criticism.

This man also had another attribute possessed by successful executives. He had the knack of putting out little fires before they blazed into big ones. He



sensed trouble brewing in the office before it surfaced. He detected it just as he knew a knock in his car or a rattle in the exhaust system signaled something was going wrong. And he took care of it before it became troublesome.

An attorney friend of mine often says, "Well, I spent this day putting out little bonfires. But it was worth it. I got on top of trouble before it became trouble. One of the most important lessons I learned as a young lawyer working for a seasoned attorney was to stomp out little fires in the office and with my clients before they flared up."

Another quality possessed by men and women who get to the top and stay there is the ability to make decisions. Studies show that three out of five people just can't make decisions. They hem and haw, waver and crawlfish, pro and con until they fail to strike when the iron is hot. Some people excuse this indecisiveness by saying they're cautious and judicious; others by saying they're doing in-depth thinking. But the ones who sheepishly admit they're procrastinating are the honest ones. Procrastination is a self-defeating characteristic that top-flight executives don't have.

#### Make the Decision

The sage who said, "'Tis better to make a decision, and err, than never to decide at all," was right. Facing a decision and procrastinating about what to decide cripples creativity and hobbles action. I serve on a board of directors with a young lawyer who's either late, absent, or unprepared for every meeting. He admits he procrastinates as though it were a virtue. One night he said, "We're expecting a baby, you know, and my wife says if it procrastinates as much as I do, the baby will be four months late."

To illustrate how this trait is working against him, I'll tell you about a friend who's waited four years for a statement from this lawyer billing her for legal work. She said, "I'm simply furious with John. I've called him and written letters asking for that statement, so I can get it paid to settle up an estate. I even mentioned it one night at a party in front of his wife. Still nothing. I'm going to write a letter to his senior partner and file a statement of inten-

tion to pay. I'm not the only client who's downright disgusted, either. I have several friends going through the same frustration. I recommended John to three or four newcomers to town, and I wish now I'd never done it."

Sometimes we excuse procrastination by saying, "Well, if I just had foresight like I have hindsight, I could make a decision." None of us have 20-20 foresight, so we have to use the facts we have and make decisions based on them and what we've learned from past experience.

If you think back on the times you missed the boat, you'll find most of those times were because you didn't make a decision . . . not because you did.

#### Sink or Swim

Management prizes the man who can make decisions and accept the consequences. John H. Patterson, the famous industrialist, deliberately threw his young executives into deep water where they had to sink or swim. He made himself unavailable for advice by being too busy to listen to them or even leaving town when major decisions were being made. Some of the young men went down once, twice, and three times. Others went down once, twice, and came up the third time knowing how to swim.

Patterson once defined an executive as "the man who doesn't always decide correctly. But he decides. That's the main point . . . he decides."

Men and women at the top know they didn't get there alone and know they won't stay there unless they win the cooperation of those working for them. Here are a few tips an executive in a large insurance firm gave me that should be memorized and used as guidelines:

1. Always be courteous to avoid ruffling feathers or trampling toes.
2. Don't overdo compliments and praise. Flattery won't get you anything but distrust. Employees expect to be criticized when necessary, and they'll consider compliments they do get as being more sincere if now-and-then comments are made regarding things they're doing wrong.
3. Protect the other fellow's dignity at all times. Bruise an ego or hurt some-

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one's pride and you've made an enemy for life.

4. Don't hesitate to admit you're "green" about something. Green things are growing things with potential for future growth.

5. Don't exert your authority too heavily. Only the weak and insecure man throws his weight around or sounds off about his importance.

Too many men and women who get to the top forget how they felt working for executives as they climbed their particular ladder. Reflecting on what it was you admired and respected in these people will certainly give you a better chance of getting to the top . . . and staying there when you finally arrive. □

Vivian Buchan received her Bachelor's degree in English from Coe College in Cedar Rapids, Iowa, and her Master's in English from the University of Illinois. A freelance writer, she is a former member of the faculty of the University of Iowa, where she taught expository writing, public speaking, and literature.



by  
**Cavett Robert**

A certain friend of mine tells me that he prays each morning, "Dear Lord, please never let me die until I'm dead."

One of the great tragedies of this life is found in unfulfilled dreams, unrealized ambitions, undeveloped talents, doors of opportunity left closed so long that the hinges are actually rusted. Too many people today take the magic of life to the grave with them—yes, "died at 40 and buried at 65."

Would you like to give yourself a little three-way test to determine just how alive you are at this time? If you measure up in these three fields, then I assure you that you have not yet entered the "cemetery of the living."

First, do you truly enjoy your work?

I firmly believe that the richest person on the face of this earth is the guy who is having a love affair—with his job. Why? Because he never works another day as long as he lives. He looks forward to Mondays as much as to Fridays. He's like the old tramp with a beat-up can of beer drinking a toast: "Here's to the holidays . . . all 365 of them!"

In my organization, I would tolerate a person with anything outside of dishonesty before I would a person who is mentally always on the wrecking crew instead of the construction crew, always telling me why times are so bad. He carries a little personal recession between the ears. You would think that he had been the cruise director for the Titanic.

**Don't Be a Loser**

Please remember this: *Don't tell people your troubles.* Eighty-five percent couldn't care less and the other fifteen percent are actually glad to find someone more miserable than they. When people ask how business is, always say, "It's good!" You are not lying because it's always good somewhere, with somebody. And if it's not good with you, people don't want to do business with you. Psychologists tell us that people are actually afraid to do business with a loser.

One of the worst things that could happen to any of us is to get to the point where we no longer lift people up to the excitement we have about our product or service, but, rather, gravitate down to their complacency. If this happens to us, you can be sure that we are dead while we are still alive.

From time immemorial, it has been

proclaimed in music and poetry that the world loves a lover. What has been neglected, however, is the fact that the world loves to do business and loves to be around the person who is in love with life, in general, and with his work in particular.

I love the statement made by the great engineer and inventor, Charles Kettering: "I don't want a man who has a job, I want a man whom a job has—has so completely that it's the last thing he thinks about at night, the first thing he sees each morning, sitting on the side of the bed, beckoning him to awake, arise, and fight to win."

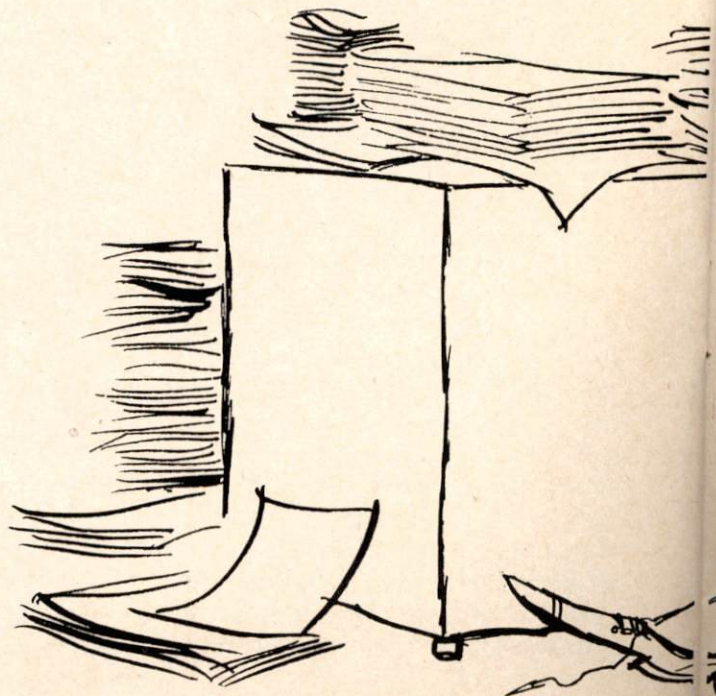
**Study Yourself**

Do we wake up each morning so in love with our work that we can hardly wait to get started? If not, maybe we should do a little study of ourselves. Maybe we are already in the funeral procession on our way to the cemetery of the living.

But to pose a problem without offering a solution is merely to compound confusion even further. The solution is simple, but not easy. It is either to change ourselves or to change jobs. If we are not happy, we are carrying a ticket in our pocket that says, "I'm just passing through."

Every person has the duty to search

# Just How Alive Are You?





humbly, sincerely, even prayerfully for the place he fits into the Divine pattern—the place where he can contribute and give his best. The world owes us nothing, but we owe ourselves and others the duty to develop our God-given qualities to the ultimate. It is a great challenge, and not an easy one to meet. But it is up to us—and us alone—to make our dreams come true, our plans come alive. This cannot be done unless we are happy in pursuing our chosen work. Again, I ask, “Do you love what you are doing?”

I once sat across the table from a stranger in the Dallas airport at six o'clock in the morning. He was smoking a cigar and eating scrambled eggs . . . at the same time.

A bright little waitress in a freshly-starched white dress came to our table and, while pouring the man another cup of coffee, said, “It’s a great day, isn’t it?”

The stranger never looked up from his plate, but growled while still eating and smoking, “What the hell is so great about it?”

The enthusiastic little waitress hesitated for a moment, did a double take, and said gently and firmly, “Sir, if you only tried missing a few, I’m afraid you would find out.”

There is not a person reading this article who would not gladly give up, someday, all he possesses for a few more of those non-refundable fragments of eternity we call “life.” Each morning that we wake up and find that we are not mentioned in the obituary column should cause us to be so grateful that we dance with joy all day.

And now for the second part of our three-way test to determine whether we are or are not dead, even though still alive.

Do you have a strong desire to prepare yourself for the future? Do you really *want* to grow in strength so you can compete in an ever-increasing competitive world? Don’t be impulsive in your decision. Don’t consider this question lightly. Be honest with yourself. Not everyone has this desire. Many are satisfied to sit on life’s sidelines and just watch the success parade go by. They not only have no desire to *lead* the parade, but they don’t even care to *be in* the parade. They are perfectly satisfied to be spectators and merely watch others march ahead.

Some people have built-in limitations. They prefer a life of quiet desperation. They are allergic to effort. They don’t even burn the candle at one end. I’ve known people who have started at the

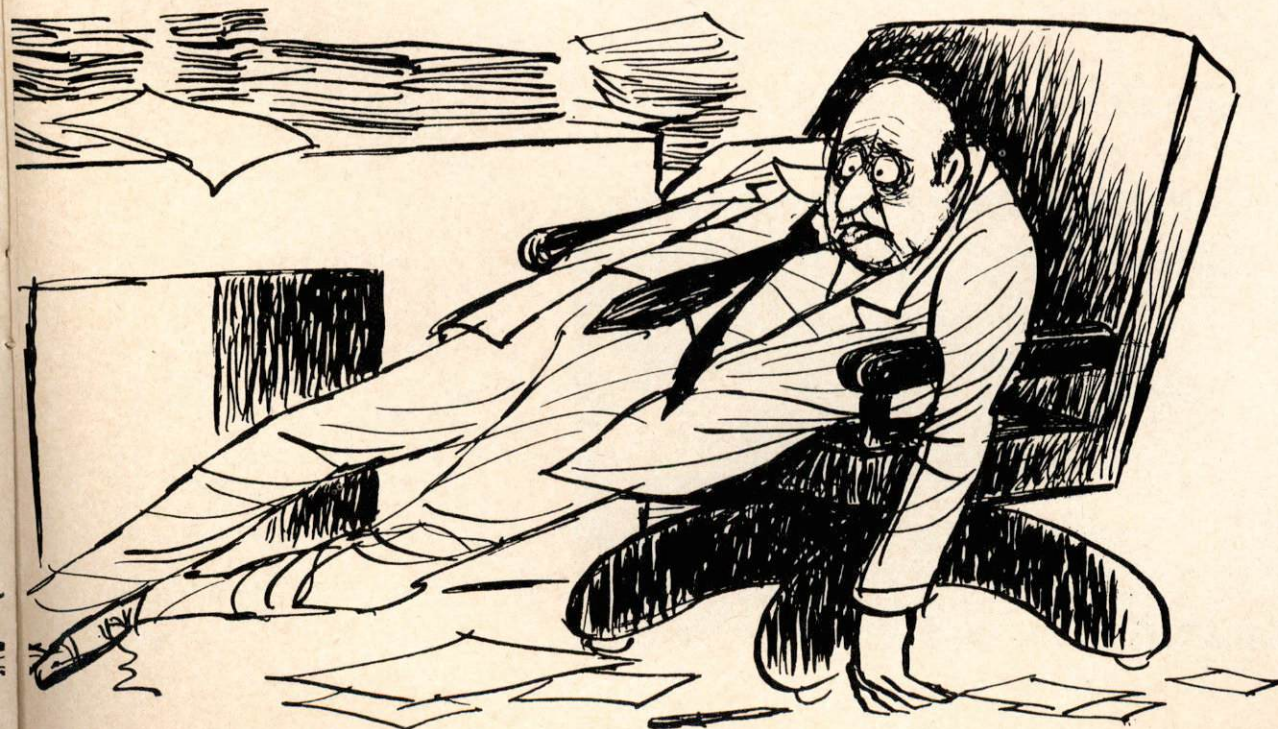
bottom of the ladder and simply found it more comfortable to remain there than to attempt to climb up, rung by rung. They fall into that category of people who prefer to endure the deprivations of failure, rather than make the sacrifices of success. This, of course, is their privilege.

But this is not the entire question. The second part of it is of even greater importance than the first.

### The Great Choice

Even if you are sure you have the desire, is this desire strong enough and compulsive enough to cause you to do something about it? Are you sure you are willing to do certain things NOW, whether you enjoy doing them or not, which will lead with certainty to future happiness and success? Throughout history, man has been plagued with this great choice. Does he want to gratify his immediate impulse or does he want to accomplish his ultimate purpose? This time the choice is yours. But be honest with yourself. If for some reason you cannot answer both parts of this question in the affirmative, if your thirst for success is not strong enough to cause you to willingly undergo certain sacrifices, then I’m afraid that you don’t meet the test.

Every individual has, within himself,





the seeds of his own growth and the virus of his own destruction. Whether he cultivates a condition for growth or creates a climate for destruction depends, to a great extent, upon his decision regarding this second question.

A worker opened the envelope containing his paycheck and found a little note which excited him as he began to read, "You will soon receive a substantial raise." His enthusiasm, however, subsided as he continued to read, "The raise is to become effective when you do." Just how effective we are depends almost entirely on how effective we *want* to be.

I repeat our second question: Just how strong is our desire to prepare for the future? Do we really *want* this preparation. Needs are not enough. They drive us only in the field of desperation. Wants constitute the magic vehicle that takes us to the city of our dreams and ambitions.

And now for the third part of the test.

#### Can You Change?

Not only must we truly enjoy our work, not only must we have a compulsive desire to succeed, but if we are to avoid the graveyard for those still alive we must learn to adjust our lives and our thinking to these rapidly changing times.

Change is inevitable . . . it is the only constant thing in life. We can't evade, avoid, or ignore it. We can only accept it and adjust to it.

If times change and we don't, where does that leave us? Yes, you guessed it, in the cemetery for the living.

I wish we could have the classic statement of one of the world's greatest industrialists engraved in our minds in letters as big as mountains: "The most important factor in the survival of any industry is its willingness and its courage to adjust itself to changing times."

As the drama of life unfolds before our eyes each day, we have the opportunity to see tragic failure caused almost solely by fear of change. Many people seem to have developed an immunity to change. Progress is never a bargain; it can only be purchased by discarding the old and embracing the new. Nothing stifles our growth as much as our fear of something different.

#### Wisdom or Suicide?

How long shall we tolerate the sick sentimentality that just because we have done something a certain way for decades that it is the right way, or the only way? I don't suggest that we turn our whole lives into laboratories of experimentation. But let's not mistake a rut for a groove. To study past methods is wisdom, but to cling to them blindly is economic suicide.

At this point, however, I have one word of caution: Let's not confuse the flexibility of mind, which leads to change and progress, with the inflexibility of conduct, which leads to conscience and character.

It is true that we must liberate our minds from the shackles of the past; we must no longer tread upon the cobblestones of medieval custom. And yet, there are certain basic principles

in both business and personal conduct which never change. These unchangeable principles are similar to the hub of a wheel. They are stationary while the spokes of a more flexible nature move to keep pace as we move along.

I urge you to give yourself an honest and judicious self-analysis. It is not an easy thing to do. In the courtroom of our conscience we only have witnesses for the defense. But you owe it to yourself to attempt a little diagnosis of yourself without fanfare or favor.

#### The Three Questions

Are you really in love with your work? If not, start a romance with her immediately. She is very responsive and will return your affection tenfold.

Second, do you really want to succeed in life? How deep and compulsive is your desire to succeed? Do you have that "inner hunger" for improvement which permeates your life with the gift of dissatisfaction and divine discontent?

Finally, are you willing to change with changing times? I realize how frustrating it often is to find that just as we learn one role in life, we are called upon, without rehearsal, to play an entirely new role. But believe me, the drama of life is either going forward with or without us. Comfortable as it may be, we can't afford to sit back in this modern era of revolutionary change and let change happen to us. We must anticipate it, prepare for it, and, most important of all, adjust to it.

If you can meet this three-way test, you are still in the land of the living. I congratulate you. Your entire life will be crowned with glory . . . and you will continue to enjoy your just share of the tasks and rewards of this great world of ours. □

Cavett Robert has earned the reputation as the "Number One Speaker" in the field of human engineering and motivation. The recipient of TI's Golden Gavel Award in 1972, he is the author of the popular book *Human Engineering and Motivation*, as well as several other books and over a dozen inspirational and instructional records. He has held sales schools and conducted courses in sales, human engineering, personal development, and management for many of the nation's outstanding companies.

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# MEDITATION HELPS BREAK THE STRESS SPIRAL

by  
DANIEL GOLEMAN

It is a medical rule of thumb that among the patients a general practitioner sees on any day, half complain of symptoms directly stemming from anxiety. A majority of the rest have complaints that are at least partly caused by stress. The antianxiety drugs, tranquilizers such as Librium and Valium, are the number one prescriptions in America today, outdistancing antibiotics by far.

Social critics blame the hectic pace of industrial life: the crowding, the rush, the pressure. But industrialization itself is not to blame for the toll of stress; we are the victims of our reactions to its frantic pace.

Our bodies undergo the arousal physiologists label "stress" whenever a threatening or challenging event occurs. Stress can be triggered by any number of events. The screech of brakes as we stand vulnerable in a crosswalk can make our hearts race, and so can the unexpected sight of a loved one. Almost any unanticipated happening, or an anti-



icipated one full of threat, causes the speeding up of bodily processes. Any kind of excitement is a stress in the physiologist's sense of the word.

Many normal life events cause stress, especially those that disrupt our everyday routines. Thomas H. Holmes, who is at the University of Washington School of Medicine in Seattle, has found that significant events of ordinary life—the death of a family member, the birth of a child, a change in jobs—can trigger illness because coping with these events puts demands on the body that weaken resistance.

The most strenuous life change is the

death of a spouse. Marriage is in the middle of Holmes' list; and vacations, Christmas, and minor violations of the law are at the bottom. Holmes finds that the more adjustments required of a person at any one time, the more likely he is to get sick. While the ailments include back pains and other problems known to be psychosomatic, they also include ordinary diseases like colds and flu. Experiments with Navy men on the same ship showed that those with greater life-change stress came down with more and worse diseases three to six months later.

Hans Selye, an authority on stress



research, says that we need a preventive measure to buffer us against the harmful effects of stress which will still allow us to enjoy a full and busy life.

Meditators, for instance, can withstand more life changes with less illness. Jessica Jo Lahr, a graduate student at Ohio State University, compared beginning and experienced meditators with a comparable group of nonmeditators. The meditators had experienced more life changes than nonmeditators, but had less illness. The experienced meditators had the most changes and the least illness of all. Apparently, the ability to handle stress increases with practice in meditation.

Much stress is purely psychological. Often we feel like victims of events, pawns in a game over which we have no control, but in which we must pay the price. University of Pennsylvania psychologist Martin Seligman has found that people who believe they are helpless react to normal life changes by becoming depressed. They feel pushed around by life no matter what they do.

#### **Externals and Internals**

People who chronically assume a helpless attitude have been studied by Julian B. Rotter. The chronically helpless are what Rotter calls "externals." They believe that personal rewards depend on the whim of external people and events rather than on their own actions. Such people see life changes as pre-ordained fate, luck, or chance. Internals, on the other hand, believe that they control their own fates. Internals survive the slings and arrows of life better than the depression-prone externals. An internal person would be more likely to react to such setbacks as loss of job or divorce with action to set things right. He would look for a new job or seek a new mate. Externals react with passivity and paralysis to these same events, resigning themselves to their losses with a shrug and a sigh. Several studies have found that meditators as a group are much more internal than nonmeditators. Experienced meditators, furthermore, feel more in control of their lives than beginning meditators.

All of us, even externals, can take

steps to master stress. The common way to overcome stress in our culture has been to take tranquilizers or barbiturates, but these chemical strategies have obvious drawbacks. For one, drug effects wear off, and the original anxiety reasserts itself. Another drawback is that many who turn to drugs to control stress-induced anxiety become addicted. Some people need such large doses that their everyday functioning is impaired. Sleeping pills used to overcome temporary insomnia, for instance, often become the cause of lasting sleep loss. Because of these and other negative side-effects of antistress drugs, there recently has been a large research effort to find effective nonchemical means to cope with stress. Meditation is one such antistress technique now under study.

#### **A Professional Interest**

My interest in meditation changed from personal to professional while I was on a Harvard predoctoral fellowship in India. There I met a number of Indian yogis, Tibetan lamas, and Buddhist monks. I was struck by the relaxed warmth, openness, and alertness of these men, no matter what the situation. Each was the kind of person I enjoyed being with, and I felt nourished when I left them.

There were vast differences in their beliefs and backgrounds. The one thing they shared was meditation. Then I met a teacher of meditation who was not a monk, but an industrialist who had been one of the richest men in Burma. Though he had been highly successful, the executive found that his hectic pace took its toll in the form of daily migraine headaches. Medical treatments at European and American clinics had no effect on his headaches, and he turned to meditation as a last resort. Within three days of his first instruction, his migraines disappeared. In the '60s there was a military coup in Burma, and the new socialist government seized all of the millionaire's holdings, leaving him nearly penniless. He emigrated to India, where he took advantage of old business and family connections to start a new business. While his new enterprise was getting underway, he traveled through-

out India giving 10-day courses in meditation. Some reservoir of energy allowed him to be both full-time meditation teacher and businessman. His example helped me to see that one needn't be a monk to meditate. You can separate the physical effects of meditation from its religious context.

When I returned to Harvard from India, I found that psychologist Gary Schwartz had begun research into meditation. He had found that meditators reported much lower daily anxiety levels than nonmeditators. They had many fewer psychological or psychosomatic problems such as colds, headaches, and sleeplessness.

My personal experience, and these scientific findings, suggested that meditators were able to roll with life's punches, handling daily stresses well and suffering fewer consequences from them. With Schwartz as my thesis advisor, I designed a study to see how the practice of meditation helps one cope with stress.

#### **Meditators vs. Nonmeditators**

I had two groups of volunteers come to our physiology lab. One group consisted of meditation teachers, all of whom had been meditating for at least two years. The other group of people were interested in meditation but had not yet begun to meditate. Once in the lab, each volunteer was told to sit quietly and either relax or meditate. If nonmeditators were assigned to the meditation treatment, I taught them how to meditate right there in the lab. After 20 minutes of relaxation or meditation, the volunteers saw a short film depicting a series of bloody accidents among workers in a woodworking shop. The film is a standard way of inducing stress during laboratory studies, because everyone who watches it is upset by the accidents in the film.

The meditators had a unique pattern of reaction to the film. Just as the accident was about to happen, their heart rates increased and they began to sweat more than the nonmeditators. To get ready to meet the distressing sight, their heart beats rose and their bodies mobilized in what physiologists call the fight-or-flight reaction. But



as soon as the accident was over, the meditators recovered, their signals of bodily arousal falling more quickly than those of nonmeditators. After the film, they were more relaxed than the non-meditators, who still showed signs of tension.

This pattern of greater initial arousal and faster recovery showed up in experienced meditators whether or not they had meditated before the movie began. In fact, the meditators felt more relaxed the whole time they were in the lab. Rapid recovery from stress is a typical trait of meditators. Even the novices, who meditated for the first time that day in the lab, were less anxious after the film and recovered more quickly than the nonmeditators.

### Stress Recovery

Meditation itself seems the most likely cause of rapid stress recovery. If the rapid recovery among experienced meditators had been the result of some personality trait common to the kind of people who stick with meditation, the novices would have been as slow to recover as were the people who relaxed.

My study may explain the lower incidence of anxiety and psychosomatic disorders among meditators. People who are chronically anxious or who have a psychosomatic disorder share a specific pattern of reaction to stress; their bodies mobilize to meet the challenge, then fail to stop reacting when the problem is over. The initial tensing up is essential, for it allows them to marshal their energy and awareness to deal with a potential threat. But their bodies stay aroused for danger when they should be relaxed, recouping spent energies and gathering resources for the next brush with stress.

The anxious person meets life's normal events as though they were crises. Each minor happening increases his tension, and his tension in turn magnifies the next ordinary event—a deadline, an interview, a doctor's appointment—into a threat. Because the anxious person's body stays mobilized after one event has passed, he has a lower threat threshold for the next. Had he been in a relaxed state, he would have taken the second event in stride.

A meditator handles stress in a way that breaks up the threat-arousal-threat-spiral. The meditator relaxes after a challenge passes more often than the nonmeditator. This makes him unlikely to see innocent occurrences as harmful. He perceives threat more accurately, and reacts with arousal only when necessary. Once aroused, his rapid recovery makes him less likely than the anxious person to see the next deadline as a threat.

The biggest appeal of meditation is the promise of becoming more relaxed more of the time. But some highly pressured members of society are not sure that relaxation is a good thing. When Harvard Medical School's Herbert Benson wrote an article in the *Harvard Business Review* urging businesses to give employees time for a meditation break, there was a flood of letters

protesting that stress and tension were essential to good business management. A friend of mine, when told to meditate to lower his blood pressure, responded: "I need to take it easy, but I don't want to become a zombie."

Fortunately, meditation doesn't make zombies. The meditation pros I met in India and America were among the most lively people I've met anywhere. Our research into the effects of meditation on the brain explains why.

### An Attention Sharpener

Meditation trains the capacity to pay attention. This sets it apart from other ways of relaxing, most of which let the mind wander as it will. This sharpening of attention lasts beyond the meditation session itself. It shows up in a number of ways in the rest of the meditator's day. Meditation, for example, has been found to improve one's ability to pick

### So You Want to Learn to Meditate



**On your own:** Find a quiet place with a straight-back chair. Sit in any comfortable position with your back straight. Close your eyes. Bring your full attention to the movement of your breath as it enters and leaves your nostrils. Don't follow the breath into your lungs or out into the air. Keep your focus at the nostrils, noting the full passage of each in-and-out-breath, from its beginning to its end. Each time your mind wanders to other thoughts, or is caught by background noises, bring your attention back to the easy, natural rhythm of your breathing. Don't try to control the breath; simply be aware of it. Fast or slow, shallow or deep, the nature of the

breath does not matter; your total attention to it is what counts. If you have trouble keeping your mind on the breath, count each inhalation and exhalation up to 10, then start over again. Meditate for 20 minutes; set a timer, or peek at your watch occasionally. Doing so won't break your concentration. For the best results, meditate regularly, twice a day, in the same time and place.

**With a teacher:** It's better to go to an experienced teacher, who can help you get started right and answer any questions you may have as you go along. Most middle-sized cities have at least one meditation center; many, especially college towns, have several. Transcendental Meditation centers are easiest to find, but they are expensive. All meditation centers, of whatever persuasion, teach beginners and some do not charge. The two most complete nationwide listings of meditation centers are: *The Spiritual Community Guide*, available from Box 1080, San Rafael, California 94902 and *Way In* (in press) Hanuman Foundation, 276 Riverside Drive, New York, N.Y. 10025.



# New Managers

Bruce L. Anderson, former editor of THE TOASTMASTER magazine and manager of World Headquarters' Publications and Communications Department, has been named by TI Executive Director Terry McCann as the new manager of the Member-Club Education Department.

Executive Director McCann also announced that Mike Snapp, the managing editor of the magazine, will replace Mr. Anderson as editor and manager of Publications and Communications.

A member of the World Headquarters staff since September, 1972, Mr. Anderson received his Bachelor's degree in political science from UCLA and later earned his Master's at the University of South Carolina. He

became the editor of THE TOASTMASTER in July, 1973, and was instrumental in expanding the magazine to its current size. As manager of the Member-Club Education Department, Bruce will be responsible for the development of new educational programs and materials for the organization and its members.

Mike Snapp joined the World Headquarters' staff in October, 1973, when he became the managing editor of the magazine. Prior to joining TI, he attended Pepperdine University and received his Bachelor's degree in journalism from California State University at Long Beach. As editor, Mike will continue to be responsible for the publication of THE TOASTMASTER and TIPS. □

up subtle perceptual cues in the environment, and to pay attention to what is going on rather than letting the mind wander elsewhere. These skills mean that in conversation with another person, the meditator should be more empathic. Because the meditator can pay sharper attention to what the other person is doing and saying, he can pick up more of the hidden messages the other is sending.

All meditation techniques seem to be equally effective ways to lower the anxiety level and help handle stress. But different types of meditation retrain attention in different ways.

Some of my colleagues at Harvard—Gary Schwartz, Richard Davidson, and Richard Morgohn—compared people trained in Transcendental Meditation (TM) with a group trained in a Gurdjieffian technique. This technique is named after George Gurdjieff, a turn-of-the-century Russian who brought to the West an amalgam of esoteric meditative techniques he collected on his Asian travels.

In TM the meditator listens in his mind to a Sanskrit sound, repeatedly starting

the sound going mentally each time his mind wanders. The Gurdjieff training, like TM, includes techniques that improve the capacity to keep a single, subtle thought in mind. But Gurdjieff's students also apply this improved power of attention to learning an intricate series of dancelike movements, and to sensing specific areas throughout the body.

The Harvard group tested the TM and the Gurdjieff meditators one by one. They looked at brain-wave patterns while the meditator concentrated on the sensations in his own right hand, and then on a picture of someone sitting in a laboratory chair. The psychologists recorded signals from the part of the brain that controls vision and from the part that controls muscle movement. They found that when a Gurdjieff meditator attended to his hand, the muscle-movement center in his brain became active, as though preparing to order a movement. At the same time, the visual area of the brain became less active. When a Gurdjieff student looked at the picture, the opposite happened; the visual area became more active, the motor area quiet. No

such differences appeared among the TM group, nor in a group of people who had never had meditation training of any kind.

The Gurdjieff meditators' brains showed cortical specificity, the ability to turn on those areas of the brain necessary to the task at hand while leaving the irrelevant areas inactive. This is the way the brain works when we are at our most efficient and alert. If too many areas are aroused too much, we get overexcited and perform poorly. If too few areas are active, we're groggy. The machinery of the brain and body works best when only those areas that are essential to the work at hand are activated. The Gurdjieff training developed this ability, while TM did not.

## A Relaxed Alertness

Both TM and Gurdjieff training prime the power of attention while relaxing the body. But only the Gurdjieff training applies this relaxed alertness to improving skills of sensory detection and muscle control. This same training combination is found in many Eastern martial arts. If his mind wandered, the karate master would break his hand, not the brick. Powerful concentration amplifies the effectiveness of any kind of activity, as athletes such as former quarterback John Brodie will attest.

The research evidence shows that one meditation technique is about as good as another for improving the way we handle stress. Meditators become more relaxed the longer they have been at it. At the same time they become more alert, something other ways to relax fail to bring about because they do not train the ability to pay attention. The combination of relaxation and concentration allows us to do better at whatever we try. □

Daniel Goleman is an associate editor of *Psychology Today*. His Ph.D. in psychology is from Harvard, where he conducted research on meditation. He has had two traveling fellowships to India and Ceylon to study meditation, one from Harvard, the other from the Social Science Research Council. Goleman will compare a dozen meditation techniques in a book tentatively titled *Meditation Paths*, to be published by Dutton in the fall.



# Take It Like It Is

by  
Jim Cathcart

*My wife won't take an interest in my work.*

*That jerk didn't like anything about my proposal.*

*Bill just won't let himself enjoy a visit with my folks.*

*Jane has a stupid fear of airplanes.*

*Danny still shakes at the sound of thunder even though I've told him there is nothing to fear.*

Do any of these statements sound familiar? Can you hear yourself in them? Unfortunately, for too many of us the answer is "yes." We are frequently tempted to criticize another when his feelings differ from our own. And what is accomplished through this criticism? Nothing!

Perhaps a look at the basic workings of the human personality will yield some insight as to how we can best deal with these differences when they arise.

From birth, we are influenced by our environment. The people, things, and circumstances around us mold the

way we view things, the way we think. Because our experiences differ, many times our perception of a situation also differs. In other words, we don't all see things the same way. To some, a given happening can be an extreme tragedy, while others see it as a blessing. Our values and level of understanding help determine our reactions.

Witness the following account:

*Child (obviously the recent loser of a fistfight): "I hate Tommy!"*

*Mother: "You do not! Tommy is your friend. It's not nice to say you hate someone."*

*Child (to himself): "I don't? Well, I sure don't feel friendly toward him."*

This example most likely would cause great confusion for the child. He knows what he feels—he feels hatred. However, the main figure of authority in his life, his mother, has just told him otherwise. She not only denied his feeling, but labeled it "not nice." So he must draw the conclusion that his feelings are "wrong." Now he not only "hates" Tommy, but also feels guilty for feeling that way—a frustrating situation at best.

Polarity (positive or negative) lends power to whatever it is attached. If something merely *exists*, it has no power; but, the moment we label it positive or negative, good or bad, it begins to exert force on us. Another person's feelings, by themselves, have no effect on us. It is when we react to them as "good" or "bad" that they begin to influence our lives accordingly.

Feelings are not generally subject to logic. In other words, you can't reason away a fear or lack of interest. Holding this in mind, it seems a bit absurd to consider getting angry at someone for the way they feel. All that would be accomplished is to upset yourself instead of dealing with the situation at hand.

So what can we do about Jane's "stupid" fear of airplanes, Bill's attitude toward your parents, or Danny's fear of thunder? The first thing we can do is accept it.

"How," you may ask, "can you change something for the better if you accept it?" The answer is relatively simple: Acceptance is the only way you

can begin to change it for the better. Consider the alternative to acceptance—anger. Can you remember this approach ever providing pleasing results? Did the other person's feelings ever really change? I think not.

Let's examine Danny's fear of thunder. Danny's fear affects only himself, but because of his love for Danny, his father wishes to eliminate the fear. Father can approach this situation in several ways.

First, he could scold or punish Danny each time he showed his fear. This might cause Danny to eventually stop acting afraid during a storm, but what would it really accomplish? Danny would still be afraid, not only of the thunder, but also of his father's reaction. Guilt would then be added to his feeling of fear.

Second, Father could ignore the fear altogether and not let it affect him at all. Danny, however, would still suffer each time it thundered.

Third, Father could accept this fear and try to deal with it. When it thundered he could say, "That loud noise is scary, isn't it?" This would show his acceptance of the feeling and keep communication open between them. He could then go on to explain to Danny what causes thunder and possibly eliminate his fear. Fear is ignorance. Knowledge is power.

Watch your reaction the next time you meet feelings contrary to your wishes. Do you get mad at people for feelings they can't control? Or do you vent your frustration at the circumstance without attacking the individual. If you will leave your labels (good, bad, positive, negative) in a drawer, accept things as they are, and deal with them on that basis, you'll greatly improve your batting average. Situations which previously ended in frustration and hard feelings can become opportunities for increased understanding. There will be fewer headaches, fewer stomach upsets, and fewer ulcers. And you'll find life much easier to live. □

Jim Cathcart is Individual Development Program Manager for the United States Jaycees. He is a member of the Indian Nations Club 3544-16 in Tulsa, Oklahoma.



# The Greatest Challenge

by

Lloyd G. Cooper

For years, the Toastmasters organization has built its entire tradition on the concept of self-development. This tradition and purpose has long had a very personal meaning to the thousands who have claimed Toastmasters membership.

In today's world, however, this goal of personal development may have a further significance, a significance overlooked by many of us.

In the United States, there is more opportunity than any place in the world to get ahead, to improve yourself. Here it is part of the heritage of the people to set their goals far above where they presently are, to dream of castles, and then to build those castles and eventually live in them. The age of opportunity is not past in this country, in fact it gets better year by year. More people became millionaires during the last ten years than in any ten-year period in the nation's history.

At the same time, however, in the nation's largest city, the number of welfare recipients rose beyond the million mark, with New York City now having nearly one out of every ten of its inhabitants on the public dole.

In a country which prides itself on the opportunity it presents to its people, and where many have shown that opportunity to be there for the taking, what is happening? What is happening to the growing masses who have lost their desire, have lost their appetite for success, who are willing to live a marginal existence at the edge of society?

At the very center of this is the problem of people and their self-image. There is nothing more important than the way a

person looks at himself. If he sees himself as a loser, then no matter how many opportunities fall in his path, he will continue to lose. Understanding how people see themselves, stimulating their ability to rise to a challenge, and supporting them in their first movements upward are probably more important than anything else in responding to this problem and eventually finding a solution to it.

As I think of people and why some succeed and others fail to rise to the challenge, I am reminded of a true incident. One day two boys, out for a hike, found a young eaglet starving in its nest after its parents had been killed by hunters. Knowing little about birds, they took the young eagle home and raised him with their flock of chickens. The eagle soon grew the magnificent wings, the sharp talons, and the keen eye that marked him as a bird of prey, a ruler of the skies. Yet the eagle, raised a chicken, saw himself as a chicken. One day, the boys took the grown bird to the mountaintop and released him. The eagle cowered to the ground, crying pitifully. Only after the boys took him back to the farm, where he joined the clucking birds of the barnyard, did the eagle regain his composure. There he lived, a majestic bird of prey, born to soar the skies, dragging his feet in the dust, and befouling his feathers in the droppings of the chickens.

A person, in order to succeed, must have the belief that he can succeed. Then he must have the desire. Sometimes he needs help—a positive word, an expectation of success, the company of people

who are winners and whose lives are committed to self-development and achievement.

Opportunity is for those who want to achieve, who know they can win, and who are constantly searching for ways of improving themselves and their chances for success. Toastmasters is far more than an organization where people improve their speaking skills; its essence lies in the personal challenge that self-development brings to the individual. A person who seeks to improve himself in one way, improves himself in even greater degree as he reinforces his desire to do something better. His life finds fulfillment in the search for greater challenges and their eventual mastery.

Toastmasters is built around a recognition that self-development is the most important ingredient in successful living. This ethic is the strong bond that surrounds the organization, and is there for all its members. There, however, is another dimension to the idea of personal development and self-fulfillment. The greatest achievement of all is not when one has achieved, but when one has passed on this idea to others. The concepts of a positive self-image, a sense of personal purpose, and a knowledge that tomorrow can be better than today must be shared.

As Toastmasters, we each have personal commitment to self-development. This is a challenge that is carried as a common cause by all members of our organization. There, however, is a greater challenge to reach out, a challenge to convince, to sell, to encourage others to improve their potential. We must extend support not only to those in our own tight little social and professional circles, but we must reach out and involve ourselves with people at all levels, in all types of work.

We must encourage the student, the blue-collar worker, the bright young man on the job, the guy who sweeps up—each of these are people who can benefit, often enormously, from Toastmasters and from you. A few minutes of your time, a touch of your personal interest, an invitation to share the richness of self-development. That is the challenge . . . the greatest challenge of all. □

Lloyd G. Cooper is a Professor of Educational Management at New Mexico State University. He is a member of the University Park Club 2894-23 in University Park, New Mexico.



# hall of fame

## DISTINGUISHED TOASTMASTER (DTM)

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

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Papago 2694-3  
Phoenix, Arizona

### George H. Knowles

R. H. Conwell 82-6  
Minneapolis, Minnesota

### T. R. Banks

Dogwood 1901-14  
Atlanta, Georgia

### Mark J. Motis

Belcourt 2453-20  
Belcourt, North Dakota

### William A. Fisher

Southern Valley 2752-33  
Bakersfield, California

### Harold T. Henson

A-Ok 1359-43  
Memphis, Tennessee

### Richard Battin

Merritt Island 2537-47  
Merritt Island, Florida

### Virgil Brown, Jr.

Titusville 3018-47  
Titusville, Florida

### Irvin I. Corwin

No. Hollywood 147-52  
No. Hollywood, California

### Ed Hogan

Safeco Title 3340-52  
Panorama City, California

### Jesse Cunningham

JPL & Caltech 3292-F  
Pasadena, California

### Paul M. Freeman

Bechtel 3589-F  
Norwalk, California

### Charles Goodman

Golden Rain 3710-F  
Seal Beach, California

### Robert Service

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Santa Monica, California

### Dennis Gerlitz

Seattle General 277-2  
Seattle, Washington

### Glen T. Rollman

Kirkland Congregational 822-2  
Kirkland, Washington

### Jacob Hill

Spacespeakers 1018-2  
Kent, Washington

### Thelma Bonsall

Kachina 1473-3  
Phoenix, Arizona

### Charles Bedel

Roundup 1839-3  
Phoenix, Arizona

### Jean A. Calvert

Roundup 1839-3  
Phoenix, Arizona

### Gene Chaille

Voice of Motorola 2083-3  
Scottsdale, Arizona

### Miles Bowler

South Bay 161-5  
Imperial Beach, California

### Lawrence Boyd

South Bay 161-5  
Imperial Beach, California

### Walter Otte

South Bay 161-5  
Imperial Beach, California

### Lorenzo Provencio

South Bay 161-5  
Imperial Beach, California

### Robert Pierce

Anoka 2748-6  
Anoka, Minnesota

### Amedie LaFond

Chain of Lakes 3251-6  
Forest Lake, Minnesota

### Max Horn

Sons of Babbage 3417-6  
Minneapolis, Minnesota

### E. W. Markwardt

St. Clair 496-8  
Belleville, Illinois

### John Myers

Marion 2020-10  
Marion, Ohio

### Robert N. McKean

Lake Greenwood 1521-11  
Crane, Indiana

### E. Warren Pope

Columbus 2037-14  
Columbus, Georgia

### Virgil Wingate

Explorer 2723-14  
Chamblee, Georgia

### Clyde Morrison

Conoco Nooners 806-16  
Ponca City, Oklahoma

### Stephen Peter

The Governors 3031-16  
Oklahoma City, Oklahoma

### Logan Johnson

Gunpowder 2562-18  
Edgewood Arsenal, Maryland

### Paul E. Carlson

Mack 2733-18  
Hagerstown, Maryland

### Miles Smith

SSA 2884-18  
Baltimore, Maryland

### John Cazanias

Shibboleth 386-19  
Mason City, Iowa

### Gerald B. Winget

Opportunity 451-19  
Des Moines, Iowa

### Alfred E. Ritchie

East Story County 504-19  
Nevada, Iowa

### Larry Madlem

John Deere 1116-19  
Moline, Illinois

### Dale Richardson

Greater Des Moines 3049-19  
Des Moines, Iowa

### John Noonan

Cranbrook 3532-21  
Cranbrook, B.C., Canada

### Joseph G. Cetinske

Early Bird 1928-22  
Overland Park, Kansas

### Joseph F. Luecke

Hays 2609-22  
Hays, Kansas

### Alfred Rohr

Hays 2609-22  
Hays, Kansas

### Cliff Doiel

Revolliers 1796-24  
Omaha, Nebraska

### Lowell Matheson

Council Bluffs 2114-24  
Council Bluffs, Iowa

## ABLE TOASTMASTER (ATM)

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

### Don Dopson

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Fullerton, California

### John Bateman

Harbor Lites 1927-F  
Newport Beach, California

# MOVING?



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

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(continued on next page)



(continued from page 29)

**Thomas Lewis**

Soo Kota 2811-24  
South Sioux City, Nebraska

**J. Leon Curtis**

Garland 1207-25  
Garland, Texas

**Marvin A. Clement**

Hattiesburg 3553-29  
Hattiesburg, Mississippi

**Donald Osterbrink**

Speakers Forum 371-30  
Chicago, Illinois

**Joseph Warshawsky**

Downers Grove 1056-30  
Downers Grove, Illinois

**Lawrence L. Lee**

Toast Breakers 3389-33  
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**Dr. Adnan Goksel**

Portage Lake 2362-35  
Houghton, Michigan

**Stan Gralewski**

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Madison, Wisconsin

**Frank O. Wood**

Challenger 1642-36  
Arlington, Virginia

**Dell Saunders**

Revenooers 3653-36  
Washington, D.C.

**James Fitzmorris**

Manteca 2049-39  
Manteca, California

**Carl Mosley, Jr.**

Battelle 1369-40  
Columbus, Ohio

**Raymond Meligan**

Mitchell 495-41  
Mitchell, South Dakota

**Allen A. Brown**

Beresford 1992-41  
Beresford, South Dakota

**Robert Kennedy**

Beresford 1992-41  
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Little Rock, Arkansas

**Michael J. Donovan**

Hi Noon 2217-43  
Little Rock, Arkansas

**David Harmon**

Daybreak 1033-44  
Lubbock, Texas

**Wayne W. Johnson**

Portland 288-45  
Portland, Maine

**David Rosvall**

St. John 1479-45  
St. John, NB, Canada

**William J. Costello**

Freeport-Hempstead 1105-46  
Hempstead, New York

**Nicholas T. David**

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Dunedin, Florida

**Robert T. Bowles**

St. Petersburg 2284-47  
St. Petersburg, Florida

**Karl R. Gibson**

St. Petersburg, 2284-47  
St. Petersburg, Florida

**Richard Battin**

Merritt Island 2537-47  
Merritt Island, Florida

**A. Richard Anci**

Gulf Breeze 2824-47  
New Port Richey, Florida

**Virgil Brown, Jr.**

Titusville 3018-47  
Titusville, Florida

**Bill Sandlin**

Athens & Limestone 314-48  
Athens, Alabama

**Thomas W. Calvin**

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Poughkeepsie, New York

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Bob Shewring 1016-64  
Stony Mountain, Man., Canada

**Earl S. Buttersfield**

Empire Statesmen 1427-65  
Syracuse, New York

**Benjamin Flores**

Kokusai 3616-U  
Kadena, AB Okinawa

**3881-25 SPEAK-EZ**

Dallas, Texas—Tues., 11:30 a.m.,  
2001 Bryan Tower, Suite 1200,  
(744-0311). Sponsored by Down-  
towners 3663-25.

**1399-26 SOUTH SUBURBAN**

Littleton, Colorado—Thurs., 7:30  
a.m., Kings Food Host, 599 W.  
Littleton Blvd., (773-1211). Spon-  
sored by Titan 2368-26.

**516-28 LANGSTON HUGHES**

Detroit, Michigan—Fri., 5:00 p.m.,  
Shaw College, 7351 Woodward,  
(493-1459). Sponsored by The  
Real-Time 3922-28.

**2683-30 CENTEL STAFF**

Chicago, Illinois—Tues., 4:45 p.m.,  
Central Telephone Co., 5745 E.  
River Rd., (399-2685).

**2172-33 COMMUNICATOR**

Santa Barbara, California—Mon.,  
6:30 p.m., Hillside House, 1235  
Veronica Springs Rd., (687-0055).  
Sponsored by Woodland 3051-33.

**2623-38 CAPE MAY COUNTY**

Cape May Court House, New Jer-  
sey—Thurs., 8:00 p.m., Cape May  
County Library Building, Mechanic  
St., (884-7549). Sponsored by Main-  
land-NAFEC 1107-38.

**3130-39 OASIS**

Fallon, Nevada—Thurs., 6:45 a.m.,  
Stockmans, 1560 W. Williams,  
(423-6514). Sponsored by Sierra  
Sunrise 2318-39.

**1706-41 NOON DAY**

Aberdeen, South Dakota—Mon.,  
12:10 p.m., YMCA, 420 S. Lincoln,  
(225-5680). Sponsored by Hub  
924-41.

**3650-42 VIKING**

Edmonton, Alta., Canada—Wed.,  
7:30 p.m., Scandinavian Centre,  
14220 - 125 Ave., (455-4355). Spon-  
sored by TNT 2291-42.

**3741-46 SATURDAY'S HEROES**

Rutherford, New Jersey—Sat., 8:00  
a.m., Fairleigh Dickinson University  
Cafeteria, West Passaic & Mon-  
tross Ave., (226-1561).

**1841-47 OSCEOLA**

Kissimmee, Florida—Fri., 7:30  
a.m., Holiday Inn, Kissimmee,  
(846-6050).

**152-52 SYLMAR**

Sylmar, California—Wed., 7:00  
p.m., El Chapparal Restaurant,  
Foothill & Hubbard, (367-2277).  
Sponsored by Universal City  
295-52.

**716-60 NIAGARA FALLS CANADA**

Niagara Falls, Ont., Canada—  
Mon., 7:30 p.m., Bamboo Restau-  
rant, Victoria Ave., (354-3082).

**1220-60 GRIMSBY GOLDEN  
HORSESHOE**

Grimsbby, Ont., Canada—Thurs.,  
7:30 p.m., Senior Citizens Centre,  
18 Livingston St., (945-2339). Spon-  
sored by Steeltown 755-60.

**1078-68 RED RIVER**

Alexandria, Louisiana—Tues.,  
12:00 Noon, Ramada Inn, 2211  
MacArthur Dr., (442-6459). Spon-  
sored by Speak Easy 2832-68.

**3432-70 SANDGROPER**

Belmont, Western Australia—Mon.,  
Sponsored by Banyandah 1285-70.

**3807-70 GLEN WAVERLEY**

Mt. Waverley, Vic., Australia—Mon.,  
7:45 p.m., Mt. Waverley Library,  
41 Millers Crescent, (03-2331363).

**3047-72 WAIROA**

Wairoa, Hawkes Bay, New Zea-  
land—Thurs., 7:45 p.m., Wairoa  
College Staff Room, Lucknow St.  
(7230). Sponsored by Hastings  
3473-72.

# new clubs

**220-2 SOUTH WHIDBEY**  
Clinton, Washington—Thurs., 7:30  
p.m., Weathervane Restaurant,  
4869 E. State Hwy. 525, (321-4135).

**3601-4 CROCKER PLAZA**  
San Francisco, California—Tues.,  
12 Noon, Crocker Bank, Personnel  
Administration, 2nd Floor, 79 New  
Montgomery St., (983-8299). Spon-  
sored by Crocker Bank 2001-4.

**817-8 HORACE MANN**  
Springfield, Illinois—Thurs., 12  
Noon, Horace Mann Educators, #1  
Horace Mann Plaza, (789-2500).  
Sponsored by Lincoln-Douglas  
51-8.

**3911-19 HAMILTON COLLEGE**  
Mason City, Iowa—Tues., 7:00  
a.m., Hamilton Business College, 9  
Second St., N.W., (423-2530).  
Sponsored by River City 3429-19.

# anniversaries

**30 YEARS**

Executive 412-1  
Los Angeles, California  
Albany 307-7  
Albany, Oregon  
Thunderbird 396-21  
Victoria, BC, Canada

**25 YEARS**

Cornhuskers 955-24  
Omaha, Nebraska  
Ambassador 936-28  
Windsor, Ont., Canada

**20 YEARS**

McMinnville 522-7  
McMinnville, Oregon  
Hayward 207-57  
Haywood, California

**15 YEARS**

Capitol 2309-23  
Santa Fe, New Mexico

**Daybreakers 3325-39**

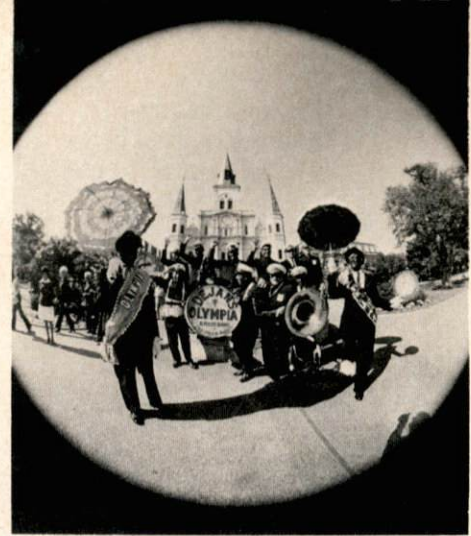
Redding, California  
A-Ok 1359-43  
Memphis, Tennessee  
Pan Am 3333-46  
International Airport, New York

**10 YEARS**

Yawn Patrol 3436-F  
Fullerton, California  
Helena Jaycee 2067-17  
Helena, Montana  
Pile O Bones 1862-42  
Regina, Sask., Canada  
Athens/Limestone 314-48  
Athens, Alabama  
Baytown 2329-56  
Baytown, Texas  
Chesterfield 3678-66  
Chesterfield County, Virginia  
City of Liverpool 2130-70  
Liverpool, NSW, Australia



# Toastmasters' 45th Annual Convention August 18-21 Fairmont Hotel New Orleans, LA



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 1976-77.)

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 and tickets to the following meal events waiting for me at the Convention Registration Desk. **All advance registrations must reach World Headquarters by July 16.**

- \_\_\_\_\_ Member Registrations @ \$8.00 ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Spouse/Guest Registrations @ \$2.00 ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Youth Registrations (9 years and older) @ \$1.00 ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets Golden Gavel Luncheon @ \$10.25 (Wednesday, noon, August 18) ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets "Mardi Gras" Fun Night @ \$16.00 each (Thursday: Dinner, Dancing and Program) ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets President's Dinner Dance @ \$17.00 each (Friday: Dinner, Dancing and Program) ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets International Speech Contest Breakfast @ \$6.50 ..... \$ \_\_\_\_\_

Check enclosed for \$ \_\_\_\_\_ (U.S.) payable to Toastmasters International. **Cancellation reimbursement requests not accepted after July 31.**

TO WHQ

(PLEASE PRINT) CLUB NO. \_\_\_\_\_ DISTRICT NO. \_\_\_\_\_  
 NAME \_\_\_\_\_  
 SPOUSE'S FIRST NAME \_\_\_\_\_  
 ADDRESS \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE/PROVINCE \_\_\_\_\_  
 COUNTRY \_\_\_\_\_ ZIP CODE \_\_\_\_\_  
 NO. CHILDREN ATTENDING \_\_\_\_\_  
 AGES \_\_\_\_\_

If you are an incoming district officer (other than district governor) please indicate office:  
 \_\_\_\_\_

Mail to: Fairmont Hotel, University Place, New Orleans, Louisiana 70140. (504) 529-7111. **Reservation requests must reach the hotel on or prior to July 16, 1976.**

Circle the rate you desire. Reservations will be assigned on a first-come-first-served basis within that rate range, beginning at the lowest. Suites are available from \$75 per day. Please contact the hotel directly for specific information. 7% Louisiana sales tax will be added to all rates. All rates are European Plan (no meals included).

Please reserve \_\_\_\_\_ room(s) under the following rate schedule:

	Moderate	Deluxe	Superior
Single	\$24-\$34	Single	\$36-\$44
Double or Twins	\$34-\$44	Double or Twins	\$46-\$54
		Double or Twins	\$56-\$64

I will arrive at approximately \_\_\_\_\_ a.m. \_\_\_\_\_ p.m. on August \_\_\_\_\_, 1976. (  check enclosed to cover first night for arrival after 6:00 p.m.) I will depart on August \_\_\_\_\_, 1976.

Additional occupants for same room \_\_\_\_\_

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

NAME \_\_\_\_\_  
 ADDRESS \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE/PROVINCE \_\_\_\_\_  
 COUNTRY \_\_\_\_\_ ZIP CODE \_\_\_\_\_

**Toastmasters International Convention, August 18-21, 1976, New Orleans, Louisiana**

TO HOTEL



# What Kind of People Join Toastmasters?



People just like you . . . interested in self-development. And Toastmasters knows it. That's why we've compiled a list of some of the items available to you as a Toastmasters member to aid your self-development and make your membership more rewarding. Use this handy checklist to find out what you or your club needs and order it today. Don't put your self-development off until tomorrow!

**□ Parliamentary Procedure at a Glance (B-25)**—By O. Garfield Jones.

An introduction to parliamentary procedure, with a quick-reference for rulings on parliamentary questions. Contains all rules in common use and sample meeting situations. \$2.50.

**□ Robert's Rules of Order (B-30)**—

A new, enlarged edition of the comprehensive guide to parliamentary procedure. This is the basic handbook for anyone serious about parliamentary law. \$8.00.

**□ Debate Handbook (104)**—The basic principles of a formal debate are explained, along with sample debate formats and information on judging a debate. 75 cents.

**□ Pointers on Speech-Making (107)**—Tips on speech preparation and delivery, qualities of a good speech, and cautions for speakers. 20 cents.

**How to Put Vocal Variety Into Your Speech (109)**—Methods of improving voice variety, and characteristics of an effective speaking voice. 20 cents.

**□ How to Use Gestures (110)**—Basic tips on body language, with suggestions

for using your hands in effective speaking. 20 cents.

**□ Introducing the Speaker (111)**—Explains why speakers need to be introduced and how to make a speech of introduction. 20 cents.

**□ The Ten-Minute Evaluation Book (162)**—The new illustrated book of programmed instruction for learning the techniques of evaluation. Fun for every member of your club. 50 cents.

**□ Communicate What You Think (240)**—This new addition to the Toastmasters Catalog contains six cassette tapes by Earl Nightingale, the world's most listened-to broadcaster and this year's recipient of TI's Golden Gavel Award. Mr. Nightingale gives tips on effective speaking, listening, organization, and persuasion. These tapes, written especially for Toastmasters, are an excellent supplement to the C & L Program, and they provide many hours of thought-provoking information. \$36.00 per set. (Add \$1.00 postage in U.S., \$1.50 outside U.S.)

**□ Humor Handbook (1192)**—Contains background material for effec-

tively using humor in a talk, including when to use it, how to make it funny, and the proper way to deliver humor. Contains samples and experiences for constructing humorous stories, but is not a joke book. \$1.10.

**□ Audiovisual Handbook (1193)**—A comprehensive look at adding visual aids and audio and video recording to your presentations. Includes tips on room arrangements and use of audiovisual materials. Contains many samples and illustrations. \$1.10.

**□ Listening to Learn Manual (1200)**—An introduction to the techniques of effective listening, this manual can be an aid to Toastmasters evaluations, as well as general listening situations. Can also be used as a part of the Toastmasters Listening to Learn Program. \$1.25.

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When ordering, add 15% packing and shipping charges to all items. (California residents add 6% sales tax. Send your order to: Toastmasters International, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711.