

July 1977

# the toastmaster

Special Issue



# Upward Mobility

# letters

## Plaudits for the Staff

I recently sent materials to World Headquarters to charter a new club in Boone, Iowa. I asked to have the charter back by March 15, as that was the date set up to charter the club. That meant that the staff had only 12 days to prepare everything and get it to me by the 15th. I received the materials and the charter on the 14th by special delivery.

This letter is to commend the World Headquarters staff, and especially Wilma Hardy, for the prompt service and attention that District 19 received. It is gratifying to know that you have such a fine staff and that we have the cooperation of that staff so far away.

It's not often that you receive congratulatory letters, I'm sure, but Wilma Hardy is a fine asset to our organization and the staff at World Headquarters.

We often hear complaints about World Headquarters, but District 19 has always had the finest cooperation from the staff. We have always received prompt answers whenever we had problems.

Once again, please convey my sincere thanks to the entire staff. They are all a fine asset to the Toastmasters organization.

Neil Longseth, DTM  
District 19 Governor  
Story City, Iowa

## The Joy of Leadership

I'm glad to see THE TOASTMASTER devote a special issue to the subject of "upward mobility."

Leadership is a valued commodity. Those of us who have accepted leadership positions are amazed to learn how eagerly "command" is offered, and how appreciative people are to have con-

cerned and enthusiastic group officers. This encourages us to delve into other such ventures. Incomplete organization, frequent lapses into gossip and emotionalism are faults of figuratively leaderless groups that require a firm hand and creatively-suggested innovations. The PTA, little league ball teams, political groups and business or social clubs are opportunities for leadership, people management and decision-making. But they can also be enlightening and fun.

Working with 10-to-12 year-old girls is frustrating and rewarding, but so is working with campaigning politicians, company executives or the League of Women Voters. As an election officer, making a decision at the polls on whether a citizen is properly registered requires job knowledge and confidence in my judgement. Such experiences result in personal growth, a broadened perspective and a better understanding of people and bureaucracies.

The only way to benefit from any organization, or from life itself, is to commit to it completely and become intensely involved in it.

Ruth Parkinson  
Memphis, Tennessee

## Upward Mobility: More Than Success

It is not surprising to hear "upward mobility" and "success" being thought of as one and the same thing. Very seldom, if at all, is "upward mobility" associated with anything but change for the better and progress up the promotion ladder, with each additional rung bringing an improved change in the individual's standard of living. Although there is nothing wrong with these thoughts, it should be

noted that "upward mobility" can mean much more.

It can, for example, mean a change in the way an individual approaches and accepts the tasks at hand—the day-to-day activities in which change is barely perceptible, if perceived at all. Normally the rewards in these day-to-day activities are small, and progress is measured in minute increments.

On the other hand, new responsibilities and challenges normally far outweigh the "rewards." This is certainly evident in the case of Toastmasters. The Toastmaster, in her climb from the "Ice-Breaker" to the goal of becoming an experienced Toastmaster, undergoes a dramatic change. This change may not be perceived initially, but nevertheless it is progress (or "upward mobility" if you will) up each rung of the Toastmaster ladder. Each member carries its own requirements, responsibilities and challenges, and involves the growth of every other Toastmaster. It could be said that there is no one who cannot challenge a member's ability to do well and demand as much as the member is willing to contribute to the growth. "Upward mobility" for Toastmasters is, therefore, a real thing, though it may or may not imply economic well-being.

Michael L. Ward  
Alexandria, Virginia

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

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 1932.

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

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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*When they start their careers, most people expect to succeed—to make it to "the top." They have dreams, for themselves and for their families. But achieving these dreams takes more than desire. It takes knowledge—knowledge of what attributes and qualities are needed to "make it" in today's world. We hope this special "Upward Mobility" issue can contribute to that knowledge . . . and make your search for success a little easier.*

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# Let's Help Bridge the Gap!

by  
**Robert W. Blakeley, DTM**  
**International President**



**W**E IN TOASTMASTERS are quite naturally proud of the listening, thinking and speaking skills we have developed in our club experiences. The application of what we have learned has changed the lives of thousands of others who have been—or still are—Toastmasters. Many of these people have even found their “upward mobility” directly related to how much and how well they have used their Toastmasters education.

Many of our members have moved from semi-skilled or skilled jobs to supervisory positions—some even to management. Others have gone from technical and professional levels to sales and marketing. Regardless of the results followed, individual and family life has almost always improved. And the Toastmasters experience has sweetened the taste of it.

But recently I saw a plaque on a wall of a business enterprise that really disturbed me. It read: I KNOW YOU DON'T UNDERSTAND WHAT YOU THINK I SAID, BUT I'M SURE YOU REALIZE THAT WHAT YOU HEARD IS NOT WHAT I MEANT. Doesn't this represent the communication gap that exists in many of our private businesses and social organizations? Doesn't it point out the problems—especially in business—that affect one's ability to progress in any organization? How about those who have not had the benefit of Toastmasters training? Just imagine how immense their communication problems must be!

What can we do about it? Why not ask them to extend the hand of fellowship and invite new members to join with us is the best way I know to help individuals grow and serve himself and his community. Think of what it would mean to any number of associations and their families if we made that little extra effort to get them get started in our program—their first step towards order of success. Bridging that communication gap between men and women—married or single—to improve their personal and professional capabilities. They'll soon find out they *can and do* learn to fully understand what others are saying and get their own message across, too.

And we have the key!

Next month we will meet at the Sheraton Centre in Toronto, Ontario, Canada, for Toastmasters International's 46th Annual Convention. I sincerely hope you will be able to attend and take advantage of this great opportunity to learn together. There's nothing quite like it.

If you can make it, I'll be most proud to have helped bridge the communication gap by extending the hand of fellowship to those who can use our help. You were proud of your club, your program and your success because you are proud to be a Toastmaster!

See you in Toronto! □

# How to Set Your Own Success Guides (and When Not to!)

by  
**Leon Fletcher**

*Experts say that the secret to succeeding at anything lies in setting (and ultimately reaching) specific goals or guides. But where are you going to find guides that are appropriate to your own particular fields of endeavor, interest and capabilities? And what are you going to do when you find them?*



successful when following a set of specific goals or guides.

I also discovered that the best guidelines for my own success would be ones which I established for myself.

Sure, all those ads, books, courses and plans had many good points. Certainly you, too, may benefit from your own skimming or studying of such

references. But still more valuable is your own set of guides, developed by you, especially for you. Obviously, your own guides would then fit your needs much more precisely. Written by you, they should be especially appropriate to your own particular fields of endeavor, interest and capabilities.

"Easy to say!" the critic replies. "But just how do you establish your own guides for your own success?"

Let me show you how by introducing you to my own personal set. They are offered to you not as ideal, not as appropriate for you, not as a set you should now grab and follow religiously. Rather, they are presented here for two purposes: first, to encourage you to prepare your own guides, and second, to illustrate an effective way to gather a list for your own use.

One word of warning, however: My guides may well seem rather "Mickey Mouse" to you—rather simple, overly-detailed, insignificant points. But one of the major weaknesses I've found in other such "guides" was that they were

so broad, so generalized and indefinite that they were of little or no help in guiding me toward real action.

Consider an example from the field of speech. Some books tell you to set goals for yourself, such as, "I will improve the effectiveness of my public speaking." But who can plot specific action for such a sweeping generality? Narrow that goal to "improve my enunciation" and, I maintain, you are still in the "never-never land" of vagueness. That is why you have to tell yourself you'll take some specific action, such as, "To improve my enunciation, I will do at least two one-minute exercises every day for a month, stretching my tongue, lip and jaw at least thirty percent beyond my present normal movement."

Now you have a specific action on which to work. After you take the time to realize this, I'm sure you'll find that success will be much more measurable, effective and satisfying.

#### The Fabulous Factors

Here, then, is my own personal list. And since, from reading all the other literature, it seems that every such list must have an off-beat title, I've cooked up one for mine: FLETCHER'S FOUR FABULOUS FACTORS FOR FAIRLY FOOL-PROOF FREEDOM FROM FAILURE!

##### 1. Do it!

Don't let yourself get stalled in the planning stage, the thinking syndrome or the talking period. Move past those preliminaries to action. Do it!

Whenever I get an article published in a magazine, a couple dozen of my colleagues, friends and acquaintances express their congratulations, with about half of them adding a statement such as, "You know, I've been thinking of writing an article about . . ." Perhaps half of those people can write better than I. But the difference between me and those who are "going to write" is that I get me to my typewriter and write, and they do not. It is as simple as that.

If you look around your own field of employment or interests I'm confident you can find comparable examples—guys and gals who are "about to," "soon will" or are "thinking

seriously." Sure they are! They actually are thinking—now and then; "intending"—someday. For a great many people, however, those days just do not arrive.

Now I've read this point in several books; certainly I do not claim that it is original with me. But it did not seem significant until I observed it in action, as a reality among my acquaintances. Only when I observed firsthand the truth of this point—that an awful lot of people are "intenders" rather than "doers"—did it become valuable to me as a guide to my own actions.

##### 2. Don't make a decision too early.

Here the classic example is General Dwight D. Eisenhower's decision on when to launch the giant World War II invasion of Europe. Planning, assembling, training, mounting and supplying had taken months of detailed work, scheduling and cooperation. Now, with D-Day almost at hand, the weather had turned bad. Still there was hope; some predictions of a possible change for the better—weather good enough to launch this historic operation—just might be on the horizon. But while awaiting the decision troops would grow restless, commands become uneasy, supplies dwindle.

Eisenhower's options were clear: launch in the face of a possible storm or postpone until favorable weather was more likely. But there was also a third possibility—wait.

Wait not until it was too late, not until men and supplies wasted. Rather, wait until additional, changing weather patterns became clear. But limit that wait to a period in which troops and their supplies were still productive.

You know the results. In a few days the weather did change. The landings were launched. History changed direction.

I learned this principle from my wife. I am impetuous. I like to make a decision and go! Indeed, the very weekend that I was writing this article, my wife and I were considering a trip to Micronesia. A couple of previously unavailable options had recently opened up, and so I said, "Go!" Although it would have required a bit of juggling of a schedule

for a daughter and a friend, plus an adjustment in a writing contract I had, I felt confident these could be worked out.

"Better," my wife pointed out, "we wait another couple of weeks to decide. Then our daughter's schedule will be firm, a few other things may develop and everything may clarify. Besides, the trip will still be available."

I'd like to have that trip in mind now as a desirable goal to work toward—an enticement, a payoff for work effort between now and the departure date. But the intelligent plan is, of course, to wait until all needed information is available and then make a decision. That's what this principle dictates—do not make a decision too early.

#### A Call for Balance

There is one big hazzard in this game, however. One can easily use it to putting off decisions until the appropriate time for effective action is past. Or one can delay until events dictate the action. Delay a decision long enough and no decision at all may be needed. That is not recommended, nor is it the essence of this principle. Rather, it is a call for balance; don't decide earlier or later than you need to.

##### 3. Keep a log.

A great many of us were apparently impressed with the unique ability of Dean, Former President Nixon's White House counsel, seemed to possess in those long televised congressional hearings—the ability to recall precise specifics of conversations and actions months—even years—in the past.

Years ago, while in midshipman school, a cadet in the room across the hall (the Navy wanted us to call it "passageway"! ) from my room demonstrated an equally impressive ability—a photographic memory. One slow Sunday afternoon we tested him. He read some ten pages of ballistic tables upon row of numbers—he was able to read them in but a few moments and repeat back any combination.

"What's the load needed to fire a 14 inch projectile 14 miles at 62 degrees?" we'd ask.

Immediately, he would st

## Going to the Convention?

# JOKES for SPEAKERS!

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...ent, type and velocity needed. He  
...ally claimed he could "see" the  
...es again in his mind, calling back  
...consciousness the information much  
...same as you and I would as we look  
...over pages we've just read.

The point is this: While few of us  
...the recall of a John Dean—and  
...er possess photographic memories—  
...of us can keep a log.

Brief notes of phone discussions,  
...ferences, conversations and other  
...exchanges are indispensable in  
...ing us recall what we want to. And  
...is a curious phenomenon sparked  
...notes in a log, I find. I do not need

...g, detailed, complete notes of such  
...changes to be able to recall most of  
...complete conversation. Just a few  
...nds summarizing the highlights seem  
...efficient to help my mind add specifics  
...ch were not written down. For ex-  
...ple, all I need is a note such as,

...interested—has book, etc. with addi-  
...factual facts." That will clue my memory  
...at an editor also said I should check  
...back issues of her magazine, talk with  
...of the old-timers on the staff and  
...et an old history book on the subject  
...I could use as background should  
...decide to "go" on a proposed article.

Furthermore, should a misunder-  
...standing about a meeting develop, for  
...example, a set of notes about the event  
...ould have much greater weight in  
...most subsequent discussions than the  
...word of someone trying to reconstruct  
...the scene strictly from memory.

4. *End every communication with a  
... for positive response.*

That means end every letter, memo,  
...briefing or presentation so that either  
... (1) acceptance should be the logical  
...response or (2) rejection should come  
...with reasons or with a request for more  
...specifics. Here's a few examples of  
...what I'm talking about:

"Are there any further specifics you  
...need to approve this?"

"Any problems not mentioned which  
...will need solving?"

"Unless directed otherwise, this  
...proposal will be established next Fri-  
...day."

One of my assignments in the Navy  
...included responsibility for supervising

the correspondence for a senior com-  
...mand, with several different officers  
...originating letters for the commanding  
...officer's signature. Working parallel  
...with that command was a comparable  
...unit, consisting of about 20 ships.  
...While our command had virtually every  
...request and recommendation approved,  
...the other met with opposition for almost  
...every proposal.

My equivalent number in the other  
...command and I discussed this contrast  
...several times. Finally, getting a chance  
...to see some of his correspondence, the  
...reason became clear.

### Ask For Action

His reports were always just that—  
...reports. Mere statements. Only occa-  
...sionally would conclusions or recom-  
...mendations be included. Rarely did  
...they request or suggest action. And what  
...little action they did instigate almost  
...always came after considerable addi-  
...tional correspondence. On the other  
...hand, our reports always stated what  
...action we would take, or asked for  
...specifics if a particular recommendation  
...or action should not be approved. His  
...ideas—as good as ours, no doubt—were  
...always virtually delayed or blocked.  
...Ours were established, while his were  
...still in correspondence.

In all of my civilian positions, particu-  
...larly in college administration and in  
...consulting assignments with various  
...companies and schools, I've incorpor-  
...ated an old trick learned long ago from  
...a seadog—a great Navy commander  
...who got action simply by stating that  
...he was going to take action unless some-  
...one came up with a reason not to.

Those, then, are my "four factors  
...for freedom from failure." Foolproof?  
...Certainly not. Covering every contin-  
...gency? No, indeed. They're merely a  
...few techniques that ease the way, for  
...me at least.

But as you'll recall, the promise was  
...that you'd learn how to develop your  
...own individualized guides toward suc-  
...cess. Did you happen to notice where  
...mine came from? The source of each  
...was credited when presented:

1. *Do it!* (Learned from readings,  
...but valuable to me only when confirmed  
...by experience.)

2. *Don't decide early.* (Taught by  
...my wife.)

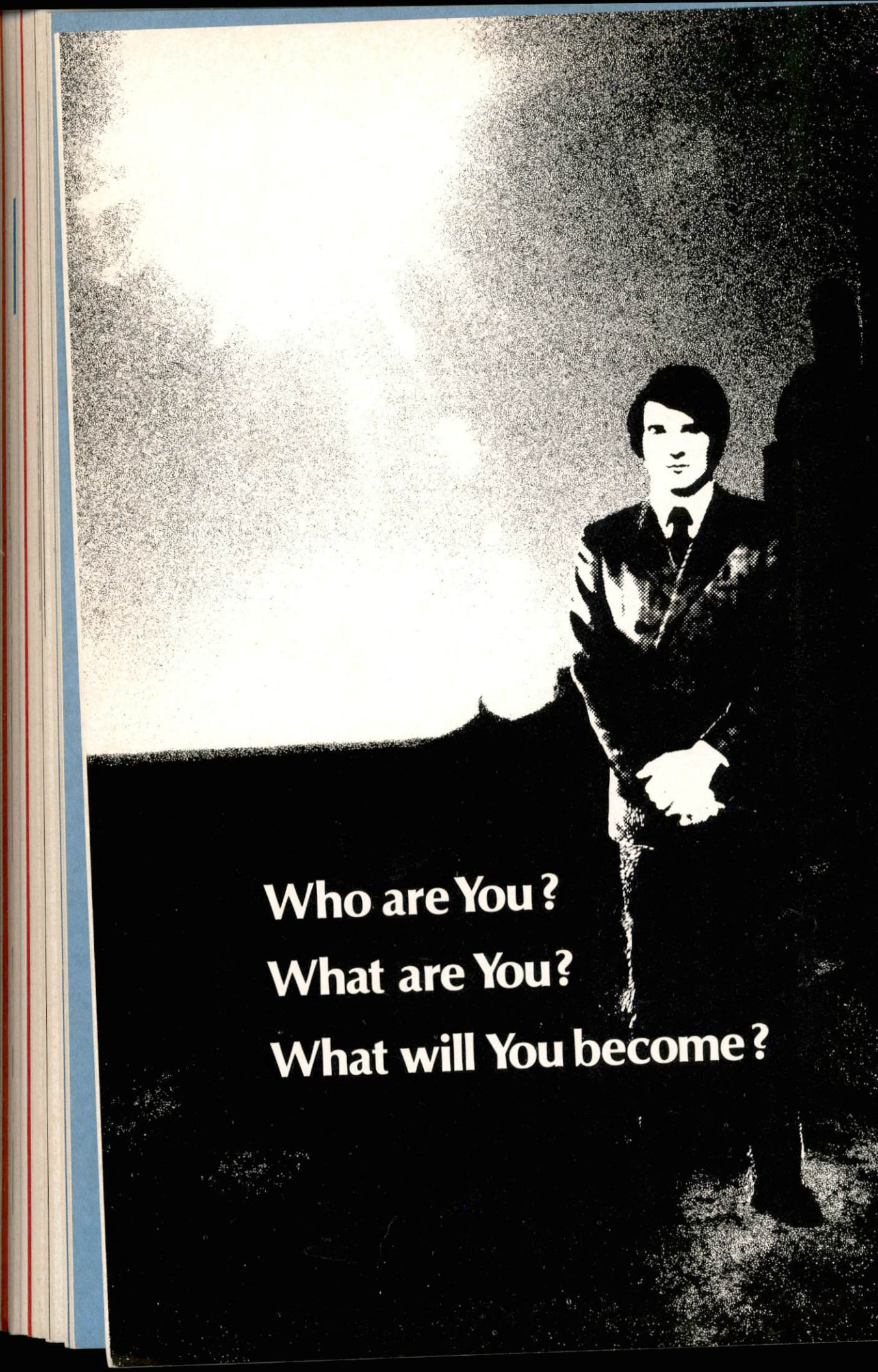
3. *Keep a log.* (Demonstrated by the  
...detailed recall of the skilled mind.)

4. *Communicate for positive feed-  
...back.* (Learned from the military.)

Thus you, too, can develop your  
...own guides to success by drawing them  
...from the people around you, from the  
...organizations you work with and from  
...what the experts recommend. But the  
...key is this: Make them yours in order  
...to insure the greatest success for your-  
...self.

And that, after all, is really your  
...basic goal, isn't it? □

Leon Fletcher is an exchange instructor of  
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...Hawaii, on leave this year from his position  
...as an instructor of Speech at Monterey Peninsula  
...College in California. He is the author of 190  
...publications, including the college self-in-  
...structional text, *How to Design and Deliver a  
...Speech.*



**Who are You?  
What are You?  
What will You become?**



# Direct Your Life With... Self-Fulfilling Prophecy

by Paul J. Meyer

THE LATE WILL ROGERS, a down-earth observer of American modes and manners, once said, "The difference between winning and losing any contest begins long before the game starts . . . and it's no secret. The winners *expect* to win . . . the losers just *hope*."

This truth is a simple law that has governed the lives and actions of all people everywhere since time began. *Expectation*—a prophecy of what can and will happen—enables each of us to control our individual lives, to make the future anything we want it to be . . . because we do possess the power of self-fulfilling prophecy.

Cynics and doubters have common response when they're confronted with concrete evidence of positive thinking. Most of them say, "Well, it might work for some people, but not for me. Maybe I'm too old or too young to figure the odds."

Actually, neither age nor experience has any effect whatsoever on the effectiveness of a self-fulfilling prophecy. There was more than enough proof of that during the recent Olympic Games in Montreal.

One of the superstars in the Olympics was a 14-year-old gymnast from Romania, Miss Nadia Comaneci. After she had won three gold medals, plus a silver and a bronze, an interviewer asked the inevitable question: "Nadia, was there any time throughout this past week that you had any doubts about the outcome . . . about winning?"

Miss Comaneci's reply was short but explicit: "No . . . I was sure." Later, the young lady's coach was more revealing about her performance.



"Nadia," he said, "has three unusual qualities: Physical strength, speed and agility. Intelligence and the power to concentrate. Finally, and most importantly, Nadia has courage . . . and she *expects* to win."

Several of our own country's athletes gave outstanding performances in the Olympic Games. And they, too, expected to win.

Bruce Jenner, of San Jose, California, champion of the Decathlon event, prepares for any competition by visualizing his success. His wife recalls one evening several months before the Games opened when Bruce seemed to be unusually preoccupied.

"What's wrong, honey?" she asked.

"Nothing, really," Bruce replied. "I was just thinking of the last lap in the 1,500 at Montreal."

Obviously, Bruce believes that mental preparation is just as vital to winning as physical fitness. But he is also remarkably accurate in his personal pre-

dictions. In Montreal, he was aiming for a total of 8,600 points. His final score was 8,816.

A winning frame of mind—the determination to be first—isn't confined to Olympic athletes. Almost every professional participant in competition reflects the same psychological stamina and self-fulfilling prophecy.

In tennis, both Billie Jean King and Jimmy Connors have stated repeatedly that each was determined to become "Number One" in their favorite game long before they reached adolescence. And in football, Tony Dorsett, the 1976 winner of the Heisman Trophy, says, "I want to be known as 'Number One' as long as I live."

It's quite apparent, then, that self-fulfilling prophecies are integral parts of a professional athlete's way of life. Another example occurred at the height of last summer's baseball season. A rookie pitcher joined the Detroit Tigers, and has puzzled the experts ever since.

Six-foot-three, 175-pound Mark Fidrych has introduced a unique style of pitching to the major leagues; so unique, in fact, that spectators can hardly believe what they're watching. Admittedly, nothing like it has ever happened before. Prior to each pitch, Fidrych brings the ball close to his face and talks to it, with the pitch more often than not resulting in a strike-out. The action looks like magic (whoever heard of talking to a baseball?), but the Detroit fans don't care what it is as long as their Tigers win.

Fidrych has a different explanation. "Sure, I talk to the ball," he says. "All I'm doing is just *speaking* instead of

thinking what kind of pitch I'll throw. I figure it's up to me to shut out as many batters as I can, so I study each man. Then, I think and say things like 'keep on throwing strikes' or 'keep it low, keep it low.' What I'm doing is thinking ahead, but I'm saying it out loud, that's all.'

Mark Fidrych may not be your orthodox baseball pitcher, but he does effectively demonstrate the power of self-belief and action.

From the foregoing examples, it may seem as though accurate self-fulfilling prophecies are the exclusive practice of competitive athletes. That isn't true, of course. Every day, in every walk of life—particularly in the worlds of business, the professions and the arts—thousands of self-confident, self-reliant people predict the successful outcome of personal plans and efforts. It's something valid they've discovered within themselves, and they're using it.

#### The Basic Truths

Reduced to its simplest terms, this validity encompasses the life and the future of every man, woman and child alive today. In brief, it means how we think, what we think, what attitudes direct our actions, what expectations we hold for ourselves, what dreams we dream and what goals we set. But unless we honestly define each of these in personal terms, we'll never know who we are, what we are or even what we will become.

There's nothing esoteric or revolutionary in these truths; they have guided untold millions of lives for thousands and thousands of years.

In one of the most powerful and inspirational books ever written, *The Power of Positive Thinking*, its author, Norman Vincent Peale, wrote: "When the mental picture or attitude is strongly enough held, it actually seems to control conditions and circumstances."

In his book, Dr. Peale also advised caution in implementing a negative force in expectation. The power of personal prophecy can work two ways: either *for* you or *against* you. Such a negative factor is quite common among people who harbor fears about predestination.

Former President Lyndon B. Johnson, for example, at age 59 and retired, was convinced he would not live beyond the age of 63, because no male member of his family had ever exceeded that limit. And true to his expectation, he died at 63.

I've had personal contact with a similar tragedy. A 37-year-old executive, working for a large company in the Southwest, was required to maintain a heavy out-of-town travel schedule. He wanted to resign that position and work for SMI. The reason, he explained, was that it would give him more time with his family. He also mentioned an underlying fear he had held for several years; his father had died in the prime of life (age 43) and he feared the same fate was in store for him.

I liked him, hired him and suggested that he eliminate his baseless fear with a physical fitness program, although he was obviously in good health.

I had reason to remember that incident just a few years later when a telephone call from the man's wife brought tragic news; my friend had been stricken suddenly with a fatal heart attack. His age was 43.

#### Attitudes and Actions

Expectations, when they're held over a period of time, either consciously or subconsciously, affect attitudes. And attitudes influence actions. They function inexorably, whether you create them yourself or whether someone else holds them for you.

Many men enjoy successful and productive lives principally because a wife or some other member of the family *believes* in them—*expects* them to succeed. Conversely, a thoughtless parent, teacher or friend can denigrate a young person's learning ability to the point where he honestly *expects* to become a failure. However, if such a person is *aware* of a negative expectation, it can be defeated by reinforcing positive attitudes.

Making a conscious effort to create a self-fulfilling prophecy of success isn't difficult; it doesn't entail any special knowledge or schooling . . . just a firm decision to control your own life. The only requirement is use of three

talents you already possess. The first of these is imagination.

Almost every innovation in the vast fields of science, mechanics, communications or the arts came into being because it was first conceived in the mind of someone who gave free rein to the limitless powers of *imagination*.

#### A Prophecy Fulfilled

Albert Einstein, one of the true giants of modern science, was just an ordinary clerk in the Swiss Patent Office when he first *imagined* his "Theory of Relativity." He firmly *expected* to prove it, and a few years later that prophecy was fulfilled.

Einstein was also quite outspoken about science and the powers of expectation. "I have little patience," he said, "with scientists who take a board of wood, look for the thinnest part and drill a great number of holes where drilling is easy. Why don't they use little *imagination*?"

A Swedish chemist named Alfred Nobel dreamed of the many benefits to mining and construction, if only a powerful force of TNT could be made safe and practical to handle. He *imagined* the result, and proved it with an invention he called "dynamite."

The many sketches in the notebooks of Leonardo da Vinci are valid evidence of the vital part imagination played in the concepts of his masterpieces. The same principle holds true in the musical compositions of Beethoven, Bach, Schubert or any other great composer. They all *imagined* what they would create long before it became reality. But the successful use of imagination certainly isn't confined to science or the arts.

Countless modern business executives, department heads and managers make use of their fertile imaginations to solve problems in manufacturing, distribution, sales or improved service. Even the legendary Howard Hughes ascribed most of his contributions to oil production, aviation and technology to the constant exercise of *imagination*.

In fact, the majority of the improvements and luxuries we enjoy in our modern way of life are the results of someone's use of *imagination*.

to accomplish a bold yet confident fulfilling prophecy.

The second innate talent that will transform your expectancies into reality is the use of *visualization*. The ability to visualize—clearly, exactly in detail—is an immeasurable aid to achievement. The goal you've visualized is no longer "speculation," "wishful thinking," or "wishful thinking." When visualized it becomes a tangible reality you can almost feel.

Visualizing . . . is what inspired speakers do when they present ideas to an audience.

Visualizing . . . is what a fine actor does when he becomes so immersed in a role that he loses personal identity.

Visualizing . . . is what a composer does when he translates emotion into music.

Visualizing . . . is what a true artist does long before the first brushstrokes reach the canvas.

Visualizing . . . is what a good lawyer does when he presents his client's case to the jury.

Visualizing . . . is what a top-notch salesperson does when he or she illustrates the benefits of a product or service to the prospective customer.

Visualizing . . . the force and length of visualization defies any known measurement, but its greatest power lies in its dynamic effect on *you* and the personal future you can create.


### The Clear Picture

If you make the visualized image clear enough—picture it vividly enough—and believe in it sincerely enough, the infinite power of your mind will transform that vision into reality.

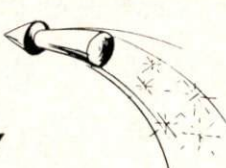
What you visualize, then, becomes self-fulfilling prophecy. The secret is not to see conditions or circumstances as they are, but *as you want them to be*.

The third talent which you possess and can put to use is the natural corollary of imagination and visualization . . . *affirmation*, or implicit belief.

Whenever you *affirm* and *reaffirm* the goal you have imagined and visualized, you reinforce it with *belief*. And as a consequence, your attitude toward



## BE A HERO IN YOUR COMMUNITY



As a person with experience in public speaking, you can be a hero/heroine by being the person to introduce and conduct the ADVENTURES IN ATTITUDES program for the folks in your community. Offer it through your local Adult Education delivery systems, via community colleges, high schools, YM/YWCAs, Chambers of Commerce, etc. . . . use your expertise and this program to help those in your community to grow personally and professionally.

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everything in which you're involved undergoes a radical change.

You no longer doubt yourself, your abilities, talents or skills. You reject all negative thoughts and actions; you've replaced doubt with confidence. And by affirming this fact within yourself and to yourself, you've created a self-fulfilling prophecy which neither luck, chance nor time can destroy.

When you *affirm* and *believe*, the incalculable strength and power of "I can . . . I will . . . I have . . . I am," you add a dynamic force and dimension to your life. You prophesy your own success . . . and that prophecy will be fulfilled.

Probably one of the best ways to give this fact its true depth and meaning is to visualize life—*your* life—as a boundless ocean. And from this ocean, you can take what you want, when you want it and as much as you can use. How and in what amounts you dip into this bounty is up to *you*. You can use either

a sieve, a cup or a barrel. The size of the container you use determines what you will achieve. The options are nothing, a mere pittance or the realization of your most imaginative dreams.

The first thing a visitor sees when he enters the foyer of the SMI Headquarters Building is a quoted sentence, spelled out in raised silver letter on a mahogany wall. I've put it this way:

WHATEVER YOU VIVIDLY IMAGINE,  
ARDENTLY DESIRE, SINCERELY BELIEVE  
AND ENTHUSIASTICALLY ACT UPON . . .  
MUST INEVITABLY COME TO PASS. □

Paul J. Meyer is founder and president of Success Motivation Institute, the well-known personal development organization headquartered in Waco, Texas.

A man whose knowledge and experience in sales motivation and management has made him one of the world's best-known and most widely recognized authorities in the field of creative selling, he has had articles appear in more than 200 major business publications and trade journals.

# profile of a toastmaster

## Cavett Robert—Professional Speaker/Author

*"You don't just sit down and write a speech, you build it. You work, you do research and you learn so well you know it subconsciously. You don't give your speech mentally, you give it from reflex action."*

IF THERE WAS EVER one person who could be said to be the epitome of Dr. Ralph C. Smedley's concept of a Toastmaster, it would have to be Cavett Robert. And frankly, there's no one better suited for the role.

The 1972 recipient of the Golden Gavel Award and one of the featured speakers at this year's International Convention (see page 16), Cavett averages a speech a day, for which he gets paid a modest fee, plus expenses. Because he is in constant demand as a motivational speaker for conventions and other gatherings, many have said that he could easily triple his fee. But, as a booking agent in Atlanta said, "I suppose Cavett's got all the money he'll ever spend the rest of his life, and he enjoys speaking. He wants to speak all the time."

Cavett was born in Mississippi, educated as a lawyer in Virginia and began practicing law in New York. He came to Arizona (where he now makes his home) in 1937 after working with the New York district attorney on racket investigations. His specialty was real estate law, and he later served as a deputy real estate commissioner and attorney for the State Industrial Commission. It was not until 1940, though, that he found his hidden talent of speech.

"I joined the Ocotillo Toastmaster Club 68-3 [Phoenix, Arizona] in 1940 when I first moved from Douglas, Arizona, to Phoenix," said Robert.



"And I believe it was in 1942 when I won the International Speech Contest [then called the Inter-Club Speech Contest].

"Toastmasters," he continued, "changed my whole life. In fact, the only reason I make my living today speaking on the circuit is because Toastmasters got me off on the right foot."

Cavett's unique ability to add "people knowledge" to "product knowledge" has earned him the reputation of the "Number One" speaker in America in the field of human engineering and motivation. Since receiving Toastmasters Golden Gavel in 1972, he has received numerous awards, including the United Airlines and International Speakers Network's "Speaker of the Year" award in 1973. Although he has

written a popular book (*Human Engineering and Motivation*), as well as several magazine articles and dozens of inspirational recordings, his love is still "the circuit."

"I speak about 25 times a week on average," he said. "One week I speak in Honolulu on Monday, Jamaica on Tuesday, Vancouver on Wednesday, Miami on Thursday, New York on Friday, back to Miami on Saturday, San Francisco on Sunday and back to Miami on the same night. I had gone 10,000 miles that week and only seen the ground I'm standing on vertically!"

"Once I spoke at a breakfast in London at seven o'clock, looking out over the Atlantic Ocean," he continued. "Then I caught a plane to San Francisco and spoke at a breakfast the same day, looking out over the Pacific Ocean."

What advice does he offer to those interested in making their living on the circuit?

"You don't just sit down and write a speech," says Cavett, who has been a full-time speaker for nearly 30 years. "You build it. You work, you do research and you learn it so well you know it subconsciously. You don't give your speech mentally, you give it from reflex action."

And what about Toastmasters training?

"My Toastmasters training has had a great impact on my life," he concluded. "I shall never be able to let this great movement go." □

# Paving the Road to Success

by  
Mike LeFan

*"Creativity is the key that opens the door to the treasure room of success . . . and that key is in your hand all the time."*

IT'S BEEN SAID that creative people more from their work and from—in every way. Most people don't utilize, however, that creativity is not the same as education. In fact, some of the most educated people you know may also be the least creative. They're procedure-bound, blinded of foresight and deaf to the calls of opportunity. Do you realize that the ingredients of creativity, effective problem-solving and profitable ingenuity are right at your fingertips? You already own the pavement for the road to success. All you have to do is use it.

The biggest obstacle in your way—both in technical areas and in dealing with people—is a failure to use what's available. Creativity is the key that opens the door to the treasure room of success, and that key is in your hands all the time. But when I mention creativity, you may only think of artists, novelists, inventors and other exotic roles. Fortunately, salesmen, executives, foremen and even the proverbial ditch diggers can also profit from creativity.

Creativity is productive; non-creativity is wasteful.

A little girl was watching her mother prepare a ham for baking. The mother took her knife and sliced about an eighth of an inch off one end of the ham before placing it in the baking pan.

"Mom," said the girl, "why do you cut the end off before you cook a ham?"

The mother thought and then said, "I don't know. Grandma always did and I just do it, too. Let's ask her why she does it." So they telephoned Grandma.

"Why, daughter," she laughed, "I trim hams a bit because my pan is always too small to hold them."

## The Habitual Mind-Waster

Habit—that's what makes a lot of waste and strangles creativity. Looking at problems in unhabitual ways—that's creativity. Make full use of the information at your fingertips and you'll be creative, not to mention successful.

Anyone can do it. Everyone is creative, at first. You have to unlearn it. Children are constantly "pretending" or playing "What if . . .?" It's only after you become an adult that you suppress your creativity for the sake of conformity.

Woodie Hall, a former salesman and

national sales manager for a Los Angeles tool company, quit one of the best jobs of its kind in the nation at age 59 and struck off on his own to develop games, novelties and other profitable ideas. To date he has seen over 125 of his brainchildren hit the market as real products. How does a guy succeed in the fickle world of novelty goods? Hall says that all his life he has played the child's game of "What if . . .?" and it has paid off well. Besides, it's also fun.

Don't stifle your creativity by failing to "pretend." And don't fall victim to believing that if the "experts" can't find an idea, then you certainly can't. The "experts" told the world that a transatlantic telegraph cable was impossible. Needless to say, they didn't lay one, either. But Cyrus W. Field, an "ignorant" layman, took a creative approach. He focused on the potentials. He didn't linger on the technical impossibilities. He saw what the cable could mean—as a communications tool and as a source of profit—and he did it.

## Sorting the Information

Look at creativity from a physiological view. Medical researchers say that your brain can store an almost unlimited amount of material, but it can process only small bits during a given time span. There's a bottleneck at the retrieval stage. Therefore, only a limited number of facts can be drawn into use at a given moment—no matter how much data you have stashed away in your gray matter. The key to creativity is your ability to sort out only the needed information.

You must learn to ignore useless ideas. If your brain is tied up working on irrelevant data, then you can't bring up the right information during that time. Get at the required data quickly by cultivating these creative traits:

- Creative people are goal-setters. Look at obstacles as opportunities. Their solutions are goals, and you should steer a course in that direction. Goal-setting is vital because it generates a motivating "creative tension" within you.

- Make a written list of at least

four or five routes to your goal. Let's say your goal is earning \$100,000 in the next year. You could follow a variety of routes. You could rob a bank, or cultivate a friendship with a rich old spinster in hopes that she'd leave her fortune to you; you could work out a profit-oriented investment program, enter a sweepstakes and cross your fingers, or you could develop your own product or service and put it on the market.

(As you see, some of these ideas have more solid potential than others.)

- You can also do exercises to strengthen your creative abilities. Select some common object and play the "What if . . . ?" game with it. Try a fork. Now for three days keep a list of ideas to change forks. Write down every modification that comes to mind—silly or sensible. Don't bother to evaluate the ideas as you go, do that later. Right now just make the list. How can the fork be improved? Redesigned? More easily manufactured? Made safer? Made more useful?

Some of the notions will be ridiculous, but you'll also find one or two that seem good. Try this on a few more items. It'll loosen up your creativity and then you can try the technique on your real problems.

#### Why Fear the Unknown?

Fear is the mortal enemy of creativity, so you've got to be bold. Self-doubt is always strongest when you have a new or different idea. The old devil "fear" whispers, "It won't work," but he's a notorious liar. The idea may just work, but you can't know until you try. As author James Russell Lowell once put it, "Not failure, but low aim, is crime."

Now, *do* what your mind has conceived. Procrastination makes failures of us all. Put your idea into concrete form. Write it down, make a sketch, tell the boss, borrow the money, but do something to commit yourself.

Charles Doolin was having a tough time making ends meet in his San Antonio ice cream parlor back in 1932. The Depression plus a squeeze play by his larger competition was nailing the lid on his financial coffin. Doolin

needed a moneymaker. He'd been toying with ideas for marketing the popular Mexican tortilla, but they went stale much too fast to be profitable. Then one noon Doolin decided to splurge for lunch at one of the little cafes buying his ice cream. He ordered a sandwich and a crude little bag of some sort of corn chips made by the counter man. Presto! That was it. As fate would have it, the chip-maker was a Mexican, anxious to return to Mexico. He agreed to sell his corn chip recipe and homemade chip-making machine to Doolin for \$100. Doolin even had to borrow \$25 to pay the man. Today, we know those corn chips as Fritos, and Doolin became a wealthy man.

Doolin did not procrastinate. He had thought about his idea long enough that he recognized a good thing when he saw it and didn't make the fatal mistake of putting off an obvious decision.

#### Keep Your Goal in Mind

Like Doolin, keep the goal in your mind's eye. Remind yourself precisely what your idea will do for assembly line smoothness, for office procedures, for better personnel relations, for better product performance, for improved service, for better public relations, for profits, or whatever.

"But," you say, "some people are creative and others aren't."

That's like saying that some people try and others don't. Everybody is creative. All you have to do is recognize and utilize your own creativity. Here are five ways:

1. Plan ahead. Old isn't necessarily best. But neither is new. Don't throw out old methods just for the sake of something newer. Plan ahead, and use whatever is productive. Keep the methods consistent with your goals, and remember to play "What if . . . ?"

"What if this product (or method, or tool, or material, etc.) were put to other uses?"

"What if I adapt this method? What else is it like?"

"What if I modify my old method? Can I streamline it? Enlarge it? Use it for a longer time? Shorter? Can I add something? Subtract something?"

"What if I replace this? What if I

use another process or sequence? What if I substitute here?"

2. Turn on your imagination when somebody says, "I wish they made . . ." Yesterday's wishes are today's new goods and services.

3. Every problem is an outlet for creativity. The fact that there's a problem proves there's also a better way. Clarence Birdseye, an avid naturalist and outdoorsman, was living in the frozen stretches of Labrador with his new wife in 1916. Birdseye trapping, fishing and trading, Birdseye made them a comfortable life. But there were little or no fresh vegetables to had in that region. Being a ceaseless experimenter, Birdseye one day ordered a barrel of fresh cabbages from Newfoundland and, in the extreme sub-zero cold of the Labrador winter, put some sea water in the empty barrel, then cabbages, then more sea water, more cabbages, and on, letting each layer freeze until the cabbage was solid. Whenever they wanted cabbage, he'd chip out and thaw a head.

Birdseye soon learned that this quick freezing at very cold temperatures preserved taste and texture best, and later built the American frozen food industry on that principle. But it all grew from a problem, which provided him with his chance to create.

4. Take another look at discarded ideas. A new perspective—yours—may reveal possibilities that were hidden to someone else.

5. Evaluate your ideas realistically. Any good idea must serve a real purpose. That's why test marketing is a valuable shakedown procedure. Pollution control devices would have been a product without a market in 1492, but today they're big business.

#### Creativity: A Must

Creative ideas are a must for success in every area of life and problem-solving. Teachers, accountants, salesmen, fathers, executives, secretaries, preachers, parents and everybody else can profit using their creativity. It makes life more exciting and productive.

No matter how profitable it may be, however, make sure that you can be proud of your idea. It's no good if you can't feel a sense of well-being from it.

member, creativity is the knack of the valuable information that's at your fingertips. You can learn the trick with these six fundamental

Rapidly review the problem several in your mind. Do this until your eye view reveals a pattern. Ignore details and get an overall grasp of the problem's dimensions.

An early error can blind you to solutions later, so suspend judgment while. Concentrate on gathering the you'll need for your final decision.

Put your problem in a different way. Have you ever stared at one of the pictures that's supposed to have the picture somewhere within it? The way to spot the hidden picture is to turn the whole thing upside down or sideways. The changed angle of view reveals what was previously invisible.

4. Hash it out. When you're going there, get in a bull session and talk it out. Keep it loose, don't focus too tightly. A good trick is to avoid specifics in favor of generalities. If you're working on a novel interoffice communications system, the answer may not be in research-existing systems, but rather, you may find it by talking about "hauling things out" in general. Consider carrier pigeons, wheelbarrows, tying messages to rocks, tin can and string telephones, flashlight signals, or whatever. Let your imagination loose, because unique solutions are everywhere.

5. Drop it for a while. When you're totally stymied despite exhaustive efforts, get away from it for a time.

6. But then get back at it. After a rest, make a fresh start.

You can be creative if you'll begin looking at difficulties in unhabitual ways. That's the road to success, and the paving material is right at your fingertips all the time. □

Mike LeFan has written articles on business, motivation and creativity for such magazines as *Success Unlimited*, *Women in Business* and *Income Opportunities*. A native of Temple, Texas, he's a regular consumer columnist for *The Elks Magazine* and also writes a syndicated column, "More For Your Money."

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# the idea corner

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## Toastmasters Help Put PEP Into Education

In recent months, a considerable amount of attention has been given to the question of whether today's public school system is supplying the kind of educational training needed by our young people to "make it" in today's highly-specialized society. While past discussions have often been limited to the council chambers of local school boards, something is being done to bring those discussions out into the open . . . and Toastmasters can help!

**Past International President Russ Herron, Ph.D.**, the founding president of PEP Forums of America, a new national, non-profit, educational organization, has told us that PEP offers interested Toastmasters a great opportunity to show their talents as volunteer speakers, moderators, chairmen, facilitators of discussion and as spokesmen for their beliefs on education in America.

According to Dr. Herron, PEP stands for *People for Educational Progress*, and the organization (PEP Forums of America) was designed to "to develop a better understanding by the public of the problems and issues in American public education (kindergarten through high school)." Incorporated in California, PEP Forums of America will be made up of clubs that will meet monthly or quarterly to study issues in American public education in town-hall-type discussions. In California, for example (the first state to be organized), over 100 public forums will be conducted to inform the public about educational issues and commence a membership campaign from September to November, 1977.

"The need for such citizen involvement," said Herron, "is to provide some balance to the quest for power in education now being waged among teachers, administrators and school board personnel. The giant education industry takes about 38 percent of our tax monies. The general public has little to say in educational decision-making and can little affect the outputs of our school systems. The coming decade may decide the future directions of American education. Citizen participation is vitally necessary if our schools are to serve our needs."

Toastmasters in California who want to find out more about the PEP Forums of America can drop a line to Russ at PEP National Headquarters, P.O. Box 3193, Camarillo, CA 93010, or call him at (805) 482-1691. (Toastmasters outside of California may also inquire about participation in future years.) □

A circular inset image showing the Sheraton Centre Hotel, a tall skyscraper with a grid of windows, viewed through a circular frame. The text "Sheraton Centre Hotel" is overlaid in white.

## Sheraton Centre Hotel

# Toastmasters 46th Annual

## August Toronto, Ontario

### TOP SPEAKERS

- **Cavett Robert**  
The "Number One" Speaker in the Field of Human Engineering and Motivation
- **Gordon Sinclair**  
Noted Broadcaster Journalist and Recipient of the 1977 Golden Gavel Award
- **Art Fetting**  
"Mr. Lucky"
- **John Grogan**  
"Ambassador of People Power"
- **Dave Yoho**  
The "Yes, You Can" Motivator
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Well-known Washington Correspondent and Bureau Journalist
- **Plus Many of Your Favorite Toastmasters . . .**

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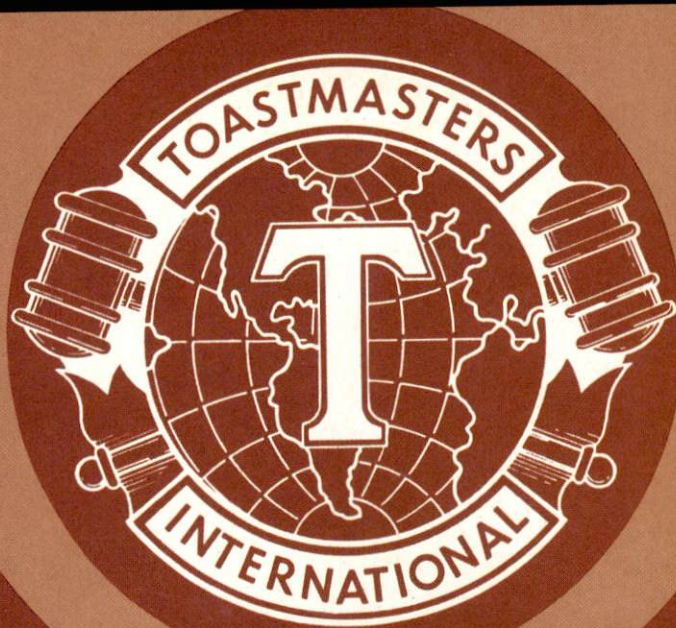
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A Variety of Ideas to Take Back to Your Club Area or District
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# International Convention

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## GALA EVENTS

**Proxy Prowl**  
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**Opening Ceremonies**  
Pageant of Music, Color and Dignitaries

**Golden Gavel Luncheon**  
Honoring Gordon Sinclair

**Hall of Fame Pageant**  
Toasters Honors Its Own

**Canadian Caper Party**  
An Enjoyable Evening of Dinner, Dancing and  
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**President's Dinner Dance**  
Featuring the Installation of the 1977-78  
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**International Speech Contest**  
The "World Championship" of Public Speaking

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- **Toronto's City Hall**  
The Last Word in Architecture
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The Remarkable 98-Room, Medieval Style Castle
- **Ontario Place**  
The Largest Annual Exhibition in the World
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Toronto's New Landmark
- **The Canadian National Exposition**  
In Full-Swing During Convention Week

# Be Different - - and Get Ahead

by  
**Charles W. Day**

*Some of the old rules about how to succeed in business are being reappraised; here are some suggested new guidelines that may surprise you!*

**D**O YOU FIT THE textbook description of an up-and-coming executive?

Do you put in overtime, take work home, butter up your boss and stick to your desk throughout the day? Are you fashionable? Do you think projects all the way through and jump at new responsibilities?

Well, then, perhaps you are on the way out—not up! Surprising as it may seem, some business practices—really business folklore—are being reappraised. Read these nonconformist management rules and measure yourself against them:

• **Never work overtime.**

Staying at your desk beyond normal working hours—if habitual—is as poor management of time as any other habit that has lost its meaning.

Working overtime on a routine basis is not evidence you have mastered your job or are doing a better job. On the contrary, it may indicate you have failed to grasp the efficient way to get the job done.

A department manager of a large Midwestern manufacturer was known for his long hours and heavy work schedule. Top management called him “a good soldier” and “our good right arm” but admitted privately that his efficiency was low.

He simply did not produce enough—quickly enough—to give management confidence in him. Other men, who had their jobs done and desks cleared by day’s end, were universally held in higher regard.

**Exception:** Working overtime is, on occasion, absolutely necessary, especially when a project rises unexpectedly and carries with it an inflexible deadline. Then, herculean effort is required—but that should be the exception, not the rule.

• **Never carry work home.**

The papers-in-the-briefcase-to-take-home syndrome works against you more than it works for you. It gives you, psychologically speaking, the rationale to postpone decisions and important reading.

Harvard Business School has always given its students more outside reading material than they could digest, using the material as a device to force selective reading. Managers who cannot discard irrelevant material, or who cannot discern which information is consistently worth their time, haven’t mastered one of the fundamental practices of management.

Equally to the point, top managers develop other off-the-job interests. One senior executive of a hard goods firm makes it a point to weave ample exercise and outside activities into his schedule; he maintains that he could not have succeeded without them.

**Exception:** On rare occasions, perhaps the night before you brief the chairman of the board, you may need to rely on last minute intelligence, but nothing less justifies the crammed briefcase.

• **Never butter up your boss.**

The day of the office toady, agreeable executive with the consistency of a marshmallow, is gone. Successful executives are characterized by the strength of their convictions, if somewhat based, and they look for that strength in others.

Recently, a vice-president of a prominent national corporation was eased out because he had no character of his own. Trying to please everybody, he ended up pleasing no one; his colleagues knew where he stood on policy administration.

Agreement, for its own sake, may prove a short-run expedient, but it is likely to be a long-run mistake.

**Exception:** Some bosses seem to be specially anointed and require a certain amount of deference. At such times such deference may seem prudent; it should never be a factor when you are making a fundamental decision.

• **Never stay at your desk all day.**

The “Bob Cratchits” of business are always on their three-legged stool. They passed with Charles Dickens. Managers who arrive at their desks at 9 a.m. and sit there until 5 p.m. are likely to be desk-oriented and not action-oriented. Creative executives in sales

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... or administration know that a certain amount of time away from the desk is essential—not only to refresh relationships and make calls, but to participate in new experiences. Your boss should always know where you are and how to reach you, but you needn't be chained to your desk.

The key is using time away from your desk thoughtfully.

One manager—a liaison with a government agency—started two mornings each week with a visit to the city's federal building. He found that 20 minutes spent with his counterparts in government were worth three times as much as 20 minutes spent sitting in his office.

**Exception:** Occasionally, morning staff meetings or other sessions require punctual attendance. In such cases, being present for duty is essential.

• **Never be fashionable.**

One of the less productive characteristics of business is playing follow the leader. In a large Western firm, the chairman let his hair grow and sported granny glasses; vice-presidents outdid themselves trying to dress similarly.

Being fashionable in dress is probably harmless, but being fashionable in thought can work to a manager's detriment. In business, as in life, being one-self—within the framework of the company—is essential to getting ahead.

Members of top management are there because they take well-reasoned departures, not because they play it safe.

Management creativity, conviction and courage are sometimes unfashionable at the time they surface, yet they separate those who believe in themselves from those who do not.

**Exception:** Experience shouldn't be discarded lightly; some procedures and guides are so well documented and so effective that they should be followed scrupulously. In those cases, following the rules may save you from serious error.

• **Never think the project through to its last detail.**

The manager who insists on dotting every "i" and crossing every "t" often is not using his time productively.

Few projects can be planned with

such precision, and the sound manager recognizes that a number of alternatives and options will need to be dealt with at crucial stages of any project's life. His job is to keep those options open, and insure that his team is prepared to exercise them.

One executive with a reputation for efficiency in planning often asked subordinates for statistics in chart form. When he sensed that there were no data for a chart, he would ask his staff to draw the lines and columns and then find the data.

Then he based his decisions on the optimum alternatives as the project proceeded.

Thinking the project through, making assumptions before all data are in, forecloses options and alternatives and shuts out possible courses of action.

**Exception:** Certain operations undeniably require strict thinking through, particularly where variables are controlled. Yet, even here, proceeding step-by-step and assessing your position at each plateau can be measurably profitable.

• **Never take on responsibility to show you're willing.**

Taking on responsibility is something every fresh-from-college business major looks toward. He seeks responsibility, recognition and remuneration in that order, and rightly so. But undertaking new responsibility without qualifying oneself for it can do more harm than good.

John Wanamaker, prominent retail executive, is quoted by economic historians as saying that "quality is remembered long after the price is forgotten." So it is with performance.

Doing a superior job on selected items wins plaudits faster than doing a half-baked job on many.

Several years ago a manager for a big U.S. firm volunteered for a world-wide assignment with an eye toward looking good topside. He quickly found he had no qualifications for the assignment, and is currently sitting it out in his old position with a reputation for having struck out. Willingness is no longer sufficient to get a job done—if it ever was—and business leaders are

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**Exception:** In selected fields, usually where qualified men are scarce, executives with nothing more than willingness sometimes volunteer. But they make certain their management takes the gamble with them and expects a fall or two before success comes.

A manager who is different, in short, is not out of bounds. More often he is a manager who sees a course clearly and pursues it. Abraham Lincoln, who managed the Federal establishment during its most difficult days, talked a good deal about the common man. But in looking for political and military leaders, he turned instinctively to those who were, in every way, demonstrably uncommon. □

Charles W. Day is on the Washington staff of the Ford Motor Company and is a member of the Capitol Hill Club 1460-36 in Washington, D.C.

# **Time Management**

## **What Makes It Tick?**

**by Anthony Arnieri**



CH HAS BEEN WRITTEN about management effectiveness, we really know what makes it

recognize how important it is business and life?

we understand the real reasons should become time effective? Once we realize the importance and why we should become effective, do we know what area should concentrate our efforts on the greatest results?

These three questions are the crucial management time effective. And they are what makes man-time tick.

Time is one of the most interesting, and, at the same time, one of man's most baffling managerial resources. When asked to list their time management resources, most managers will list such things as men, materials and machinery. A smaller percentage will recognize time as a primary resource. This is surprising because if we look at the word "time," we find that it is one of the most commonly used words in a manager's vocabulary. For instance, how many times have you heard comments like these: "How are you doing on time?" "Can you give me a few minutes right now?" "When is this due?" "There aren't enough minutes in the day!" "When did you say the deadline is?" "Time flies!" "Can you spare a couple of minutes?" "My watch is running out of time." These comments are so familiar, and they point to the importance of time to managers.

### The Limiting Factor

Time is the priceless ingredient of a manager's life, one which must be protected whether the manager wills it or not. It is altogether unique because it is totally inelastic and is the one resource that no manager can rent, hire, or store. Peter Drucker once said, "Most executive executives know that time is the limiting factor. The output limits of the process are set by the scarcest resource. In the process we call accomplishment, this is time."

Many misunderstandings related to the concept of time have developed over the years because people do not understand its characteristics. What, then, are the characteristics of time?

First, time travels at a predetermined rate. If you feel that time is flying by, it indicates that you have overreached yourself and that delegation is in order. Second, time is irreplaceable. You cannot save or make up time. The question is: Will you do something effective while time is passing? Finally, time is not manageable. We often speak of time management, and there are many books, courses and papers on the subject. But this is misleading because it is not time that needs to be managed, but rather, managers who need to manage themselves. Only through good self-management will a manager become time effective.

These three characteristics—time travels at a predetermined rate, time is irreplaceable and time is not manageable—are the basis for understanding the importance of time for managers. William James, the great philosopher, summarized it in one sentence when he said, "To kill time is not murder, it is suicide."

Why should operating managers make the necessary effort to become effective users? Many managers have a gut feeling—either consciously or subconsciously—that becoming effective users of time limits their freedom. The whole idea of being organized enough to be time effective conjures up feelings of being stifled, constricted and overly-limited in one's ability to be spontaneous and free. Most already feel that they are overly-controlled by government, big business and a myriad of rules and regulations over which they have no control. So any conscious effort to make personal attempts to become effective (which they feel is restrictive) is at least subconsciously repugnant. Understanding the real benefits of being time effective is the only way to overcome this problem. To understand those benefits, the manager must first understand the types of time available.

There are three types of management time: boss-imposed, system-imposed

and self-imposed time. Boss-imposed time is that time needed to accomplish those activities which the boss requires and which the manager cannot disregard without direct and swift penalty. There are a certain amount of activities that the manager must accomplish each week as required by his boss. These activities have no time limit on them as long as they are completed satisfactorily. So, to the extent that a manager is effective at utilizing his time, the number of hours per week spent on boss-imposed time will vary to do the same job.

System-imposed time is that time needed to accommodate requests to the manager for active support from his peers and to accomplish necessary daily duties. This assistance and activity must be provided lest there be penalties (though not always direct or swift). There are a certain amount of activities required of the manager each week to maintain the day-to-day functioning of the system. To the extent that the manager is more or less time effective, these duties could take many or much fewer hours per week.

### Self-Imposed Time

The third type is self-imposed time. It is the time to do those things which the manager originates or agrees to do himself. Self-imposed time is not subject to penalty, since neither the boss nor the system knows what the manager intended to do. Self-imposed time is made up of subordinate-imposed time and discretionary time. Subordinate-imposed time is that time required by subordinates so that they may continue to function in their job. This type of time would consist of such things as time needed to delegate to subordinates, question-and-answer time, meeting time, coaching time, etc. Discretionary time is that time remaining for the manager to do his choice of work, recreation, self-development, etc. The important point is that discretionary time is that time left over after the manager has satisfied the demands of boss-imposed, system-imposed and subordinate-imposed time.

The reasons for managers to become time effective can now be stated. *Time*

*effective managers are able to compress boss-, system- and subordinate-imposed time. And this compression in these types of time allows a manager to expand his discretionary time.* The more discretionary time the manager is able to make available to himself and still accomplish his daily tasks satisfactorily, the greater his freedom to control his time utilization. Increased discretionary time results in a reduction in stress and pressure, identified by doctors as a main contributor to coronary problems.

#### **A Master of Fate**

We see, then, that the manager should work at becoming more time effective, not only to do a better job for his company, but also for personal reasons. By increasing his discretionary time, the manager will become more of a master of his fate, he will be able to choose where he spends greater percentages of his time and he will increase his probabilities of remaining in good health over the long run.

We have examined two of the three concepts that make management time tick. We noted that time is very important to managers because it permeates their lives and because it is ongoing and irreplaceable. We have discussed the real reasons why managers should work at becoming time effective—not to become mindless ants scurrying around producing more and more work, but rather, to increase their discretionary time and become masters instead of slaves. With these thoughts in mind, the next logical questions would be: What does the manager do to become time effective? This leads to the third concept of what makes management time tick.

There are literally thousands of techniques for a manager to become more time effective. To the extent that the manager incorporates more and more of these techniques into his daily activities in a coordinated manner, he will become bit-by-bit more time effective. Unfortunately, no manager has the time available to develop skill in so many techniques. Practically speaking, the time effectiveness techniques available to the manager are unlimited, and his time available to work on such tech-

niques is very limited. What is needed, then, is an approach that will allow the manager to identify and concentrate on the vital few techniques that will produce the greatest results. Such a concept does, in fact, exist. It is called the Pareto Principle, after Vilfredo Pareto who developed it.

The Pareto Principle states that 20 percent of the activity (the vital few) will produce 80 percent of achievable results. This has been found to have many practical applications in daily business situations. For example, 80 percent of sick leave is taken by 20 percent of employees. Eighty percent of daily file usage is in 20 percent of the files, and 80 percent of all telephone calls come from 20 percent of the customers.

Understanding the Pareto Principle allows the manager to leverage his effort. Once he realizes that he can achieve 80 percent of results by applying 20 percent of effort, he then realizes that if he applies the remaining 80 percent of effort, he only has 20 percent of results left to gain on any particular undertaking. So the results-oriented manager invests his 20 percent effort, takes his 80 percent results and moves on to the next project to once again invest 20 percent of his effort.

#### **The Vital 20 Percent**

If the manager relates the Pareto Principle to his effort of becoming time effective, he should identify the vital 20 percent of his activities and concentrate on them. This 20 percent of activities (which will produce 80 percent of time effectiveness) is the third concept of what makes management time tick.

There are six major areas—the vital few—where the manager should concentrate his efforts to become time effective. They are:

1. Personal organization
2. Reducing task time through planned activity
3. Eliminating unnecessary tasks
4. Delegation
5. Increasing personal output
6. Understanding key time management techniques.

If a manager understands these vital

few techniques and practices them every day, he will greatly increase his discretionary time.

Let's look briefly at each of the six areas as an overview to make the manager aware of what they are.

#### **Can He Manage Himself?**

The first of the vital few areas the manager to concentrate on is personal organization. The manager must be personally organized and be able to manage himself before he can hope to extend his span of control to other people, ideas and things. There are three activities the manager should concentrate on to keep personally organized. First, he should know what activities he has to accomplish each day when he starts work. He should prioritize these activities so that he does the most important first, the second-most important second, and so forth. Second, he should keep his desk top clear of his personal work area, materials and files organized for efficient daily activity. Third, he should have a plan sheet or a "to do" list or calendar which will allow him to keep track of daily activities and ideas. If the manager concentrates on these three areas of personal organization, he should be able to make his 20 percent of effort achieve 80 percent of the results.

The second major concern of management time is to reduce his own time to complete tasks in the long run through planning. Seneca, the Greek philosopher, once said, "No wind is the right wind for the sailor who knows not to which port he is going." In order to be successful at planning, the manager must first establish short and long-term goals and objectives and put them in writing. The short-term goals must be converted to activities because they cannot accomplish goals, only activities related to those goals. The manager must continue planning consistently. Through this type of consistent planning the manager will be able to accomplish significant reductions in the time available to accomplish his activities over the long run.

The third vital area the manager should concentrate on is eliminating unnecessary tasks. It is the manager's

agement for the manager to be con-  
ly under pressure to become in-  
ed in doing unimportant activities.  
manager must constantly resist  
pressures and concentrate on man-  
rather than doing. Even with a  
g effort at resisting these pres-  
many unnecessary tasks will creep  
the manager's daily activities.  
efore, he must have a system to  
radically identify and eliminate  
unnecessary activities. Two ap-  
ches can be used here.

First, the manager should take a log  
time for a one-or two-week period,  
or twice a year. Every activity  
formed during the day during this  
od should be accurately listed.  
e end of the period, he should study  
log and ask pointed questions of  
self as to why he is doing each  
ity and whether it is a manage-  
nt activity that contributes to his  
ctives. By using this approach many  
necessary tasks will be identified.  
condly, he should comb his weekly  
endar each week to see if he is doing  
activities that he should not be  
ng.

### Identify Unnecessary Tasks

Delegation is the fourth major area  
ere the manager should expend his 20  
cent of effort to become time effec-  
e. Every manager knows about dele-  
on, but there are many barriers that  
use the manager not to delegate. Some  
these barriers are: upward delegation,  
erworked or incompetent subordi-  
nes, fear that the subordinate is after  
ur job, and the feeling you can do  
job faster and better yourself. The  
anager should be aware of these bar-  
ers and take necessary steps to over-  
me them. Once these barriers are  
minated, the manager should ask  
ree questions: First, am I delegating  
everything that people reporting to me  
ould do, can do or can be trained to  
? Second, are my better people de-  
oyed full time on a few tasks? Do I  
oid spreading them too thin over too  
ny assignments? Third, do my people  
now before they start on an assignment  
what the signs of a job well-done are?

The fifth vital area the manager  
ould concentrate on is increasing his

personal output. This is one of the latest  
areas of development in time utilization.  
It is necessitated by the fact that business  
technology and the time demands on  
managers are accelerating almost at a  
geometric progression rate. These in-  
creased demands make other techniques  
such as delegation and elimination  
insufficient by themselves. The manager  
must use the delegation and elimina-  
tion techniques in conjunction with  
increasing his personal output. The re-  
volutionary and exciting techniques dis-  
cussed here in increasing personal output  
were developed by James McCay in his  
book, *Time Management*.

McCay points out that, in order to  
increase personal output, the manager  
must first increase his frequency of  
periods of alertness during the day by  
winning back his time from preoccupa-  
tion with daily habits. During these in-  
creased periods of alertness the manager  
is able to get results quicker by making  
faster mental pictures of what is in-  
volved. The second step is developing  
the necessary energy to increase output.  
This entails eliminating the negative  
factors that drain energy in vast quan-  
tities. The third concept is to contin-  
uously increase one's levels of knowledge  
about a subject which will allow him to  
be able to perceive and act on any situ-  
ation related to the subject more quickly.

### Use the Time Techniques

The sixth and final major area of con-  
centration is the area of time techniques.  
As stated earlier, there are hundreds of  
techniques available. Of these, there  
are certain key areas where managers  
should invest their 20 percent effort.  
They are: running effective meetings,  
decision-making, communicating, con-  
trolling interruptions, controlling paper  
work and the manager/secretary team.  
If the manager can become effective  
by using the available time techniques  
in these areas, he will reap the benefits  
of increased discretionary time.

In summary, in order for a manager  
to implement a practical day-to-day  
time utilization improvement program  
he must recognize the three keys of  
what makes management time tick.  
First, he must understand time and its  
importance to his job and life. Once he

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8¢ per letter.*

recognizes this he must then recognize  
that putting effort into time management  
will benefit him personally by increas-  
ing his discretionary time. This is the  
motivation the manager needs to imple-  
ment a personal program directed at  
improvement. Finally, the third key  
to what makes management tick is to  
leverage efforts by using the Pareto  
Principle and by concentrating on the  
vital few time utilization techniques  
that will produce the greatest results.

This, then, is a practical view of  
management time . . . and what makes  
it tick. □

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A specialist in the field of time management  
and executive effectiveness, he runs training  
seminars in these fields regularly.

# The Struggle to the Top

by

*Intrelandi*



*"It's not that we don't want to kick you upstairs, Tran. It's just that there's no female washroom up here."*



*"From here on back we're all winners . . . nervous, paranoid and frightened, but still winners."*



*"Going over the back of others to get to the top thing, Parker, but you're too obvious."*





"When I want your opinion, Finch, I'll wheedle it out of you!"



"A long view goes a long way around Wilkins, but you're overdoing it."



"What happened to 'think'?"



"Contrary to what you may have heard, Hawkins, flattery, backslapping and bootlicking go a long way around here."

# bulletin board

*"Should a speaker have the courage to depart from the safe, the mundane—the often boring—to risk the tricky, often disastrous approach, surely it behooves his evaluators to accompany him on the adventure . . ."*

## Make Your Rehearsal Convincing

*By Hyatt Moore. From the "Voices of Wycliffe Bulletin," Voices of Wycliffe Club 3033-F, Huntington Beach, California.*

Do you have the same problem I do? I get my "speech to convince" all written out, my notes are made and I'm ready to go. Then someone offers to "guinea-pig" for me, to play audience while I rehearse it. Just what I need. But as soon as I start, I can tell that the whole thing is a big flop.

Before I'm halfway through I've quit giving the speech and have descended into describing what my points are about, not what they are. I'm beginning to defend my reasons for including them. By the time it's over (if I make it that far), I'm trying to justify my whole reason for giving this speech and wishing there was some way I could get out of it. My utter discouragement is scribbled all over me, sending my "guinea-pig" audience to my rescue, salving my wounds with verbal condolences, which may or may not help.

I've done this more than once and it's not too encouraging. But I think I've figured out the reason. This happens because the rehearsal isn't real. In my "speech to convince," I should really convince someone. Playing like I'm convincing will convince no one and only tells me that my speech is ineffective, which discourages me. I've noticed that after experiencing this, to my own amazement, when I've gotten up and spoken to the real audience my speech comes out stronger. When the real time came, it ceased being unreal, and I was convincing.

I think the solution must be in *not* rehearsing the "speech to convince" per se. Practice *is* needed in airing the thoughts before giving the speech, but they should be aired in a real situation.

A conversation in the breakroom where you bring up the subject (without mentioning that it's for a speech) is a good way to

do this. A friendly argument with someone who holds the opposite point of view can be an excellent method to fine-tune your points and find out if they really hold water. When you rehearse your talk in this way, you may not be able to give all your thoughts in concise order but you'll sure get the drama down, and that has much to do with convincing. Also, in doing this you may convince someone else to your point of view before actually giving your speech. You may say that it isn't the actual reason for giving the speech. But isn't it? We should be talking on subjects that we really feel, that are close to where we live, that we really want to see action on. If you ever want to put an audience to sleep, ignore that advice.

"Speeches to convince" are to express conviction. And conviction is only convincing in a real situation. Don't be discouraged (like me) when it doesn't come off powerfully before the big event. Just let it gather momentum in friendly conversation and you'll be ready to sock it to us when your turn comes up. □

## Toastmasters: For the Learner

*By Joe Yates. From District 72's "Southernmost Toastmaster," New Zealand.*

New Toastmasters so often delight with the originality of their early speeches. Their technical shortcomings may stand stark as the spines of a porcupine, but such things are often barely noticed due to a pristine freshness in their approach. Too often, however, approximating their third or fourth speech, a metamorphosis occurs. Techniques are better (they now do many of the *correct* things), but often the sheen of their early promise is tarnishing. The salt losing its flavor, so to speak. Why? The reasons must be many and varied, and a different one could apply to every member temporarily not matching early promise.

One avenue of thought could center our structured, but hopefully not strict system. By design and necessity, the Toastmasters program *is* structured. It is efficient; it works! If proof be required, such proof exists across the globe. Internationally, Toastmasters has produced capable speakers, excellent speakers, brilliant speakers and masters of speech. Intrinsic within the nature of any system so efficient, however, lie the seeds of hazard. We dictate that the system be used so as to avoid the trap of mechanistically stamping capable speakers as if from some unchangeable template. Should our endeavors result in a succession of accomplished smoothies, adept at saying clever things while making the appropriate gestures, quite simply, will have failed—failed for purpose and failed in the Toastmaster's purpose. Having tampered with a person and extracting something genuine, we have given in return, a mere set of technical instructions.

This is descriptive of an extreme interpretation—one based on the worst interpretation of manual assignments and evaluations—a plea, however, for all evaluators to interpret manual instructions in a broad context. Evaluations surely are meant to be broad, whether a speaker accomplishes his purpose and not precisely how he does it. Should a speaker have the courage to depart from the safe, the mundane—the often boring—to risk the tricky, often disastrous approach, surely it behooves his evaluators to accompany him on the adventure, to judge him on whether he accomplished his goal, not simply to castigate him for departing from suggested methods.

The manual sets the assignment, defines a purpose and offers suggestions on how to achieve that purpose; it is not a list of rules. Let us not use it as such. We should never use the system as a medium to fine-tune, to restrict, to mold or inhibit a speaker wishing to travel an uncharted path. The system is designed for the learner, not for us not be guilty of trying to restrict the process. □

# What Makes a Manager Good, Bad or Average?

by  
Jay Hall

WHEN THEY START their careers, most managers expect to succeed. They have their dreams, for themselves and their families. But achieving these dreams takes more than desire. It takes knowledge, knowledge of what a person must do to be an effective manager.

An entire industry has been created to capitalize on this need. If all the books, articles and tapes telling us how to be better than we are were thrown into a single bonfire, they would make a lovely flame. Not much light, probably, but a lot of heat.

Nowhere is the plague of miracle cures more prevalent than in manage-

ment. Today's business literature is a smorgasbord from which each aspiring manager may choose according to his appetite—winning through intimidation, being an OK boss, avoiding group think, or even learning how to say "no" convincingly.

Unfortunately, much of the advice is long on inspiration but stingy on fact. It slides down easily, but an hour later your brain rumbles for more solid fare. We recently completed a five-year research project at Teleometrics that fills the need for evidence of what makes for executive success—what it takes to climb the ladder fast. By studying 16,000 male bosses, we discovered several specific ways in which managers who do well act differently from those who are average or worse.

Since our business is to apply behavioral science to business organizations, we routinely collect data on the values and day-to-day actions of individuals who make their organizations function as they do. To get more data, we gave additional tests to managers and their subordinates at more than 50 businesses of all sizes.

## What Works?

Knowing how managers acted wasn't much use without a reliable way of distinguishing between those who were successful and those who weren't. We had to know what good managers did, or didn't do, that their less successful peers didn't do, or did. We felt that learning what didn't work would be just as useful as learning what actions pay off in job and salary.

We developed a variation on the Managerial Achievement Quotient (MAQ) developed by industrial engineer Benjamin Rhodes. It takes into account how far an individual has climbed on the organizational ladder in relation to his age and the number of career moves necessary to reach the top of his organization.

To test how accurately the MAQ reflected success in real life, we collected biographical data on more than 5,000 managers, aged 19 to 64, in 26 different types of companies. When we worked up MAQ scores for each, and analyzed the results, we found that the MAQ was

a reliable indicator of success. For the rest of our study, we categorized managers with MAQ scores of 60 or above as high achievers, those with 41 to 59 as average achievers and those with 40 or below as low achievers.

Now that we had an objective, reliable way of telling good managers from bad, we were ready to see what they did that made the difference. We knew from earlier studies that managerial effectiveness could be measured in terms of three factors—motivation, the participative ethic and interpersonal competence—and in terms of managerial style, a synthesis of the first three factors.

## Different Motivations

Motivation has sometimes been overlooked in understanding managers because analysts have assumed that managers are just naturally motivated by strong drives for power, success, achievement, etc. If they weren't, they wouldn't be managers. The fact is, managers have different motivations, differences which influence how well they do their jobs and permit subordinates to do theirs.

To test this idea, we gave groups of managers and their employees two tests. We had 1,265 managers and 3,500 subordinates take the Hall and Williams Work Motivation Inventory, a test which measures the needs most important to individuals in their jobs. We gave another 664 managers a companion test, the Management of Motives Index, which shows how much a manager stresses a particular need in his handling of others.

The tests measure two kinds of needs. One consists of creature comforts and safety—needs that psychologist Frederick Herzberg calls *hygiene* and *maintenance* factors. Managers who feel these are important are usually negative people, interested mainly in keeping things smooth and avoiding trouble. Managers who are concerned mainly with *motivator needs* (ego status and self-actualization) are positive fellows, out to get things done without worrying much about security and comfort.

When we compared our good, bad and indifferent managers on this basis, we found that motives were a good pre-

dictor of effectiveness. Good managers were driven mainly by the need for *self-actualization*. Average managers were concerned with *ego status*. And poor managers were caught in a double bind, equally preoccupied by safety and ego-status needs. They wavered back and forth trying to satisfy both needs, and failed to accomplish either very well.

When we looked at how their subordinates answered the same questions, we found they read their boss's message loud and clear. Good managers seem to create, or find, subordinates who get the job done. Play-it-safe bosses also shape employees in their own image—timid souls who worry mainly about job security, put their time in and get their kicks elsewhere. Good managers challenge their people; poor ones comfort them.

So now we knew what made good managers tick: the drive to succeed, to satisfy themselves and to accomplish as much as they could. But how did this translate into action? What did good managers do that others didn't?

### Decision-Making

Much of the difference lies in a boss's willingness to let his people participate in the decisions that affect them. We confirmed this by giving the Personal Reaction Index to more than 2,000 individuals who worked for 731 good, bad and indifferent managers. The PRI, in addition to assessing how much a manager allows subordinates to influence decisions, also gauges the subordinates' job satisfaction, sense of responsibility, pride in work, and so on—the factors that reflect a good or bad work climate.

A good manager believes five heads are better than one in solving a problem. And this turns out to be good for his career, because as head he gets most of the credit when the right decisions are made.

Encouraging people to share in decisions which affect them is an important part of being a good boss. But the stage must be set. A good manager needs interpersonal competence, the ability to create an open work climate in which his subordinates feel free to suggest and act. We administered a Personnel Relationship Survey to 1,691 managers

to see how they dealt with subordinates, colleagues and superiors, and gave a companion test—the Management Relations Survey—to 1,884 of their subordinates as a check to see how they rate their bosses' way of handling people.

We found two things:

1. Good, bad and average managers dealt with people in substantially different ways.

2. The subordinates' ratings of their managers' interpersonal competence matched how the managers described themselves.

So what *is* interpersonal competence? According to what good managers said—and, more important, what their subordinates said about them—it means accepting responsibility for your own ideas and feelings, being open to your own and others' sentiments, experimenting with new ideas and feelings and helping others accept, be open to and experiment with their own ideas and attitudes.

Some of these attributes are particularly important. Accepting responsibility for ideas is so common among managers that it doesn't mean much in terms of interpersonal competence; in fact, excessive preoccupation with his own ideas and feelings can make a manager authoritarian rather than sharing. That description fits many average managers. Being open with others, willing to experiment and help subordinates do the same is much rarer, and is a potent predictor of high interpersonal competence and high achievement.

### Managerial Style

These three factors—motivation, participatory management and interpersonal competence—combine to create managerial style: a cluster of actions and values that interact to form a new element that is hard to define but easy to recognize. To assess it objectively, we examined the interplay between a manager's two most important considerations: production and people.

We gave the Styles of Management Inventory to 1,878 managers and the Management Appraisal Survey to their subordinates to see how good, bad and indifferent bosses scored in these two areas. Again the managers and subordi-

nates agreed. Good managers are deeply interested in both people and production (high task/high relationship orientation to use the pertinent psychological jargon). They use an integrative style of management in which production goals and people's needs are equally important.

Average managers were pegged their subordinates as high task/low relationship people, so preoccupied with getting the job done that they often forget about the people who have to do it. Poor bosses employ a low task/low relationship style. The personal manual and standard operating procedures are their guides and self-preservation their goal.

The good manager, it seems, needs to find meaning in his work and strives to give the same meaning to others. What he does flows from his view of work is both a challenge and an opportunity for self-expansion. He looks on innovation as an opportunity rather than a threat and is therefore willing to take risks. He believes that to be successful he must work with people and create opportunities for them to succeed. He is, in a phrase, an apostle of enlightened self-interest.

As a behaviorist, I believe strongly that we are what we do. This is fortunate for most of us because it means that success as an executive does not depend on personal traits or extraordinary skills unique to a few outstanding individuals. It depends, rather, on how we *behave* in our work on the values we hold about personal and interpersonal potentials. All of these can be learned. The key to becoming a manager—a success, if you will—is to learn to behave like one. □

Jay Hall is a social-industrial psychologist with supporting work in organization and management. He received his master's and doctoral degrees in 1963 from the University of Texas at Austin, where he was a member of the law school faculty for two years, accepting a position as associate professor in the graduate school of business. He is founder and president of Teleometrics International, a training-materials and research organization in Conroe, Texas.

# hall of fame

**dtm's**

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- (continued on next page)

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# hall of fame

(continued from page 29)

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## new clubs

**2533-2 PORT OF SEATTLE**  
Seattle, WA—Thurs., 12:00 noon, Port of Seattle, Pier 66 (587-5375).

**3625-3 SPERRY/DEER VALLEY**  
Phoenix, AZ—Tues., 5:00 p.m., Deer Valley Airport, Deer Valley Rd., (942-2311, ext. 1165).

**1718-4 CSAA MOTORMOUTHS**  
San Francisco, CA—Fri., 11:30 a.m., California State Auto Association, 150 Van Ness Ave., (565-2933). Sponsored by Puc(k)sters 3873-4.

**18-5 CLUB CALIOPE DE DAMAS**  
Tijuana, B.C., Mexico—Thurs., 7:00 p.m., La Escondida Restaurant (5-98-47).

**2333-11 STOKELY-VAN KAMP, INC.**  
Indianapolis, IN—Wed., 12:00 noon, Marketing Conference Room, General Offices, 941 N. Meridian St., (263-2603, 2357). Sponsored by Eli Lilly 311-11.

**3201-20 MINOT AIR FORCE BASE**  
Minot AFB, ND—Mon., 6:00 p.m., Minot Air Force Base Officer's Club (727-6544). Sponsored by Magic City 585-20 and Minot 636-20.

**1704-30 MULTIGRAPHICS**  
Mount Prospect, IL—Mon., 5:00 p.m., Multigraphics Division of Addressograph-Multigraph Corp., 1800 W. Central (389-1900).

**3766-30 THE QUAKER OATS COMPANY**  
Barrington, IL—1st Wed. and 3rd Tues. of each month, 4:50 p.m., The Quaker Oats Co., 617 W. Main St., (381-1980). Sponsored by Crystal Lake 2724-30.

**2685-31 BROCKTON**  
Brockton, MA—Thurs., 11:30 p.m., Parkway Restaurant, Oak St., (588-7000). Sponsored by Rhode Island Credit Union 854-31.

**1751-32 DOORBUSTERS**  
Tacoma, WA—Wed., 8:00 a.m., Bon Marche Cascade Room, 700 Tacoma Mall, (475-4000). Sponsored by Sunrisers 2205-32.

**3385-35 REXNORD WINDJAMMERS**  
Milwaukee, WI—Wed., 5:00 p.m., Dinner Bell Restaurant, 119 E. Oklahoma Ave., (643-3533). Sponsored by Dennis Pinkowski and Edgar Rosenthal.

**34-36 NASA**  
Washington, D.C.—Thurs., 12:00 noon, NASA Headquarters, Room 317, (431-1087). Sponsored by Speechmasters 2996-36.

**1806-36 JRB**  
McLean, VA—Wed., 12:00 noon, JRB Associates, 8400 Westpark Dr., Room 306, (821-4688). Sponsored by Vienna 1762-36.

**1996-36 AMTRAK**  
Washington, D.C.—Fri., 1:00 p.m., AMTRAK, 955 L'Enfant Plaza North, (484-7920). Sponsored by Housing and Urban Development 1795-36.

**3784-36 THOMAS JEFFERSON**  
Woodbridge, VA—Wed., 7:30 p.m., Prince William County Library, Opitz Rd., (670-6313). Sponsored by Annandale 3122-36.

**1014-40 DOWNTOWN CHARLESTON**  
Charleston, WV—Fri., 12:00 noon, National Bank of Commerce, Commerce Square (348-4980). Sponsored by H.E. Dobson 2005-40.

**294-42 DOWNTOWNERS**  
Edmonton, Alta., Can—Wed., 12:00 noon, Edmonton Plaza Hotel, 10135-100 St., (424-4028). Sponsored by Northern Nooners 1084-42.

**3483-42 WESTWINDS**  
Calgary, Alta., Can—Mon., 7:30 p.m., Mt. Royal College, (287-0777). Sponsored by Twin Rivers 667-42.

**2415-47 EXECUTIVE**  
Jacksonville, FL—Thurs., 12:00 noon, Bonanza Restaurant, 5804 Normandy Blvd., (721-1049). Sponsored by Arlington 892-47.

**2212-54 BARBER-COLMAN AFTER HOURS**  
Rockford, IL—Mon., 5:10 a.m., 6:10 p.m., Barber-Colman Co., Windsor Rd., (398-1798). Sponsored by Rockford 1752-54.

**1610-60 CONSTELLATION**  
Toronto, Ont., Can—Wed., 12:05 p.m., Constellation Life, 55 Yonge St., 13th Floor (360-1560). Sponsored by First York 3815-60.

**1371-63 LIFE & CASUALTY/AMERICAN GENERAL**  
Nashville, TN—Mon., 11:30 a.m., Tower Room—Life & Casualty Cafeteria (254-1511). Sponsored by Nashville 1565-63.

**1673-63 BRENTWOOD**  
Brentwood, TN—Sat., 7:00 a.m., Nobles Hickory Blvd. & Franklin Pike (373-0800). Sponsored by The Bean Spillers 2500-63.

**2640-63 VOLUNTEER**  
Johnson City, TN—Mon., 7:00 p.m., Bon Restaurant (926-9794). Sponsored by Mountain 2958-63.

**1526-64 RIVERVIEW**  
Winnipeg, Man., Can—Thurs., 7:00 p.m., Riverview Community Club, Ashland & St. (775-2969). Sponsored by Cross 1396-64.

**1284-U GUATEMALA**  
Guatemala City, Guatemala—Mon., 7:00 p.m., Hotel Cortijo Reforma, Avenida Reforma (American Embassy, ext. 250).

## anniversaries

**35 YEARS**  
Washington 237-13, Washington, PA

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Cosmopolitan 515-6, Minneapolis, MN  
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North Hills 2472-13, Pittsburgh, PA  
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Early Bird 2534-23, Albuquerque, NM  
Navy Resale Systems Office 2285-46, Brooklyn, NY  
State Farm 2385-47, Jacksonville, FL  
Decatur 2514-48, Decatur, AL  
Amador Valley 2452-57, San Ramon, CA

**15 YEARS**  
Athens 1779-14, Athens, GA  
Dunedin 2890-72, Dunedin, NZ

**10 YEARS**  
Morning Glories 3788-7, Portland, OR  
BHA 3231-36, Washington, DC  
Sparkling 3602-47, Clearwater, FL  
Hutt Valley 3839-72, Lower Hutt, NZ

# Toastmasters' 46th Annual Convention August 17-20 Sheraton Centre Hotel Toronto, Ont., Canada

Send to: Toastmasters International, 2200 N. Grand Avenue, P.O. Box 10400, Santa Ana, California 92711. (This form is not to be filled out by International Officers, Directors, Past International Presidents or District Governors elected for 1977-78.)

Registration will be required at all general sessions on Wednesday, Thursday and Friday. Pre-register and order meal-event tickets. 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 15.**

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