

July 1986

THE TOASTMASTER



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See pages 25-26

THE DOMINO EFFECT: *Push Toward Success*

VIEWPOINT

Procrastination—Put It Off!

One of the speeches I give when visiting districts is titled "Procrastination—Put It Off." It is a message I want to share with every member because I think we all tend to put off living. We get so wrapped up in day-to-day activities that we miss life's small pleasures, and more tragic than that, we put off some important dreams.



As many of you know, I was born and raised on a farm in Nebraska. Most farm homes at that time had a parlor—a room that was open only when company came. It had a big leather couch, an upholstered chair or two and lace curtains at the windows. All the furniture was protected with starched, crocheted doilies. The room was always a little musty and the scent of furniture polish hung in the air.

I have a picture engraved in my memory of a poor, depression-weary farmer sitting, night after night, on a hard wooden kitchen chair while the comfort of the parlor was saved for another day and someone else.

Are there parlors in your life? Something you could enjoy now but feel you must save for another day, a day that may come too late or may not come at all?

When my husband was alive we took mini-vacations instead of saving and waiting for that "big one." I'm so glad we did. Among the memories I have of our shared mini-vacations is a weekend in San Francisco. We went on a nightclub tour one evening. I suppose there must have been 45 people on that tour bus; 42 women and three men. Most of the women were widows.

One by one they came to me and lamented the fact that they had "put off" vacations "together" until it was too late. How often do you hear, "After Mary gets out of college..." "After Ben retires..." "After the kids leave home..."? We hear the stories over and over again and yet few of us open the parlor to enjoy now.

Several years ago a prominent cancer specialist in San Diego was found to have a fatal blood disease. These were his comments:

"We all seem to get so caught up in material things, the storing up of acorns for winter, and that's not unwise. But when you've been looking at your life as though seeing it through a fully expanded telescope, and suddenly it's totally changed in focus—contracted to its shortest length—you begin to wonder if maybe you don't dwell too much on the storing up for winter—and maybe in doing that, miss a lot of the summer."

Are there any parlors in your life? Don't miss the summer! Throw open the door, pull back those lacy curtains, raise the windows and enjoy... Now!

Helen M. Blanchard

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Page 8

FEATURES

4

Failure: A Bridge to Success

by Thomas Montalbo, DTM

8

The Domino Effect

by Ed Klimuska

8

Success Is Simple

by William Wruck

11

Channel the Stress Wave

by Lynn Alexander

14

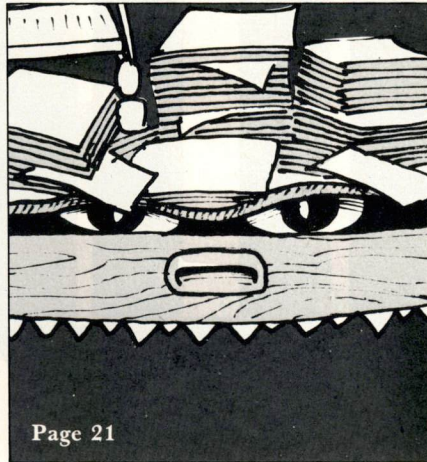
Be the Picture of Success

by William J. Aspden, ATM

16

Risk-Taking Pays Off Big

by Penelope Pietras



Page 21

29

Hall of Fame

18

Get Ready to Be Lucky

by Dorrine Turecamo

20

Package Yourself for Success

by Duane Golyer

21

Slay the Monster Job

by Douglas H. Johnson, ATM

22

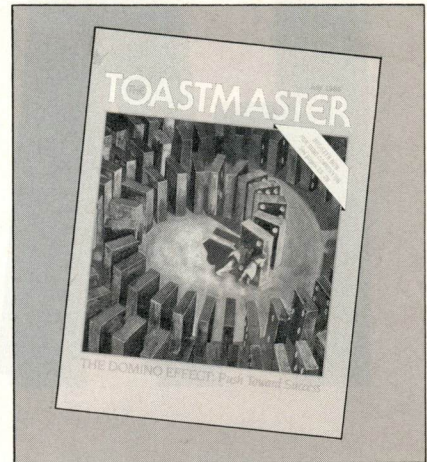
Have the Time of Your Life

by Winnifred Ariel Weir, CTM

27

Give Your Confidence a Lift

by Jacqueline de River-Daniel, DTM



COVER

With a small push in the right direction, you can start a chain reaction in your life that will knock down all obstacles which stand in the way of your success. It's as simple as toppling a row of dominoes. In this special issue, we'll show you how to push for success—and we may even give you the nudge you've been needing.

Cover illustration by Geoffrey Krueger.

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FAILURE!

What do most successful people have in common? They previously failed.

"Failure is a part of success," says Ty Boyd, professional speaker who also conducts skill-building seminars. "You must expect to fail again and again and again before you can accomplish anything worthwhile."

Boyd is right. Failure and success are

part of the same process. Failure is an experience. Like all experiences, failure can teach us something. Each failure is an opportunity to pick up another bit of knowledge, each mistake one more stepping stone on the road to success.

IBM Corporation founder Thomas J. Watson once said, "The way to succeed is to double your failure rate." If you keep going up to bat again and again,

sooner or later you'll get a hit.

Baseball star Hank Aaron kept going up to bat year after year. His persistence and patience paid off in record-breaking achievements: most games played; most times at bat; most runs batted in; most home runs.

Babe Ruth, baseball's legendary hero, was as spectacular in failure as he was in success. He struck out 1330 times—a record! All those times he took mighty swings at the ball and missed, but he never let those strikeouts defeat him. He confidently went on to swing as powerfully as ever. And he scored 714 home runs, a record that lasted 40 years, until Hank Aaron broke it.

A Springboard

Yet many persons fear failure. They look at failure as something final. But according to authors Warren Bennis and Burt Nanus, "Failure is a beginning, the springboard to renewed efforts."

Bennis and Nanus, who interviewed and studied 90 successful men and women for their book, *Leaders: The Strategies of Taking Charge*, write, "While we can't say the leaders we interviewed hailed their failures, they were convinced they and their people could learn from mistakes."

Interestingly enough, Bennis and Nanus found that leaders don't even use the word "failure," preferring instead synonyms such as "mistake" or "set-back." Whatever we call it, the chances are that few persons achieve success without that previous failure.

William Proxmire ran for Governor of Wisconsin three times in a row and lost each time. After his third defeat, everybody counted him out of politics—except



A Bridge to Success

by Thomas Montalbo, DTM

Failure has gotten a bad rap through the years. What most people don't realize is that success is not possible without failure.

Proxmire himself. In the next election he ran for United States Senator.

Portrayed by his opponent as a three-time loser, Proxmire dramatically exploited the old maxim: If you have a lemon, make lemonade. Campaigning like a tornado, he traveled all over the state, shaking hands and making speeches. Everywhere he went he said to the voters:

"My opponent doesn't know what it is to lose; I do! And I welcome the support of voters who do. I'll take all those who have lost in love, lost in sports or lost in business."

Proxmire won! That happened 28 years ago. Since then voters have re-elected him every term. By turning the disadvantage of his three-time losing image to his advantage, Proxmire has won five straight victories for United States Senator.

You may remember Virginia Wade, who failed to win the British tennis championship at Wimbledon 15 years in a row. Previously she had won the U.S. Open, the Italian Open and the Australian Open. But her dream was to "win Wimbledon." She played that tournament half her life without success.

For her repeated failure to win Wimbledon she had blamed bad luck—bizarre calls, wind or poor bounces. By depending on luck, she placed herself at the mercy of something she couldn't control.

So in 1977 she adopted a different approach. This time she stopped looking for excuses. Committing herself to the work involved in winning at Wimbledon, she now planned to win. Here's how she put it:

"I was ready to mobilize all the units. Head. Body. Heart. I would go all out

for the entire two weeks. I would establish a routine tailored precisely to my intentions and objectives for each individual match."

When Virginia Wade realized it was up to her to win or lose and not up to others or good luck, she took control of herself. By no longer making excuses but facing her own mistakes squarely, she won at Wimbledon.

Achieving Stardom

As a child, Katherine Hepburn fell in love with silent movies and dreamed of becoming a movie star. In college she performed in theatrical shows. When she graduated she made definite plans for a career as an actress.

Hepburn once told an interviewer, "I was lucky. I was given a wonderful shuffle in the deck. . . I came along at the right time and had the right looks and right voice."

Not so! Perhaps modesty keeps her from mentioning early obstacles she had to overcome. She was fired dozens of times from her stage roles. These are some of her critics' complaints: ". . . speaks too fast; nobody in the audience can understand her; too homely, too thin, too bony, too mannish; looks like a skeleton and has a voice like a rasp. . ."

Despite such complaints, Hepburn still wanted to be an actress. She told a biographer, "I came to think that the more insulting the press was, the more it stimulated me."

Not easily discouraged, Hepburn studied with a voice and drama coach who led her carefully through scenes of famous plays. She also played stage roles in summer stock. One of her performances

drew excellent reviews which led to a movie contract.

Since then Hepburn has received the Academy Award for Best Actress four times—the only four-time winner of that award! Today, at age 77, she still performs in movies and on television.

Thanks to her unwavering determination and continued, patient efforts, she rose above her early failures and realized not only her dream of becoming a movie actress, but also achieved superstar status.

Persistence Pays Off

William Proxmire, Virginia Wade and Katherine Hepburn are not isolated examples of persons who turned failure into success. B.C. Forbes, founder of *Forbes* magazine, said:

"History has demonstrated that the most notable winners usually encountered heartbreaking obstacles before they triumphed. They finally won because they refused to become discouraged by their defeats. Disappointments acted as a challenge. Don't let difficulties discourage you."

The same advice was offered by the late Ray Kroc, who built McDonald's hamburgers into a huge fast-food empire. In a newspaper advertisement some years ago, he expressed his advice on success:

"Press on. Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education alone will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent."

Napoleon Hill, author of *Think and Grow Rich*, studied the lives of more than 500 of the most successful business

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people in America. He found that the one indispensable ingredient, the common element in the success of all of them, was persistence. They kept on trying after repeated failures.

People who fail once or twice or a dozen times cannot be declared failures. As long as they're alive, their failures can lead to later success. What they truly want is possible if they accept failures as challenges. Consider these other cases:

One man failed in his first four stores in succession. That man then tried a fifth store, which became the world's first modern department store. His name was Rowland H. Macy and the store is R.H. Macy, one of today's largest retailing companies.

Another person who acquired spectacular success after several failures was Elisha Otis. He worked variously in the construction and trucking business and in a grist mill, a carriage shop, a machine shop, a saw mill and a bedstead factory. In the last enterprise he supervised the construction of a new plant.

For working convenience, he developed a mechanical elevator with an innovative safety device to prevent it from falling even if the lifting chain broke. The Otis elevator revolutionized the construction industry and made skyscrapers practical.

The English scientist Michael Faraday, noted especially for his work in electricity and magnetism, tried first in 1822 and failed. He tried again and failed again. What he learned from nine years of failed experiments he applied to still another one.

Finally, in 1831, he proved that continuing electric current can be produced by magnetism. This discovery opened a number of doors, ushering in the age of electricity.

Fail More, Gain More

The man who failed probably more times than anyone else in the world is the man who is credited with the largest number of inventions of any man who ever lived. Thomas Edison failed so many times because he attempted so much. For each invention he had to try many thousands of experiments.

When Edison started what he called his "invention factory," a flood of inventions began to emerge. In his lifetime he produced more than 1300 inventions. With inexhaustible energy, his single-minded dedication to invention never ceased. He defined genius as "one percent inspiration and 99 percent perspiration."

Constantly pressed for time, Edison begrudged even the hours spent in eating and sleeping. To save time he caught some sleep in a small storage space under the stairwell in his laboratory. He would crawl into that space any time of day or night, pull the door shut, curl up like a dog and go to sleep on a pile of old newspapers. By averaging only four hours of sleep a day, he was able to devote more time to his experiments.

*Most successful people
see their failures as
mere setbacks.*

Edison is the best example of the proverb, "If at first you don't succeed, try, try again." He himself said, "75 percent of people who fail would succeed if they had the patience and perseverance to keep on trying."

After one series of experiments, a discouraged assistant said, "Mr. Edison, we have made a thousand experiments and have had no results." The inventor enthusiastically responded, "Results! We have wonderful results. We now know a thousand things which won't work! So we're that much closer to finding what will."

Edison never lost his enthusiasm. Never retired. Even at the age of 80 he entered a science completely new to him—botany. His goal was to find a practical domestic source of natural rubber. Only after testing and classifying 17,000 varieties of plants did he and his assistants succeed in devising a method of extracting latex from goldenrod in substantial quantities.

Like Edison, we all must expect some failures in things we attempt. That applies not only to inventions but in all other fields of endeavor. And always there's a practical benefit in failure. Failure is instructive. A Chinese proverb puts it this way, "We learn little from victory; much from defeat."

Failure challenges us to find new and better ways. It was Edison who said, "There's a way to do it better—find it." A person who has never failed is probably one who has never accomplished anything. Failure propels us into new triumphant attempts at success.

Out of Failure

Richard Bach achieved national recognition and success as a novelist only after much failure. In college he lasted only one year. Trained as an Air Force jet-fighter pilot, he resigned 20 months after getting his wings. Next he became editor of an aviation magazine which folded. He never held the same civilian job for more than several months.

Even when he wrote *Jonathan Livingston Seagull*, he couldn't think of a way to finish it. Eight years passed before he solved this problem. Then most of the major book publishers rejected it. But after the book was finally published, it became a top best seller.

Robert E. Peary, American explorer, was determined to reach the North Pole. He started out seven times, and seven times he failed. The eighth time, after incredible hardships, he made it. Having spent 23 years in pursuit of his goal, he finally achieved it at age 53.

Miguel de Cervantes always wanted to be a writer. Writing incessantly, he produced a lot of stories, plays and poems. None were really successful. As he put it, "I hung up my pen" to take any employment offered. That turned out to be the job of a tax collector. He failed in that,

So he went back to writing. This time he vowed to produce a masterpiece that would command attention and bring him fame and fortune. Girded with boundless determination, at age 58 he wrote the novel *Don Quixote*. Its fame sped over his native Spain.

It has found its way into all the languages of the civilized world. Many notable artists, among them Goya, Hogarth, Fragonard, and Dali, illustrated the story. It has been produced on stage, in opera and movies. First published 400 years ago, it's still in print.

Example after example cited above show that people become successful because they keep on trying over and over again in spite of failure after failure. Based on those examples, here are some suggestions you may want to consider in order to turn failure into success.

1. Dare to dream. Remember the song in the musical play *South Pacific* that goes like this: "You've got to have a dream. If you ain't got a dream, how you gonna make a dream come true?" The secret of success is deciding what you really want. This means you need to set a goal for yourself.

Desire to gain a particular objective. Let it be a strong desire. The stronger

the desire, the more intense will be your drive to achieve your objective. Philosopher Eric Hoffer, an inspiring example of self-education, once said, "It sometimes seems that intense desire creates not only its own opportunities, but its own talents."

2. Have faith in yourself. Believe in yourself. Starting from his school days, Winston Churchill had many failures. His public service career appeared finished in the 1930s and he had failed to achieve his lifelong ambition of becoming Prime Minister. Once he wrote to an aunt, "You know I have unbounded faith in myself." He never doubted he would one day reach his goal. The world knows he did.

3. Never give up. Persistence is the ability to keep going when you feel like quitting. Churchill once said, "You will make all kinds of mistakes, but never submit to failure." Abraham Lincoln's life was a pattern of failures until he was elected President. He said, "Whatever you have to do, put your whole mind into it and hold it there until it is done."

Answering the question, "How do you become a successful songwriter?" composer Richard Rogers advised, "Stay

everlastingly at it."

As we have seen, persons achieve success after failing time and time again. Indeed, it seems as though people must fail before they can succeed. As Ralph Waldo Emerson put it, "A man's success is made up of failures, because he experiments and ventures every day."

So don't let failure discourage you. Every failure teaches you something. You learn what not to do and what to try the next time. As you improve, out of failure will come your success.



Thomas Montalbo, DTM, a member of Sparkling Toastmasters Club 3602-47 in St. Petersburg, Florida, has been active in Toastmasters since 1963, is a Past Area Governor and has

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THE DOMINO EFFECT: Push Toward Success

You can set a chain reaction of success in motion simply by setting well-defined goals.

by Ed Klimuska

"One of the most common problems in our society is unsuccessful people with great potential," says National Basketball Association Coach Hubie Brown.

Isn't that true? There are many people who can't reach their personal or professional goals; like an educator short-changing students; a salesperson with slipping sales; or a minister losing his flock. Are you one of those people with a lot of potential but very little results?

If you are, Steven Danish has some advice for you. Danish, a Pennsylvania State University professor in the College of Human Development, is an expert in goal-setting and attainment. He's a psychologist who's developed his ideas by studying sports. There he found an environment that is more personal, con-

crete, time-limiting and intense than the rest of society.

Sports, he found, was an ideal place to study goals. "Goals are opportunities to accomplish something in our lives that we've wanted to achieve," Danish says.

"I think that when we look at athletes and what they've done, we can see that we too can accomplish goals that relate to non-athletic things if we are willing to put the time, effort and commitment into that process.

"Learning how to set goals, learning how to make sure we set goals that we can achieve and being willing to put in the time and effort, I think, will help us all feel like we are much more whole as people, in the sense that we can accomplish things and feel much better about ourselves."

How can we set goals—and reach them? Develop the right mental skills, advises Danish. He gives this sports example to make his point:

"If a baseball player bats 560 times during the season, the difference between batting .300 and .250 is 28 hits; a little more than one hit per week for the season. Very little of this difference can be attributed to the lack of physical skills. It's much more likely to be the result of having the ability to concentrate, relax, talk positively to oneself and set and attain goals related to effective batting."

Define Your Goals

The first step in setting goals is the identification process. This is where you explore and define your goals. "Learning how to identify what goals one wants

Success Is Simple

by William J. Wruck

Success means different things to different people. Stop 10 people on the street and ask them what success means to them personally and you will probably receive 10 very different answers. A homemaker may say that success is a happy home, while to a career-oriented woman success might be a long sought-after promotion.

A beleaguered college student may identify success with a college degree. A young married couple may say that owning a home of their own is success, while a couple nearing retirement may say success is financial independence.

I think you get the idea. Although the dictionary definition of success is straightforward and simple—"... the satisfactory completion of something,"—an in-

dividual's personal definition leaves room for infinite variation depending on many factors.

A person can walk into any popular bookstore nowadays and browse through row after row of books on success by dozens of authors. These books attempt to analyze and dissect success from every angle. They package success as a science and reduce it to formulae.

Three Essentials

After reading several of these books, I realized that three themes recurred in each of them. Let's call these the three essentials of success:

1. A clear vision or picture of exactly what you want to do or accomplish—

in other words, a goal.

2. The belief that you can and will succeed in doing it—in other words, a positive attitude.

3. The willingness to begin now and keep at it.

Students of the failures and successes of human beings have long agreed that the greatest single factor in success is a goal—a clear picture of exactly what you want.

Life is a do-it-yourself project and living a life without purpose or direction is as ridiculous as setting out to sea in a ship with no direction. You'll just drift aimlessly and lose yourself.

An important and frequently overlooked part of goal-setting is writing your goals down on paper. The physical act of writing your goals helps crystallize them in your mind.

When you write them be as specific as possible. If you want to earn more money don't just write, "I want to be

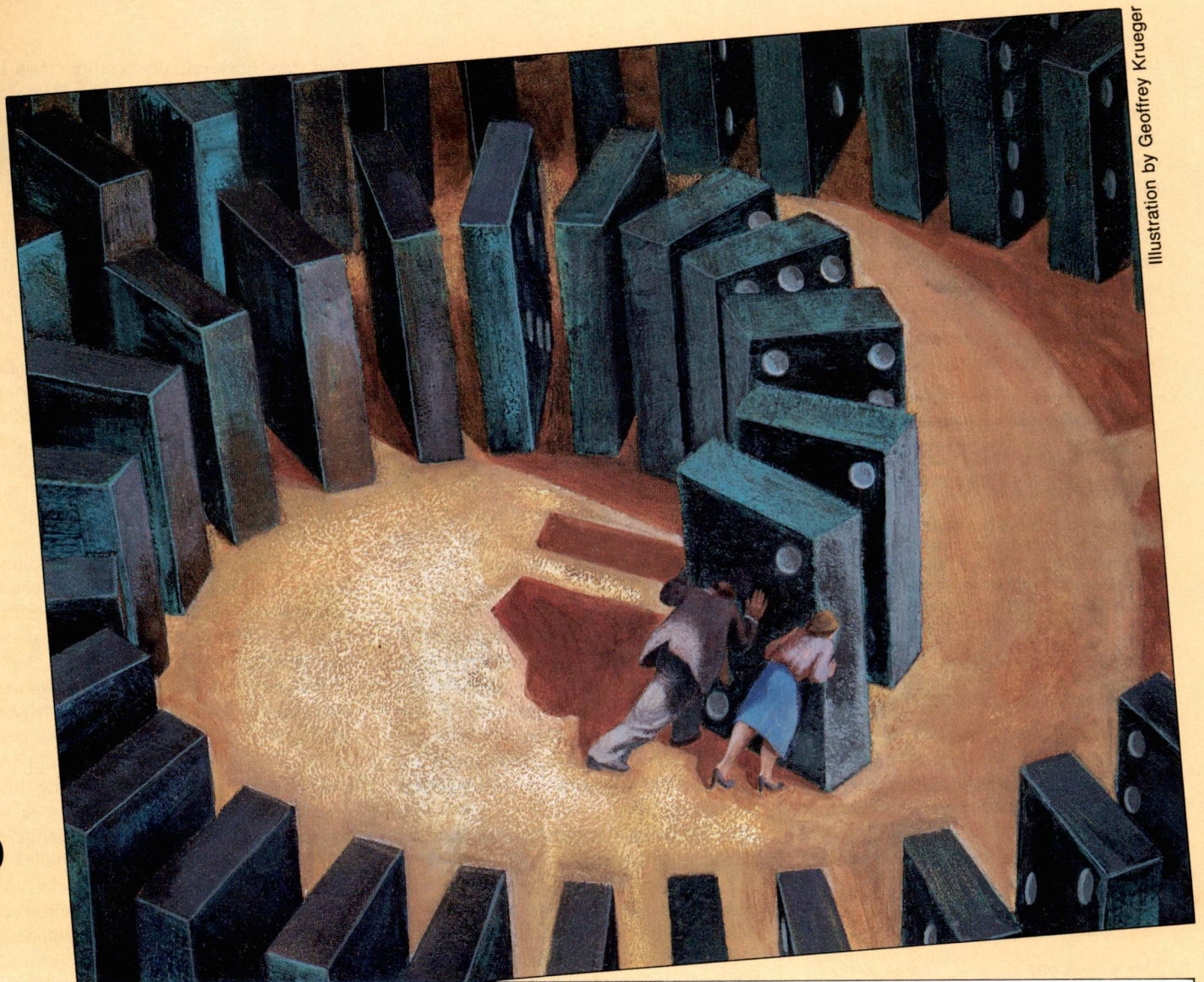


Illustration by Geoffrey Krueger

rich;" instead write down exactly how much money you want and then detail how you intend to earn it. Now, set a deadline for your goal—a deadline acts as a powerful motivator.

When you have chosen a goal put it to this test: If visualizing and thinking about your goal fails to arouse feelings of enthusiasm and expectation—throw it away and start over; it's not right for you.

When you settle on a goal you can be enthusiastic about, develop that enthusiasm, cultivate and nurture it. Your enthusiasm must sustain you in your struggle to succeed.

Having set your goal, believe firmly, deeply and unflinchingly in your ability to achieve it. Your mental attitude is the one factor over which you have complete control.

Be Positive

Always be positive—do not allow doubt

to enter your mind. By filling your mind with positive thoughts you will leave no room for negativity to enter.

It may be true in physics that opposites attract but in the field of emotions that's not the case—opposites repel. Being enthusiastic about something exciting will repel all negativity. Believing is a habit—it can be developed through mental discipline.

Form the habit of belief by believing in yourself, believing in others, believing in your country, believing in your profession, believing in the worthiness of your goals and above all, by believing in your ability to reach your goals.

There are all kinds of believers: non-believers, little believers, big believers. The most pitiful are the halfway believers, unable to make a commitment to anything. They go through life saying, "I've got half a mind to do this," or "I've got half a mind to do that," and because they act like they only have half a mind

to do something, they never accomplish anything.

Many believe that by controlling your thoughts you can control your destiny. Henry Ford once observed, "Whether you believe you can do a thing or believe you can't, you are right."

The third essential step is the most difficult—it's the action step. Once you have your objective, and you believe with all your heart you can reach it, you must go to work at it. The most thoughtfully chosen and worthy goals are meaningless without action. So get busy!

You may be in for a long struggle, but keep at it. By keeping your goal clearly in mind, shutting out all negativity and persisting, all obstacles merely become minor detours on your road to success. 🗨️

William J. Wruck, former member and President of Foothill Toastmasters Club 1475-F in Claremont, California, is a freelance writer.

to achieve is crucial," Danish says.

"When we are unhappy with our performance, we will often be able to identify the problems we're having. But a problem orientation stresses the negative. It's more effective to recast the problem into positively-stated goals. A goal orientation helps us understand what we want and what new capabilities and skills we need to improve our performance.

"First, change your 'I can't...' into 'I would like to improve my performance by doing the following,'" Danish adds.

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Once goals are stated in a positive fashion, you must identify them in behavioral terms. Behaviors are concrete, measurable and observable activities.

For example, you might say, "I would like to learn how to say to myself, 'I am confident when I go to the foul line.'" As Danish puts it, "Being both positive and behavioral is important."

Another important element in goal-setting is focusing on one's own goals rather than on those of others. You only have control over your own behavior.

"If any of us were to play tennis against Jimmy Connors or Martina Navratilova, we wouldn't win, no matter how well we were playing," Danish points out. "So we have to set goals based on our performance, like hitting 70 percent of our first serves in, rather than concentrating on an outcome over which we have no control."

After goals are explored and defined in positive and behavioral ways, you have to determine their importance. When goals are unimportant you're not as likely to work at them, Danish explains. Therefore you must be committed to them. He suggests you ask yourself these questions:

1. Do I feel I ought to or should accomplish this goal?
2. How will my feelings about myself be affected if I choose to work toward this goal? If I choose not to?
3. How will my relationships with others be affected if I choose to work toward this goal? If I choose not to?

"It's important to write down what you want and begin planning a program to achieve your goal," says Danish. "Develop a ladder of success starting with very small steps and work your way up to actually achieving the goal.

"Very often, people set goals in which some of the steps are so difficult to achieve

that they're essentially bound to fail. In the goal process, I believe the first step has to be very small, and has to be one which the person is bound to achieve."

Roadblocks

Even if you do all those things, there's no assurance you'll achieve your goal. There are roadblocks; in other words, things that can make goal achievement appear impossible. According to Danish, there are four basic roadblocks.

First is the lack of skill. You lack the ability to reach your goal. If you can say, "I need to know how..." you probably lack skill in that area.

Second is the lack of knowledge. You lack information needed to achieve your goal. If you can say, "I need to know..." you lack knowledge in that area.

Third is the lack of risk-taking ability. Risk is defined as the benefits of an action minus the costs. For example, a runner might want to compete in a new event but fears he won't succeed.

Fourth is the lack of social supports. You need the backing of workers, friends and family, especially when trying to maintain new behaviors. Social supports are very important in attaining and maintaining a goal. When there is no support, very often the individual gives up.

After the goal and its roadblocks have been identified, the next step is to consider how to overcome these roadblocks. Danish says to consider these questions:

1. How will I go about acquiring the skill?
2. How do I plan to get the information I need?
3. Since I've decided that my goal is worthwhile, exactly what risks will it entail?
4. How will I get the support I need?
5. What is my first step toward achieving my goal?

The answer to these questions, Danish contends, should give you a sense of exactly what needs to be done to reach your goal. It can help you set up an outline of proposed actions to achieve your goal.

At the end of these steps, you'll have the information and attitude to set and reach your goals. So go for it! In the process, you can improve your life.

Ed Klimuska is a reporter with the *Lancaster New Era* and a freelance writer. He has covered education, agriculture and human interest stories. Klimuska has a Masters Degree from the University of Missouri.

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Channel the Stress Wave

Stop being tossed about on the sea of stress. Instead, harness that energy and use it to vitalize your life.

by Lynn Alexander

Gene Tunney often described his mental state before his first fight with Jack Dempsey. He awoke one night from a fiendish nightmare. In his dream, he had seen himself staggering from the weight of his own bloodiness, sinking helplessly to the canvas and being counted out. In his mind he had already lost the chance of a lifetime—the championship.

When he analyzed his dream, he realized he had been overly impressed by reading the newspapers which almost unanimously predicted his loss to Dempsey's killing punch and fierce attack.

Actor Walter Pidgeon has related how his first public appearance very nearly became a complete flop. Knowing that a large critical audience would be judging his skills as an actor, he was a bundle of nerves. The first act went badly. Then, reasoning that he already was adjudged a complete idiot, he decided he had nothing more to lose. He approached the second act relaxed and confident, and became an "overnight success."

Toward the final days of World War II, President Harry Truman was asked how he was able to tolerate the tremendous stress of the presidency without appearing to become aged and sapped of vitality.

"I have a foxhole in my mind," Truman confided. As the soldier retreated to his foxhole for rest and recuperation, so Truman reserved his own *mental* foxhole in which to do the same.

A Normal State

Each and every one of us from the day we are born is subject to stress. In the

family, the husband and father loses an important business deal to his close competitor. The wife and mother is faced with finding a job, and worries that this will distract from her responsibilities to the children.

Marie, the 19-year-old, hears from the young man to whom she is engaged, "If you *really* loved me . . ." Steve, the 17-year-old, has just learned that he has been granted the scholarship for which he has been striving.

"Stress is a normal state," advises Dr. Hans Selye of the University of Montreal, Canada, who has been doing intensive laboratory research in the field since 1936. "Whenever people experience something unpleasant, for lack of a better word, they say they are under stress."

However, stress can be pleasant and healthy. When it is unpleasant, it's *distress*. Either way, the human body reacts the same. It assumes a personal "fight or flight" attitude.

The endocrine glands produce a hormone which stimulates the adrenal glands. When this happens, the pulse rate increases, the person sweats; there is an increased desire for physical action (e.g. the worried father-to-be pacing the waiting room floor); sometimes irritability, often insomnia.

The most frequent causes of stress, according to Dr. Selye, are an inability to adapt, and not having an established code of behavior to guide actions.

A great many persons seem convinced that "stress" is an invention of modern times. Not so, says Dr. Selye. Consider the caveman—who never even dreamed of the atomic bomb—whose weapons were far from adequate in fighting wild

beasts and who constantly battled hunger. He was certainly 'stressed out.'

What counts most in dealing with stress is the intensity of the demand it places on you to readjust. Stress is the state you are in. The agent which produces it, whether it is heat or cold, mental or physical, is the "stressor." How you cope with stressors determines your success in attaining life's goals.

The advantages of turning the tables on stress and making it work for you are a rewarding, fulfilling career; a happy home; an established contributing community interaction; a code of life that provides you and yours with peace of mind.

Allowing stress to become *distress* in the family has the opposite results. If the children have no motivation and no port of destination, their energies often turn to vandalism. With the parents, unchecked stress can cause fatigue, exhaustion, ulcers and even physical, emotional and mental breakdowns.

With grandparents, if retirement has been interpreted as a time of having nothing to do, boredom becomes an enemy capable of causing tremendous *distress*. Aging, counsels Dr. Selye, is nothing more than the scars left by the stress of life. Not only are they lines in your skin, they can be chemical or mental and can create irreparable damage.

Turn the Tables

How can you turn the tables on stress and utilize it to best advantage?

1. Allow yourself to think affirmatively. Hugh Casey, one of the most successful and calmest relief pitchers of all time, was asked about his thoughts

when he was sent into a game in a critical situation.

"I always think about *what I am going to do* and *what I want to happen*," he said, "instead of what the batter is going to do or what may happen to me." When he concentrated on what he *wanted* to happen, he felt he could make it happen, and he usually did.

Similarly, Carey Middlecoff believes that "everybody's secret of good golf" is that *winning feeling*. When you have it, the ball bounces right for you and it becomes that elusive element known as "luck."

In his remarkable book entitled *Psycho-Cybernetics*, Dr. Maxwell Maltz retells the story about a "giant" of a Negro who did what two wrecking trucks and a score of men could not accomplish. He raised the crushed metal cab of a truck off its pinned driver. He ripped out with his bare hands the brake pedal which had the driver's foot trapped. And he beat out the flames in the floor of the cab with his bare hands.

He was described by witnesses as an immense giant. However, when the giant later was found and identified, he was Charles Dennis Jones, who stood just over six feet tall and weighed 220 pounds.

His explanation for his amazing strength and determination: "*I hate fires*." Just a year earlier, his eight-year-old daughter had burned to death in a blaze that destroyed the family home.

2. Learn to accept what you cannot change. In the past few decades, Alcoholics Anonymous (AA) has broadcast this principle far and wide. Because of the success of AA, its value has sifted into the lives of the non-alcoholic as well as the addicted.

"No man ever became great and good except through many and great mistakes," said Gladstone. For example, Thomas Edison's wife said of her husband, "Mr. Edison worked endlessly on a problem, using the method of elimination. If a person asked him whether he was discouraged because so many attempts proved unavailing, he would say, 'No, I am not discouraged, because every wrong attempt discarded is another step forward. . .'"

Today, in this age of fierce competition, people would do well to adopt Edison's balanced attitude. Many people still cling to the old Superman/Superwoman image which has been nurtured since childhood. Worry and anxiety loom like guillotines above their heads. They feel achievement is sparse; perfection, impossible.

"Admirable as the idea is," says Dr.

George S. Stevenson in his book *How to Deal with Your Tensions*, "it is an open invitation to failure. No one can be perfect in everything. Decide which things you do well and put your major effort into these. . . don't take yourself to task if you can't achieve the impossible."

3. Work off your stress. By using this over-abundance of adrenaline flowing from the stressors, you well could find yourself becoming another Earl Campbell, O.J. Simpson or Fran Tarkenton, clearing the field toward your personal goal line.

Concentrate on what you're going to do; not on what may happen to you.

Maybe your way of working off stress would be to clean out the garage or to finish a job you started some 10 or 12 years ago. Perhaps it would be putting in the rock garden that the family has wanted for many years. In any case, you would be working off your stress-provoked aggressions and giving your mental strain a peaceful, productive outlet.

4. Talk out your worries. If stress has become an elephant on your shoulders, confide in your husband or wife, father or mother, a good friend or your pastor. In talking things out with another, you gain the benefit of more than your own narrow viewpoint of the situation.

Dr. Karl Menninger, of the clinic bearing his name, advocates such talks with trusted people and suggests that we give ourselves a periodic emotional checkup, to learn our own signs of stress.

Sharing our worries and requesting the advice and opinions of others is *not* admitting defeat. Rather, it is wisely saying, "I don't know everything there is to know." In so stating, you show strength, not weakness.

5. Avoid self-medication. Anything from antacids to tranquilizers may affect your state of stress. However, no alcohol or drug can take on the battle of banishing your stressors. The ability to handle stress comes from within you, not from the outside.

The ability to mold stress into a valuable asset in your personality and character requires total thought and adaptability. With dulled mind and clumsy coordination, you give stress the upper hand.

6. Take one thing at a time. It is defeating to tackle all your problems at once. "For people under normal tension," says Dr. Stevenson, "an ordinary work load can sometimes seem unbearable. When this happens, remember that it is a temporary condition and that you can work your way out of it.

"The surest way to do this is to take a few of the most urgent tasks and pitch into them, setting aside all the rest for the time being." A mental priority list can be invaluable when you are being pressured from all sides!

7. Do something for others. In his book, *Stress Without Distress*, Dr. Selye emphasizes that the most important thing to do is to have a code of life, to know how to live. He suggests that people find a port of destination and practice what he calls 'altruistic egoism.'

"You may argue that an egotist can't be altruistic," he says. "But people forget that egoism is natural. And so is altruism. The port of destination for me is to acquire as much good will and as many friends as possible. After all, if you are desired, if you feel necessary, then you are safe."

When you are distressed, you concentrate too much on yourself and your situation. When this happens, get your mind off yourself by supplying the need of someone else. Dr. Selye puts it this way: "Earn thy neighbor's love."

Not everyone is aware that happiness is a habit. It can be cultivated and blossom with constant usage. We are not reactors but actors. We can evaluate what we are and what we want to be. We can chart our course at sea.

In doing so, we can utilize the disadvantageous elements as well as the advantageous. Our minds and bodies can combine to provide the talents of navigation toward our respective ports.

And so it goes with stress. Humans thrive on stress because it makes life more interesting. By turning stress into a positive force in our lives, we make known to all our confidence that we are headed in the right direction and that the next port of call is the one to which we have devoted a lifetime! 🗣️



Lynn Alexander is a freelance writer based in Cleveland, Texas. She has had over 2000 articles and short stories published, and has authored 10 books.

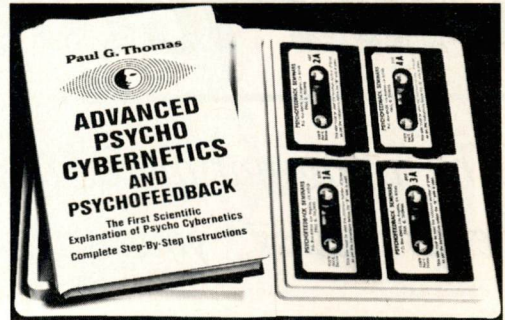
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You Can Be the Picture of Success

The imagination is a powerful tool. If you want to be a success, you must constantly visualize it.

by William J. Aspden, ATM

The world has a way of giving what is demanded of it. If you are frightened and look for failure and poverty, you will get them, no matter how hard you try to succeed. Lack of faith in yourself, in what life will do for you, cuts you off from the good things of the world. "Expect victory and you will make victory," writes Dr. Preston Bradley.

You can condition your mind for relaxation and success in public speaking by using your imagination. Scientific studies involving the connection of electrodes to the brain demonstrate that humans can't tell the difference between a real experience and one that is vividly imagined.

Therefore, even if you've had little experience in public speaking, you can use your imagination to synthesize positive experiences. It's exactly what you do when you worry; only to worry positively, you turn the record over and play success pictures in your mind.

All of us are experts at using our imaginations; unfortunately, we've often become conditioned to channel this very powerful force in negative directions. We worry and picture vividly everything that could possibly go wrong. We imagine ourselves suffering from stage fright and forgetting our speeches. We vividly picture audiences sitting poker-faced while we tell our best jokes.

When we worry, we actually train our minds to create the very situations we seek to avoid. "Worry is a thin stream of fear trickling through the mind," remarks Arthur Somers Roche. "If encouraged, it cuts a channel into which all other

thoughts are drained."

It's far better to place things in perspective and realize that it's all right to be human. So what if things don't go perfectly well. This helps us let go and stop brooding up a big batch of negative thoughts.

"To desire is to obtain; to aspire is to achieve," writes James Allan. "Dream lofty dreams and as you dream, so shall you become. Your vision is the promise of what you shall one day be." Positive picturing is a vehicle we can use to overcome our fears and improve our performance.

Things that have previously seemed impossible move into the realm of possible, once we learn to channel our imagination in positive directions.

You can step back and say, "Hey, I'm in charge of my life! I can create whatever future I desire!" You can create your future by conditioning your imagination to picture how you'd like that future to be.

This frees up your inner creativity which was previously blocked by negative thinking. In time and with work, your dreams will materialize. It's not magic. It's just programming your brain for success.

Seeing Pink Elephants

When you practice positive thinking you create something new. You aren't trying to block previously negative conditioning. If you try to do this, you may again create conflict and struggle. For example, if I tell you not to think of a pink elephant, what do you immediately think of? Right—a pink elephant. So ac-

cept any thoughts that come into your mind, go with them and don't try to fight them.

It's the same with public speaking. If you try to force yourself not to think about stage fright, you create the very conditions that will bring it about. So simply allow these negative thoughts to flow into and out of your mind without attaching any importance to them. The more importance you attach to them, the tighter they hold on and the more powerful they become.

Positive picturing isn't meant to contradict your feelings, emotions or thoughts. At the same time, however, you're creating something new and more positive that makes it easier to let go of those negative conditioned responses. You can visualize new, more fulfilling behavior than the old patterns, and your mind will naturally follow the more attractive path.

But first you have to open yourself up to the possibility that such a path exists. Positive picturing and affirmations allow you to do just that.

It helps greatly if you're relaxed, as this makes picturing more powerful. Studies have shown that when we are deeply relaxed the critical faculties of our minds are largely suppressed, and we can accept positive pictures and suggestions far more easily than in our fully alert state.

So the first thing to do is to relax deeply. You may even include some picturing suggestions and affirmations to aid relaxation.

Picture Success Now

First, picture yourself striding up to the



Pictures of Success—These Toastmasters pictured success and got it. Joe Boyd (photo on left) and Marie Pyne (in photo on right) were both named World Champions of Public Speaking—Joe in 1984 and Marie in 1985. Ted Wood, DTM, Toastmasters' Senior Vice President and a picture of leadership success, congratulates Marie in photo on right.

lectern with supreme confidence, knowing that the audience is friendly and helpful and looking forward to hearing the valuable information you are going to present. Next, imagine yourself in front of the audience, speaking easily and effortlessly and enjoying yourself. Picture the audience responding favorably to your comments and rolling in the aisles at your jokes.

Can you see what's happening? You are worrying positively now! Picture yourself after the speech, mixing easily with the audience. Clearly see them thanking you for providing them with helpful information, particularly as it was presented in such an entertaining and enjoyable manner.

Similarly, salespeople can use visualization exercises to improve their confidence and ease of product presentation, by picturing themselves easily selling their product and picturing the customer eager to buy it because of the valuable service the product provides.

Make these pictures a reality in your mind *now*. You are not deluding yourself—you're just affirming that everything exists as a mental reality before it can be reproduced in material form.

Every act you take starts with a thought. The quality of that act depends solely upon the quality of the thought behind it. If you see the event as a reality in your mind *now*, it will most likely become a reality in your life in the future.

Visualization is most effective if you include as much detail as possible. What other sounds are in the room? What can you smell? Is the room hot, cold or just pleasantly comfortable? (If you are us-

ing your imagination positively, it will be pleasantly comfortable!) What are you wearing? Picture it in positive detail as if you are actually there.

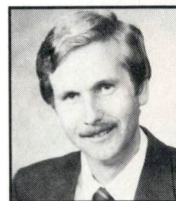
You can also use your imagination to try out new methods of delivery, such as improving hand gestures. You can practice them in your mind and picture them working in the most effective manner. The possibilities are endless.

Affirmations, or positive statements, reinforce the power of visualizations. Here are a few I have found helpful in relation to public speaking, communicating and creating opportunities. Add your own to the list:

"I am an excellent speaker *now*. People enjoy listening to me *now*. I can relax as deeply as I wish simply by letting go of my muscles and my thoughts *now*. I meet new people easily and they enjoy my company *now*. I can accomplish anything I set my mind to *now*."

"I mix easily with successful people *now*. It's safe for me to be imperfect *now*. It's all right if I make mistakes. Everybody likes me *now*, whether I make mistakes or not. Abundant opportunities are all around me *now*. Everything good is coming to me easily and effortlessly *now*."

Visualization can be used in every aspect of your daily life, and it can especially enhance your performance as a speaker. It can help turn even the most introverted person into the life of any party. Do it now, and become a picture of success. 🗣️



William J. Aspden, ATM, a member of Rockhampton Toastmasters Club 3732-69, is a Past Area 4 Governor and current Division 1 Governor elect of District 69. He was Chairman

of the May 1986 District 69 Convention. Aspden has written several books on public speaking. This article is based on a chapter of his book *Successfully Speaking—How to Speak in Public without Being Trying*.

IMPORTANT NOTICE

1986 Convention Update

For those of you who planned to take the special tour to Lake Tahoe, the day of the tour printed in earlier issues of *The Toastmaster* was incorrect. The correct day for the Lake Tahoe Tour is **Thursday, August 28**. The Virginia City Tour scheduled for Friday, August 29, remains the same.

We're sorry for any inconvenience this may have caused.

Reach for the Stars in Reno!



Risk-Taking Pays Off Big

Successful people aren't afraid to take risks—they approach any gamble with the belief that the odds are in their favor.

by Penelope Pietras

Editor's Note: The author knows about risk-taking firsthand. Last December she pulled up roots in the Los Angeles area and headed for San Francisco. After a six-month campaign of phone calls to perfect strangers, countless interviews and rejections, and with the help of pep talks from loyal friends, she recently landed a 'choice' job. She met her present employer at a professional meeting where she printed "JOB SEEKER" in big, bold letters on her name tag.

Remember the nervousness you felt the first time you stood in front of a Toastmasters group to speak? Taking a deep breath as you approached the podium, you might have thought, "There's no turning back now!"

Joining Toastmasters involved an element of risk. After all, you could have opened your mouth and instantly forgotten every word you were going to say, or turned scarlet as you uttered, "Good

evening gadies and gentlemen!"

But no matter how imperfect your first attempt at public speaking was, you'll probably agree that you made a quantum leap that day toward your eventual success as a communicator. Indeed, there was no turning back. You had passed the "I can't speak in public" roadblock, and gained the experience that enabled you to improve your skills.

That is essentially what risk-taking does for us. It boosts us up another step on our achievement ladder and gives us a better view of the opportunities that are available to us.

While most of us have had some personal experience which supports the theory that taking risks is a necessary part of attaining success, we still find it very hard to do.

By its definition, the word "risk" conjures up thoughts of exposure, loss, danger, or at the very least, embarrassment. The negative outcomes of risk tend to come to mind first; risky business ventures resulting in financial ruin or dare-

devil stunts that result in bodily harm. Too often we equate risk-taking with failure.

Then there's our thinking about success. For generations, we've believed that success comes with hard work and/or luck. Or perhaps we heard "all good things come to those who wait" a few too many times. Certainly, there's an element of truth in all of those statements.

But holding onto these beliefs can hold us back from taking the necessary steps to achieve our success. To increase your ability to take risks and thus increase your chances of success, you may have to change the way you think about these two concepts.

The Lucky Break

First, let's re-examine the concept of "luck." Luck figures prominently in the success stories of our popular heroes. In Hollywood mythology for example, the "lucky break" is the pivotal point at which every aspiring entertainer's career turns for the better.

A real-life example can be found in the late Bing Crosby's autobiography, *Call Me Lucky* (Simon & Schuster, New York, 1953). In his book Crosby admitted that he hadn't worked very hard to become one of the world's most popular entertainers. Instead, he attributed his success to two things: 1) doing what he'd always wanted to do and 2) luck.

Recounting his big break—being discovered by famous band leader Paul Whiteman—Crosby wrote:

"Perhaps meeting Paul Whiteman was the luckiest corner I turned in my road. Having Whiteman find out that I existed was luck. Luck that he happened to be in Los Angeles just when we were there. Suppose he hadn't booked LA that week?"

It's interesting that Crosby thanked luck for dropping Whiteman into his life, but didn't credit himself for being in the right place at the right time.

Crosby and his partner had left their homes in Spokane, Washington, just a few weeks earlier to look for work in L.A. They made the trip in a dilapidated old car with only \$20 between them. They were hired to perform at the Metropolitan Theatre, and that's where they happened to be when Whiteman came to town.

How often do we hear someone explain their success as luck? A closer look frequently reveals that the successful person took a bold step to put something in the pathway of the lucky break.

Hard Work

Even the notion that hard work brings success merits scrutiny. There was a time when a person's success, or very survival, depended upon his or her stamina for physical labor.

In the modern workplace, success is more likely to hinge on abilities that can't be so easily measured. Putting in long, hard hours on the job really doesn't guarantee anything except a future of long, hard hours on the job.

In order to land that big promotion or plum of a job offer we also have to gain visibility, and getting noticed requires taking risks.

Think of artists or musicians who display their innermost feelings in their work, for all the world to love or hate. Or the advertising copywriter who composes an outrageous resume to get noticed in a mailbag full of applications.

Revealing our inner selves can be more frightening than exposing ourselves to physical harm; but it's something we

have to do regularly in today's competitive world.

It is true that we may have to wait for a good opportunity. A job seeker knows that it may take months before the right position comes along. In the meantime, he or she is out talking to others in their field, scanning industry publications for leads, attending networking events and polishing their interviewing skills.

Of course the job seeker is risking rejection, disappointment and exposure every time they knock on a "Personnel Dept." door, but is there any other way to find a job?

Even when we're convinced that risk is required to get ahead, we can still find ourselves tongue-tied and chair-bound by those old fears of failure and loss. On days when you feel like sitting in the back seat and waiting for opportunity to drop in your lap, take a break and run through this risk-taking refresher course.

Taking Risks

First, remind yourself of what it is you're going after and why it's worth taking the risk. Do you want to be a top-notch speaker? President of your local school board? Manager of your department? Think about how great you'll feel

Get Ready to Be Lucky

by Dorrine Turecamo

Hey! Can anybody here speak Spanish?" a young assistant called out to the hopeful actors waiting in the casting director's anteroom. And another star was born. A 27-year-old Hispanic, who had been haunting agents' offices for over five years with no luck, was given the second lead in the *West Side Story* revival.

Good timing? Of course. But he had also prepared himself with years of drama, dance and voice lessons. That he spoke Spanish was an extra he'd never considered. He had made himself *ready to be lucky*.

Ecclesiastes tells beautifully that there's a best time for everything. However, you have to keep your eyes open so that you can recognize opportunity when you see it. *When* is the best time to quit? To go after something? To speak up or shut up?

How do you know when it's time to run for public office, to take on a new company image, to ask for a raise, to buy stock, to merge or expand, to tell a joke?

Beth *This Rice Is Wild!* Anderson says, "You can't always know where the next opportunity is. So I just put out lots of bobbars and see what happens. I go somewhat by intuition. I never close any doors. Then everything comes together in one glorious day. Suddenly it's all in place."

"Timing is everything," says Charles Kirchoff, Vice President and General Manager, Old Home Foods. He tells about a new product his company came out with six or eight years ago that bombed.

This year, after a little more planning, they introduced it again and it sailed. Timing was the key factor. The consumer wasn't ready for it the first time.

"Timing is a sensitivity to the marketplace, and there is a rationality behind that," says Kirchoff. "It's an intuitive feeling that the market is ready. Within the company, it's being sure we're ready to take on something new."

Like Lou Nasti's mechanical store window chipmunks, with 38 independently-timed mechanisms (giving a life-like impression), each of us operates on an individual inner time clock that governs our moods and actions. More businesses are recognizing this and allowing their creative-work employees flex-time schedules.

What's the point of putting in a steady nine-to-five daily routine if you work best on bursts of inspiration and enthusiasm? Coming in from three till six one day and noon until midnight the next night might be more productive. Of course, a department with many workers whose work tightly overlaps couldn't work this way, but many jobs could permit it.

Even the most tightly structured lives should allow a certain amount of flexible time each day, to prepare for and recognize 'lucky' breaks.

Trust Your Intuition

There is a certain ingenuity that spon-

when you've attained your new position.

If you don't already have a very clear picture of your goal, develop one now. Gather all the information you can about your goal. Talk to others who've already been there.

Visualize yourself as already having reached your goal. Close your eyes and see yourself in your new office. Fill in all the details—your office furnishings, what you will wear, what you'll be doing in a typical day.

Imagine yourself acknowledging a round of applause or surrounded by people who congratulate you on your accomplishment. This is important because most of us have some unconscious resistance to the new and unfamiliar.

Often it's not fear of failure that holds us back, but a secret fear of success. A little voice inside can tell us that our old environment is safer, or that a new situation is going to feel very strange and uncomfortable.

Constructing some detailed daydreams can help remove these mental roadblocks and empower us to go after our goal with renewed enthusiasm.

Believe that you're entitled to your success. There's no quota on the number of successful people that can live in the

*It's not necessarily
true anymore that if
you work hard you'll
be successful.*

world at any one time. Everything you need to achieve your goal—resources, information, people—is out there for you to find. Help is never in short supply.

Enlist the help of a supportive friend who can be your personal cheerleader. Tell this person that you'll be calling on him or her on days when your courage wanes (and there will be those days) and you need a pep talk. Instruct them to always urge you to "Go for it!" no matter how long a litany of fears you recite.

Discard any worries about what other people may think of your aspirations. What they think is none of your business. Your only concern should be what you think of yourself.

Ask yourself, "What is the worst thing

that could happen if I take this risk? Can I live with this possible outcome?"

Then ask yourself, "What is the worst thing that could happen if I *don't* take this risk?" You may realize that forging ahead into unknown territory is actually the lesser risk of your two options.

The Payoff

Last, don't expect risk-taking to be easy. It isn't. If you feel comfortable taking the next step on your path, it's probably not big enough. Stretch yourself a little farther. There's no limit to how high you can climb if you're willing and able to face your fears and weather a little discomfort and uncertainty.

The payoff, of course, is being able to sit back and enjoy the view from your new height—but only for a short while. Soon it will be time to go after a new goal! 🗨



Penelope Pietras is a communications consultant based in San Francisco, California.

taneously bursts through the atmosphere, touching a certain idea at one time. When one person gets an inspiration, you can be sure that 300 other people got the same vibes at the same time. The one who cashes in is the one who develops it first, in the best way, to the best market.

If you're a fairly receptive person, this will keep you awake nights. You'll skip meals and be ready to leap all day, for fear you'll miss a great one (a book, package design, food product, fashion, color fad, slogan, gadget).

"The more experience I have," says Kirchoff, "the more I trust my intuition. I'm information-based, but when all of that information gets programmed, all of a sudden intuition strikes and I won't hesitate because I don't have a 10-page report to back it up."

Anderson says, "You have to take advantage of things when they come along! You may be tired or overworked, but you have to do it." This was how her inspiration for a wild rice cookbook resulted in a wild rice consulting firm that specializes in packaging wild rice gifts for corporations.

"It wasn't easy. Everyone thought I had lost my mind, as I poured myself in-

to it every minute for six weeks. It was like a storm. I wanted to walk away from it, but I knew I had to walk *through* it. I was working for the food section of a newspaper, but the time seemed to be right for my independence and for the cookbook. I was right."

David Ogilvy, of Ogilvy & Mather Advertising, claims that eight out of 10 consumer products fail because either they're too new (i.e. the introduction of cold cereals on the market before the public was ready) or they aren't new or different enough. We have to be our own producers and make our own breaks.

Eugene Gould, of Gene Gould Advertising, has a business that's based on deadlines. Because he has a habit of being early, he's often accused of "one-upmanship." But he sees the person who keeps you waiting as one who thinks the world revolves around him or her.

"Timing is just as critical for the employer looking for a new employee as it is for the applicant," says KSTP-TV (an NBC affiliate) promotion manager, Jeanne Kosek. "You can have a stack of applications that aren't right." As the station's news promotion specialist, Kosek watched nine predecessors go through her present

job in 10 years. She was offered the position, but she didn't want it short term.

Instead, she spent a year sharpening up skills she knew the job required and that she was lacking. When in 1981 she was asked again to take the job, she was ready.

Our lives are so bound up in time and timing, a faceless clock (like the one in Ingmar Bergman's *Wild Strawberries*) strikes terror. Bad timing is a sales call on a Monday or a Friday. Good timing, generally, is between 10:30 a.m. and noon, or between 2 and 4 p.m.

The most productive television advertising times, says Ogilvy, are early morning, late evening and weekends. The most profitable months are January, February and March.

Don't be a Zhivago, seeing your long-lost Lara (opportunity) through the train window—too late. Remember he died of a heart attack, pursuing her. Instead, take the time to prepare and court those lucky breaks. 🗨

Dorrie Turecamo is a freelance writer based in Edina, Minnesota. She has conducted seminars for the University of Minnesota, American Management Association, Pillsbury Company and other organizations.

Package Yourself for Success

by Duane Golyer

As a human being, you are a marketable commodity. Whether you realize it or not, you sell yourself every day. You sell yourself at home, at work, with friends. The buying and selling between humans is a part of life; you cannot escape it, but you can take advantage of it by becoming a top-notch salesperson.

Think about how you sell yourself. You comb your hair to sell a physical appearance; an expensive car sells a perception of financial success; telling jokes sells personality; communication sells one's ideas. You want something in return for this commodity. It isn't always hard cash; it can be praise, respect, love, admiration and so on. It is an emotional buy-and-sell marketplace, a free-enterprise system.

It is in your best interest to make you the best product available. Competition is tough out there and it's going to take a lot of hard work. To help you get the edge on the competition, you need to first make sure you are a quality product. Then analyze the market, look at supply and demand, package yourself appealingly and advertise.

The Quality Product

You must be a quality product! You may be able to get by temporarily by being a below-average product, but not for long. Try to learn everything you can about your particular field. Do the best job you can without falling into a perfectionist trap.

Remember, quality sells. Try to be consistent. People always buy things that perform the same, time after time. They feel safe with them.

Analyze the market to find out what is wanted most. Is it experience, education or technical ability? To do this, talk to people and ask questions. Read different magazines, newspapers and check into government publications concerning job demands.

One thing that's not used enough when deciding on a course of action is your

own judgment. Learn to trust it. There is no such thing as a wrong decision, only different consequences for each decision made. This will help you make up your mind as you analyze.

Always remember you are subject to the laws of supply and demand. There are different supplies and demands for the educated, the skilled and the unskilled, and they change constantly. It is up to you to find a demand and fill it.

Here's an example of a supply and demand situation: Surgeons tend to be more in demand than janitors, because it takes more time and money to become a surgeon. This results in a smaller supply of surgeons which in turn causes higher demand for them. Thus, they cost you and me more.

Not all of us are going to become surgeons or janitors, so let's look at a common trait in all people—attitude. Demand is always high for people with good attitudes. As a supervisor, the first thing I look at in a prospective employee is attitude.

I can train anybody with a good attitude. A person with a poor outlook is hard to train no matter how "intelligent" he or she is. By simply improving how you view things you can create a greater demand for yourself, and the higher the demand, the higher the payoff.

Become New and Improved

Do something to improve yourself. Taking self-help or higher-education courses or making a change in environment are some of the things you can do to improve yourself.

You can be new and improved anywhere, anytime. You can stop smoking or lose weight, or become a better conversationalist, a better listener. The payoff is a feeling of accomplishment, control and pride, which makes for a better self-image. The greater the self-esteem, the better the attitude, and as stated before, a good attitude is always in demand.

The next thing to consider is what kind of packaging you are going to use to help

you sell your product. Packaging can range from how well you dress to how much education you have. What you wear is important. Casual or sloppy dress sends different signals than a suit and tie. It is important to dress appropriately for the situation.

Be Seen

A well put-together package does little good if it is not seen. You must advertise; present it so that it will sell. Since the product you are selling is you, the best advertising is word of mouth. What people say about your abilities can be helpful or damaging. Your performance is always measured.

Another advertising tool is your accomplishments. Write an article and get it published; speak to community groups. Turn in money-saving suggestions for your company. Any worthwhile venture you undertake is good advertising for you.


If you are trying to sell a consumer magazine, the ideal placement for your product is at the checkout stand in a grocery store. People waiting in line are a captive audience. If a magazine has good packaging, they will pick it up and perhaps purchase it.

The point is that you have to be that magazine. You have to be in a place where people can see what you have to offer. If you are looking for a job, visit as many companies as you can. Let them see you and what you have to offer.

Put the odds in your favor by being seen more. Visit companies outside your field of expertise. Learn to meet people and talk to them—this is where public speaking is invaluable.

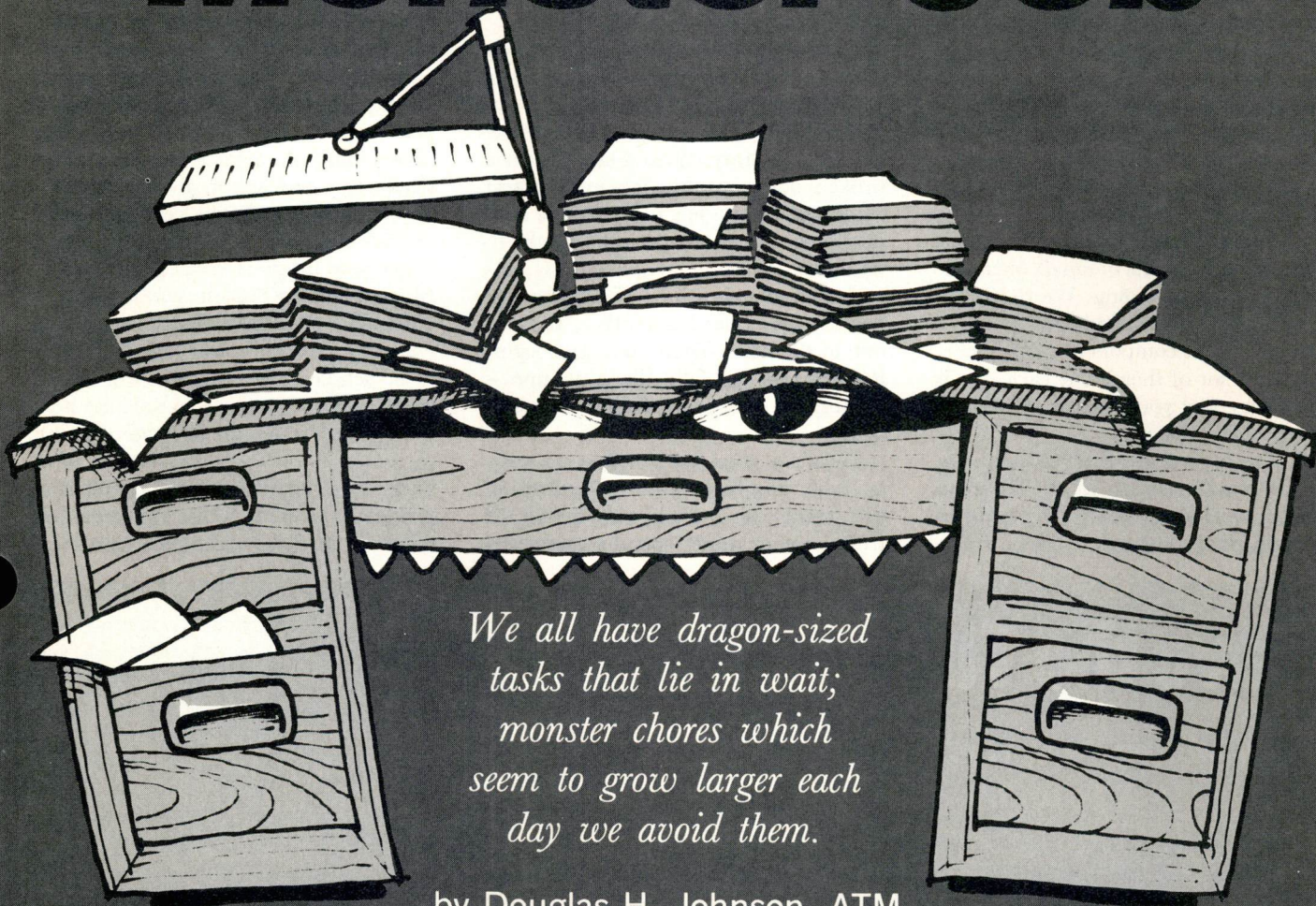
Examine Your Packaging

Sit back and imagine that you are a product sitting on a grocery shelf and ask yourself a few questions. Will you be noticed? Are you needed? How can you help a prospective buyer? Are you consistent and of high quality? How does your educational or technical background compare with that of others? Is your outlook positive?

If your answer to any of the above questions is negative, you need to take the time for self-improvement. It takes sacrifice and a lot of determination, but it's worth it. You will be a product to be proud of and a product in demand. So why not start today? 

Duane Golyer is a former Toastmaster and a Production Line Supervisor for Dresser Industries in Katy, Texas. He conducts management seminars for Dresser, and has written articles for several trade magazines.

Slay the Monster Job



We all have dragon-sized tasks that lie in wait; monster chores which seem to grow larger each day we avoid them.

by Douglas H. Johnson, ATM

It's five o'clock on Friday. You've worked hard and made it through the week, but you don't feel satisfied. Sure, you got a lot of things done during the past five days, but the big job—the important one you *really* wanted to complete—hasn't been touched.

It is a far too common story. From time to time each of us faces a major task, one we know is important but time-consuming. We have trouble getting started. We know we *should* do it, we know we *can* do it, but it's just so hard to begin. The starting spark simply isn't there.

One reason these big jobs get put off is

because they will take a good while, so we delay them until we have a substantial block of time to devote to them. Unfortunately, these blocks of time rarely come, so instead we use little bits of time to do little things and the big tasks don't get started.

This article describes 10 tips for getting the big job done. These ideas have worked for me and for others, and they'll work for you, too.

The Big Job

What is a big job? Let's look at some examples. You might spend 10 or 15 minutes each day looking for misplaced

papers in your office. If you reorganized your filing system, you could save this time, but it would require several hours of work right now to arrange the files. Besides, your boss might think you have nothing better to do than shuffle papers around.

So you put off the filing because it's not urgent and you waste precious moments each day, rather than taking enough time once to get the system going. This example shows one characteristic of big jobs—they can wait.

Another example might be taking a correspondence course in financial planning. That training could pay off later

with a possible promotion to a better job with greater pay, but for now there's no benefit. This example illustrates another feature common to big jobs—the satisfaction comes later.

Tackling a craft project could be another big job. This activity will give you considerable personal satisfaction when you put the finishing touches on your project, but meanwhile your family might think you could be spending your time better. That too is common with big jobs—they're important to you, not to others.

So this is how to recognize a big job. It is important, but not urgent. It pays off later, but not now. And it is important to you, but maybe not to others. How do you tackle the big job?

1. Break it down. A big job is nothing more than a bunch of small ones, the kind we all enjoy doing. We're just reluctant to start a major one. So break it down into its component parts. There may be a lot of them, but each one is fairly easy and you'll make substantial progress in a hurry.

2. Do the first small task. Most often the first small component of a large job will be breaking it down. Write down the individual components, see how they

relate to each other and determine the order in which they should be done.

This step may take only five or 10 minutes, but it will prove invaluable. Don't get locked into your first list, however. Let it rest for a day, and then check it to see if it still seems to be the best approach.

And as you get involved in a job, feel free to reorganize your plan, shuffle the order of tasks, or break them down differently.

3. Use the "swiss cheese" method. This is a technique Alan Lakein discusses in his excellent book, *How to Get Control of Your Time and Your Life* (New American Library, 1973). Once you have broken down the big job into several small tasks, do a few of them and suddenly the big one doesn't look so ominous anymore!

4. Let the dominoes fall! Arrange for each task to lead to another, and that one to the next. Then once you begin, the first task will fall—like a domino—causing the next one to fall, and on and on.

Here's a good way to line up your tasks like dominoes: After you complete each small task and while the activity is fresh on your mind, spend a minute or

two thinking about the next task, what it is, how it should be done and when. Make a brief note of your thoughts.

When you return to the job, you won't have to waste valuable moments wondering what to do—you've already planned it.

5. Reward yourself. Set up a schedule of rewards to accompany the steps of a big job. We all know that people are motivated in part by rewards, so why not use them on yourself?

The rewards should be commensurate with the task; a 15-minute coffee break when you finish a two-hour review or last year's report, for example. Or an afternoon of golf when you complete the first draft of a manuscript. Be sure to take your rewards or they'll lose their effectiveness.

As you progress through the components of your big job, you'll find that crossing each of them off your list as you complete them is rewarding in itself.

6. Schedule backwards. This is a trick I often use when I'm not sure how to approach a big job. Instead of trying to figure out what to do first, I work backwards. Knowing what shape the final product will take, I think about what needs to be done just before that, and

Have the Time of Your Life

by Winnifred Ariel Weir, CTM

Philosophers and scientists have been able to explain space. Time is more elusive to describe. Time is the raw material of your days, your weeks, your years. We all have 24 hours to spend each day. You can't buy yourself a minute more.

You wake up in the morning and presto, you have 16 hours ahead of you; a precious possession no one can take from you. No one has more or less than you have; even genius is not rewarded with extra hours.

Every day contains seven hours of time that you can budget for yourself, presuming that you spend eight hours working and eight sleeping with an hour's leeway for miscellaneous things.

No one can make a time budget for someone else. There is no such thing as an average timetable that each of us can use. We all have different commitments,

different compulsions. And those seven hours are never long enough for what we want to do.

Therefore, to make the most of that precious time, start each day with a plan, a general schedule. Make lists. Begin with your priorities. If you have an 11 a.m. appointment, list it. List the *must-dos*, they are top-drawer. Note the time each task should be completed by.

Next, list the things you *should do* and work them in around the must-dos. Finally, list the things you'd *like to do*, things you might work in if you have the time. They are bottom-drawer tasks, but get them all on paper.

Leave space for any additions and deletions. Then, as you go about your day accomplishing what you can, cross off those completed tasks. At day's end, you'll feel satisfaction in noting your achievements.

At the end of each day, make a list for the next day. Be sure to include what was not completed the day before. Pretty soon, that best-hated job that's been staring you in the face will get done, because you won't be able to bear seeing it on the list any longer.

And to your amazement, you'll find that though you were dreading it, that monster job took only a short time to slay. Listing is a sure cure for procrastination.

Mop Up the Overflow

You say your day is already full to overflowing. Then the overflow is where you start to mop up. Study your routine, organize, delegate but *be realistic*. The best planning and the most admirable list may not work out. A sick child, a bereaved neighbor, an abscessed tooth or a dozen other occurrences may throw you out of gear.

Stay calm. Just change the dates on your list and cope with the emergency. But don't procrastinate. Get back on track as soon as possible.

On the other hand, avoid being a workaholic, no matter how many tasks face you. The old adage about Jack be-

what has to be done to get to that step, and so on until the first step becomes clear.

This tactic often gives me a fresh perspective on a problem, which leads to innovative solutions. I especially recommend this approach when you have a deadline to meet; it will likely determine mini-deadlines or milestones for each of the component steps.

7. Do something every day. With your big job broken down into many little tasks, you can usually do at least one of them each working day, even if you're pressed for time. This effort serves two purposes.

First, it keeps you marching inexorably toward your goal—progress is made every day. Second, it prevents you from putting the project on the back burner to be semi-forgotten. The activity will stay fresh on your mind, so you don't lose track of where you are and don't waste a lot of time getting up to speed on the activity.

A side benefit: It keeps your brain working subconsciously on the project, even while you sleep.

8. If all else fails, try a cold start. Sometimes I just don't know what the steps of a big job are, or how I should

begin. In those situations, I find that it pays just to start—anywhere! I'll muddle around, perhaps for an hour, perhaps for several, making a few stabs at the big job.

More often than not, none of the approaches I take during a cold start is the one I eventually settle on, but the time I've spent is certainly not wasted. By trying various approaches, the dimensions of the big job become clearer to me and I can then proceed rapidly to outline the project and break it down into smaller components.

9. Check your assumptions. Suppose you've tried these tricks, made a little headway, but haven't really gotten into it. Then it's appropriate to take another look at the big job and check to see if it's really as important as you originally thought. Perhaps it seemed vital when you began, but circumstances have changed since and it is no longer critical. Don't hesitate to reconsider.

10. If you don't believe me . . . These tips have worked for me and they'll work for you. But if you want further help, almost any library will have several good books on time management, some of which are also available as inexpensive paperbacks.

ing a dull boy with all work and no play holds true. Friends, books, music, sports, all deserve a fair share of your schedule.

Make time for fun. Let your friends know how much you value them. Make time for enjoying them, but spend less time with those who may be more of a drain on your energies. A tactful mention of your busy schedule is sufficient hint for those who care about you.

Leave time for reading your newspaper, your favorite magazines and books you have been wanting to enjoy. These are an important part of your time allotment. Never be too busy to spend some time reading.

Banish clutter. It can shadow a formidable part of your day. If it's your desk, start a filing system. Get those top-drawer tasks on top of your list and out of the way.

List the others and place them in manila envelopes labeled with the day you plan to get them done. Stack the envelopes in order. Keep to your schedule.

Time-Savers

Tidiness is a time-saver. If you form the habit of replacing what you have used immediately after finishing with it, you'll

suffer less frustration. Wash the dishes as soon as you're done using them, pick up the evening paper before you go to bed.

Tidiness grows on you. Teach your children the habit. You'll be amazed at the minutes you will save each day.

Learn to delegate everyday chores. If you don't you'll be doing a disservice to yourself and those around you.

For example, a mother shouldn't have to clean up after her children once they've reached a certain age. Maybe the beds will have "waves" in them, maybe the clothes will be hung up inside-out. It doesn't matter—at least the habit is being established.

Break big tasks into little ones. Cleaning the kitchen? Tackle one shelf each day. Likewise don't expect to organize, write and practice your speech to perfection all at once. Break this up into several smaller tasks and spread them out over a period of days.

Imagine what you could accomplish before you leave for work if you had a routine. With routine jobs worked into that time slot, you'd have time later in the day to write that important letter, play ball with the kids or polish up the rough spots on your next speech.

Borrow one or buy one and read it. These books will not only give you further ideas about tackling the big job, but they will offer other valuable techniques for using your time effectively.

Some books that I'd recommend, in addition to the one of Lakein's I mentioned earlier, are *How to Organize Your Time and Your Life*, by Robert Moskowitz (Dolphin Books, 1981), *How to Put More Time in Your Life*, by Dru Scott (New American Library, 1980) and *How to Get More Done in Less Time*, by Joseph D. Cooper (Doubleday, 1971). The time you spend reading any of these books will be repaid many times over.

So the next time you face a big job, don't let it deter you. Try these techniques—I'll bet they'll work! Then when Friday afternoon rolls around, you'll go home with a satisfied feeling of having made real progress on an important activity. 🗣️

Douglas H. Johnson, ATM, is Past President of *Pride of the Prairie Toastmasters Club 1073-20* in Jamestown, North Dakota. He supervises statistical analysis and data processing at a federal wildlife research center.

Be flexible in your schedule. Leave time to be interrupted. It's more important to inspect the bird's nest your seven-year-old has found than to leave the sink immaculate. A phone call to a sick or bereaved friend should be a top priority.

If you say, "If I had more time" or "When I have the time," you're just wasting time on wishful thinking. You'll never have more than 24 hours each day. You can't draw on tomorrow, but you can waste today.

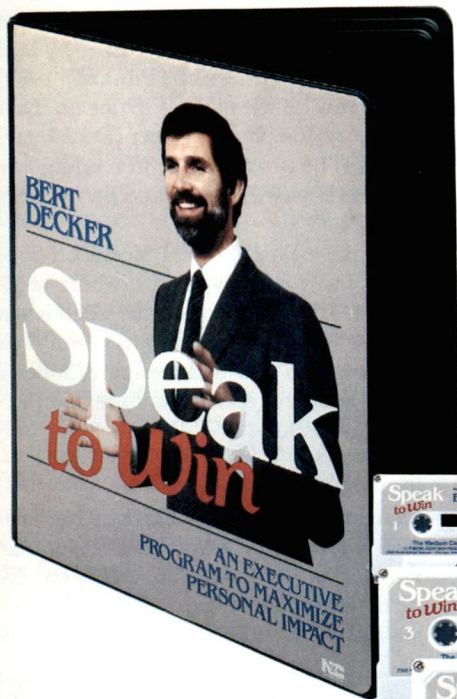
Time is the essence of making the most of your life. Make time your friend, not your enemy. Have the time of your life! 🗣️



Winnifred A. Weir, CTM, a member of *Rocky Mountain Club 4962-21* in Invermere, British Columbia, Canada, has held various club offices and is a past Area 17 Governor. Author of the book, *Tales of the Windermere*, and a freelance journalist, she was editor of the *Lake Windermere Valley Echo* for 19 years.

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TOASTMASTERS 55th ANNUAL CONVENTION

August 26-30, 1986
MGM Grand Hotel
Reno, Nevada

MAIL THIS PART TO: Toastmasters International, P.O. Box 10400, Santa Ana, CA 92711 (This form is not to be used by International Officers, Directors, Past International Presidents or District Governors elected for 1986-87.)

To attend general sessions on Wednesday, Thursday and Friday, a registration badge will be required. Pre-register and order meal-event tickets now! ATTENDANCE AT ALL MEAL EVENTS WILL BE BY TICKET ONLY. Advance registrants will receive a receipt by mail. Tickets can be claimed at the registration desk beginning Tuesday, August 26.

ALL ADVANCE REGISTRATIONS MUST REACH WORLD HEADQUARTERS BY JULY 15.

_____ Member Registrations @ \$35.00	\$ _____
_____ Joint Registration: Husband/Wife (both Toastmasters) @ \$45.00	\$ _____
_____ Spouse/Guest Registrations (each) @ \$10.00	\$ _____
_____ Tickets: Golden Gavel Luncheon (Wednesday, August 27) @ \$18.00	\$ _____
_____ Tickets: Spouses & Guests Luncheon (Thurs., August 28) @ \$14.00	\$ _____
_____ Tickets: DTM Luncheon (Thurs., August 28) (Note DTM# _____) @ \$14.00	\$ _____
_____ Tickets: "Hollywood Stars" Fun Night (Thurs., August 28, Dinner, Show) @ \$28.00	\$ _____
_____ Tickets: President's Dinner Dance (Fri., Aug. 29, Dinner, Dancing, Program) @ \$29.00	\$ _____
_____ Tickets: International Speech Contest Breakfast (Sat., August 30) @ \$13.00	\$ _____
TOTAL	\$ _____

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

(Please Print)

Club No. _____ District _____

NAME _____

SPOUSE/GUEST NAME _____

ADDRESS _____

CITY _____ STATE/PROVINCE _____

COUNTRY _____ ZIP CODE _____

NO. CHILDREN ATTENDING _____ AGES _____

If you are an incoming club or district officer, please indicate office: _____

MAIL THIS PART TO: MGM Grand Hotel, Reno, Attn: Room Reservations, 2500 E. Second St., Reno, Nevada 29595

**TOASTMASTERS INTERNATIONAL 1986 ANNUAL MEETING
AUGUST, 1986**

**★ ★ RESERVATIONS MUST BE ★ ★
RECEIVED BY
JULY 22, 1986**

Q NAME:	MASINT
Please make reservations for _____ persons	RATE
Name(s): _____	Single or Double Occupancy <input type="checkbox"/> \$68.00
Address: _____	Round King-Bedded Room <input type="checkbox"/> \$80.00
City/State: _____ Zip: _____	One-bedroom Suite <input type="checkbox"/> \$138.00 - \$148.00
Telephone # Area Code: (____) _____	Two-bedroom Suite <input type="checkbox"/> \$201.00 - \$221.00
Arrival Date: _____ Arrival Time: _____	
Departure Date: _____	Deposit Amount: *\$ _____

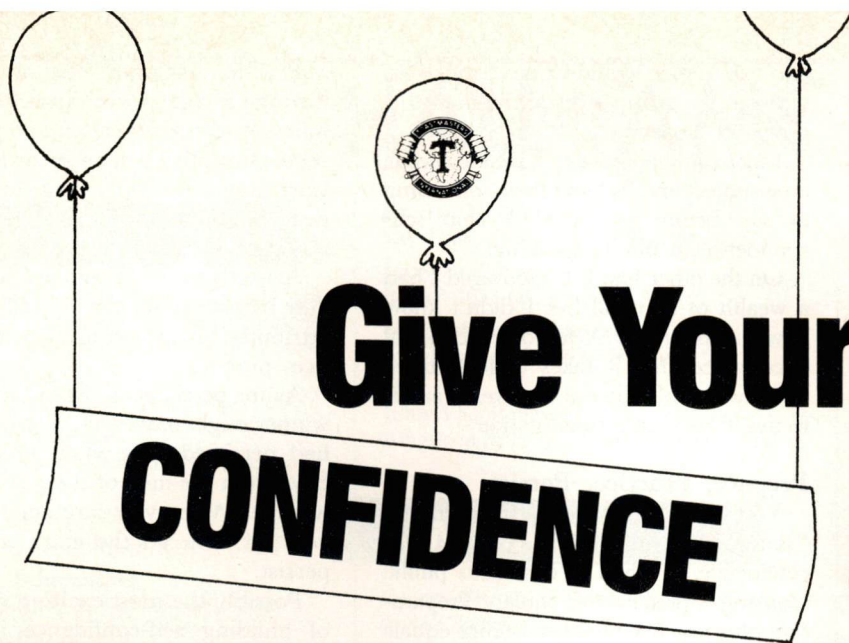
(All rates subject to 7% Washoe County Room Tax)

*One night's deposit is required to guarantee accommodations. Deposit refundable if reservation cancelled 24 hours prior to ARRIVAL. Please return reservation and deposit at least 30 days prior to arrival. CREDIT CARDS NOT ACCEPTED TO GUARANTEE RESERVATIONS.

Reservation requests received after **July 22, 1986** will be confirmed subject to room availability.

NOTE: Checkout time is noon, therefore guest room may not be available until 2 p.m.

Your deposit guarantees your room until midnight on the requested date of arrival. Please telephone changes to our Reservation Department at 800-648-5080. The only form of reservation payment that will be accepted is: check or money orders.



*Self-confidence is the key difference
between people who are successful
and those who aren't.*

by Jacqueline de River-Daniel, DTM

Lack of self-confidence is not uncommon in our society, and it's nothing new. Dr. Ralph Smedley, founder of Toastmasters, witnessed again and again a general sense of inadequacy, especially in public speaking. This was a strong motivating factor behind his founding the organization.

As an educator, Dr. Smedley knew that when you "do the thing you fear, the death of fear is certain." He also knew that the self-confidence acquired through public speaking serves as a foundation for building confidence in other areas of one's life.

W. Timothy Gallwey, author of *The Inner Game of Tennis*, tells us, "Confidence isn't something you hype yourself into. A person going 'I'm the greatest' is really thinking 'I can't,' or he wouldn't be saying that. Confidence is what's left when doubt is removed."

Like Learning to Drive

It's like learning to drive. While you're learning, you're extremely conscious of the steps you must go through. After you've learned, you do it almost without thinking.

I recall saying over and over again to myself, "I am confident." I tried it with emotion, reciting it as one would a fer-

vent prayer. I'd read that when you direct your subconscious with intense emotion and belief, the subconscious eventually accepts what you're feeding it and acts upon it.

Napoleon Hill, Dr. Maxwell Maltz, Norman Vincent Peale and Emile Coue before them, all have advocated using the powers of auto-suggestion. It is well known that we can talk ourselves into or out of almost anything. Why, then, wasn't I confident?

It suddenly dawned on me that when I affirmed "I am confident" or "I am confident that I am confident," I was expressing an incomplete thought. In so doing, I was giving an incomplete command to my subconscious. The subconscious acts upon literal commands; it will not act upon assumptions.

In analyzing my insights and feelings about self-confidence, I observed that there were a number of things I wouldn't feel confident about if I were to attempt them. On the other hand, I was confident about doing a number of things; some I cared about doing very much and some I did out of necessity.

I came to the conclusion that I could not expect myself to be confident in everything. Self-confidence varies—I was

more confident in some areas than I was in others.

Affirmations and Actions

The truth I learned is: If I want to develop confidence in something, not only do I need to affirm it in *specific* terms, I need to *take action* or *act* in order to bring about the results I'm seeking.

In his book, *Psycho-Cybernetics*, Dr. Maxwell Maltz tells us the subconscious mind will not act upon something unless it is in keeping with the self-image. (We actually place a lid on our potential in order to conform to a mental blueprint—the so-called "self-image!")

I re-examined my affirmation. It had to be specific and I had to be true to myself—in keeping with my self-image. At the time I had not yet joined Toastmasters; I had just finished a public speaking class at college and my instructor suggested I look into Toastmasters.

The art of public speaking is a skill; in order to learn a skill you have to experience it. I recalled the advice, "Do the thing and the belief will follow" and "Act as if!" So I joined Toastmasters and then I sat down and wrote a successful affirmation: "I am becoming a confident public speaker!" Eventually I would

say, "I am a confident public speaker!"

My next step was to visualize myself standing in front of a group, delivering a successful speech. My plan was to combine the power of visualization with believable affirmations so that I might gain the courage to carry out my public speaking goals.

I had long ago discovered that wishing does not make it so, nor does prefacing statements with "if only" help change the status quo. Saying to myself, "If only I had more confidence" was tantamount to giving myself an out, an excuse for not taking action.

Like many new Toastmasters, I felt I didn't have anything worthwhile to talk about, so before each scheduled speech I tried to read a new book or intellectual article. I was increasing my storehouse of knowledge, but I was also adding unnecessary tension to an already tense situation.

One of the reasons some people lack self-confidence in front of a group is that they try to complicate the situation; they have too much information to communicate in too short a time. In such cases, public speaking becomes a chore.

Others believe that their knowledge

and experience wouldn't be of much interest to a group—certainly not to a group of Toastmasters.

I maintain you have to have knowledge on a subject and feel you have something to say before you can develop self-confidence in public speaking.

On the other hand, I discovered I had a wealth of material but I didn't know how to present it. A famous individual once stated that it takes at least three hours worth of material to develop an effective five-minute presentation.

Prepare, Practice, Persist

You've probably heard the formula: "Knowledge plus skills equals self-confidence." When it comes to public speaking, I prefer the formula: "Preparation plus practice plus persistence equals self-confidence."

Preparation includes such things as acquiring the knowledge you need so you have something to talk about, organizing the material and keeping it simple so the audience is not confused with too many facts, analyzing your audience before the date of the presentation and always having a goal or objective in mind (speaking with a purpose).

Help Build the Leaders of Tomorrow

Your Toastmasters training has helped you learn to verbalize your ideas so that they are heard, understood and acted upon. Why not share some of your communication expertise with the leaders of tomorrow?

That's what Toastmasters' Youth Leadership Program is all about. It's a way for Toastmasters to prepare today's youngsters for tomorrow's challenges.



By helping them to discover their abilities you encourage them to become participants in society—not daydreamers or delinquents.

An individual Toastmaster who coordinates a Youth Leadership Program not only

recaps the satisfaction that comes from helping others, he or she also earns credit toward Distinguished Toastmaster (DTM) recognition. But there's another reward that's just as important—discovery.

If you would like to share your Toastmasters benefits with tomorrow's leaders and gain a valuable learning experience for yourself, why not start making plans to coordinate a Youth Leadership Program in your community?

All the necessary materials are listed in the current TI Supply Catalog. If you'd like more information about the Toastmasters Youth Leadership Program, contact World Headquarters.

It may be one of the most satisfying things you'll ever do.

Practice includes mental rehearsal through imagery (visualization) in conjunction with affirmation, and physically rehearsing into a tape recorder—or at least saying the words out loud so you hear the sound of your own voice speaking your speech.

Aristotle said, "You learn to play the flute by playing the flute," and Napoleon attributed his success to "Practice, practice, practice!"

As for persistence: Many a potential winner might have won, if only he or she had persisted. It's what separates the boys from the men or the girls from the women. When you care enough about yourself, you go the extra mile—you persist.

Possibly the most exciting side effect of building self-confidence in public speaking is that the confidence gained in this area tends to spill over into other areas of your life. The total personality is positively affected by change in the one behavior.

But it doesn't happen overnight. Each individual develops at his or her own pace. You cannot hurry growth; you can only make room for it and thereby encourage it to take place.

The dictionary defines confidence as "faith in oneself and one's powers without any suggestion of conceit or arrogance." Confidence in the self is the feeling "I am able. I can do it."

The French verb "pouvoir" means "to be able;" our English word "power" comes from this word. Most of us want "to be able." We want to have that power, that sense of knowing "I can handle this situation."

I know of no better way to develop self-confidence and self-esteem than to take advantage of every public speaking opportunity, first at the club level and then at non-Toastmasters groups through club or district speakers bureaus.

A recent experience illustrates my feelings about public speaking and its relationship to self-confidence. A young man gave a speech at our Toastmasters meeting. At the conclusion, the club gave him a standing ovation. As he took the seat next to mine he said, "When you can stand up in front of a group and speak... Man! You can do anything!"

Jacqueline de River-Daniel, DTM, is Past President of Anaheim Toastmasters Club 2-F, and has been the Speakers Bureau Chairman for Founder's District. As a consultant for Encompass, Inc., she facilitates workshops and seminars to help other speakers market themselves.

HALL of FAME

DTMs

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

William J. Doane

Word Masters 165-F, Westminster, CA

Patricia B. Scanlan

Garden Grove Toasters 550-F, Garden Grove, CA

Norman Slonim

Gavel 11-1, Long Beach, CA

George J. Schumacher

Westchester 869-1, Los Angeles, CA

Diana Nickelson

Hermosa 6128-1, Hermosa Beach, CA

George Richard Huls

Southcenter 4072-2, Tukwila, WA

Richard Johnson

Francisco 2369-4, San Jose, CA

Richard Lee Peterson

Marshall 1276-6, Marshall, MN

Joe Dahlin

Happy Talkers 5172-6, Maple Grove, MN

Art Schottman

Lord Effingham 4587-8, Effingham, IL

Russell J. Hill

Berea 2917-10, Berea, OH

L.B. Laudig

Magnavox 2568-11, Fort Wayne, IN

John St. Jermain

Golden Age 5427-17, Great Falls, MT

Eli Mina

Vancouver 59-21, Vancouver, B.C., Can

Brent Stuart

Boeing Achievers 3990-22, Wichita, KS

Elizabeth M. Pasieka

Norwood 284-42, Edmonton, Alta., Can

W. G. "Gary" Fleming

3500 Foot 1319-42, Calgary, Alta., Can

W. J. Shaw

Millwoods Vocabulaires 4383-42, Edmonton, Alta., Can

Darlene M. Fleming

Calgary Centennial 5740-42, Calgary, Alta., Can

Tom Carrillo

Traffic Club of New York 2286-46, New York, NY

Francis H. W. Mau

Hawaiian Telephone 1942-49, Honolulu, HI

Gloria Zeter

Sunrise Speakers 1711-54, Bloomington, IL

Pamela Marie Galwey

Blue Cross 4293-57, Oakland, CA

Madan Mankikar

Yonge-Bloor 1830-60, Toronto, Ont., Can

Donald E. Ver West

Greater Flint 2826-62, Flint, MI

Gordon E. McIlroy

Key Club 4645-64, Winnipeg, Man., Can

Jerry L. Evans

RAAP 3633-66, Radford, VA

Gorrie Arthur Dingwall

API Brisbane 900-69, Brisbane, Qld., Aust

John Van Ravesteijn

Ringwood 3805-73, Ringwood, Vic., Aust

ATM Silver

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

Robert F. Finch

Demosthenes 1282-4, San Francisco, CA

Kelly Weber

Happy Toasters 5222-8, St. Louis, MO

David G. Johnson

Early Risers 3265-16, Bethany, OK

Persia Gran-Freeland

Tacoma 13-32, Tacoma, WA

Gary A. Wilson

Parramatta 2274-70, Parramatta, N.S.W., Aust

ATM Bronze

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

David Bliss

International City 1377-1, Long Beach, CA

Robert P. Dunning

Beach Cities 3921-1, Manhattan Beach, CA

Oliver J. Hazelton

Cochise 3198-3, Sierra Vista, AZ

Robert F. Finch

Demosthenes 1282-4, San Francisco, CA

Kelly Weber

Happy Toasters 5222-8, St. Louis, MO

Neil Gross

New Dawn 4101-16, Lexington, OK

Tommy Goff

Challenger 5301-16, Lexington, OK

David P. Spaeth

Kritikos 1686-18, Fort George G. Meade, MD

Richard E. Blaisdell

Power Masters 3985-22, Overland Park, KS

Phyllis H. Sullivan

Wind Baggers 1535-28, Farmington, MI

Persia Gran-Freeland

Tacoma 13-32, Tacoma, WA

Rebecca Schmidt

Flying High 1712-33, Las Vegas, NV

Claudius H. Moore

West Rowan 2225-37, Cleveland, NC

Mary Louise Korona

How To 1551-44, San Angelo, TX

J. Elaine Crabtree

Trafalgar 4080-60, Oakville, Ont., Can

Vigi S. Gurushanta

Joie de Vivre 5645-60, Toronto, Ont., Can

Gene F. Reyes III

Public Service 3174-68, New Orleans, LA

Graham Buntain

Ginnindera 4289-70, Canberra, A.C.T., Aust

ATMs

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

Earl E. Post

Foothill 116-F, Glendora, CA

Susan O. Segrest

Jacobs Engineering 729-F, Pasadena, CA

Jean M. DeKalb

Positive Communicators 3708-F, Anaheim, CA

Ivan S. Gerson

TM-by-the-Sea 298-1, Santa Monica, CA

David Bliss

International City 1377-1, Long Beach, CA

Barney Mackall

TM & Salesmasters 5002-1, Los Angeles, CA

Harlan M. Brewer

Pro Master 240-2, Seattle, WA

David J. Waldo

Pro Master 240-2, Seattle, WA

Robert Barta

Federal 832-2, Seattle, WA

Alex Von Braun

Sunset 4631-3, Flagstaff, AZ

Virginia M. Trudeau

Vat Cats 5318-3, Tucson, AZ

William A. Broders

San Mateo 191-4, San Mateo, CA

Richard Charles

SRI Organon 1435-4, Menlo Park, CA

Robert E. Fuller

Jet Stream 2624-4, Moffett Field Naval Air Station, CA

Donetta C. Rett

Foster City 4014-4, Foster City, CA

Julia A. Hassett

Zilog-Cution 4848-4, Campbell, CA

Alan Whyte

Heads-Up 5021-4, San Jose, CA

John G. Hernandez

Adelante 5232-4, San Jose, CA

Ramon Galindo-Valdez
Presidencial Fronterizo 772-5, Tijuana, Mex

Gordon H. Pflieger
Scripps Memorial Hospital 905-5, San Diego, CA

J. Elke Ertle
The Hard Hats 1394-5, San Diego, CA

Madeline Volper
Hill Talkers 2372-5, San Diego, CA

Letha Baldwin
CSC Speakeasies 3538-5, San Diego, CA

Judy E. McGinnis
Daybreakers 4155-5, Yuma, AZ

John H. Farber
Sperry Univac 66-6, Roseville, MN

Leonard Louis Garber
Metropolitan 1696-6, St. Paul, MN

Donald C. Dietz
Pine Island 4535-6, Pine Island, MN

Bonnie Lee Johnson
Eagan Communicators 5298-6, Eagan, MN

Len Jennings
Toro Prose 5369-6, Bloomington, MN

Dona-Rose Pappas
Portland 31-7, Portland, OR

Shirley Flenner
Sundial 2586-7, Gresham, OR

Norman Wayne Horine
Waynesville-St. Robert 2842-8, Saint Robert, MO

Susan Marionneaux
Apple Valley 50-9, Union Gap, WA

Gary F. Burnett
Pendleton 154-9, Pendleton, OR

Walteen L. Corson
Atomic City 1760-9, Richland, WA

Joseph Lipiec
BF Goodrich Chemical 58-10, Cleveland, OH

Joseph T. Snyder
Nordonia Gaveliers 912-10, Northfield, OH

Gene Deverick
Community Motivators 1170-11, Indianapolis, IN

Bea Satterthwaite
Community Motivators 1170-11, Indianapolis, IN

W. A. Baxter
Lockheed-Georgia NMA 4060-14, Marietta, GA

Keith L. Patterson
On Center 595-16, Oklahoma City, OK

V. Ted Martin
Keystone 3139-16, Tulsa, OK

Don Wright
New Dawn 4101-16, Lexington, OK

Paula Louise Williams
Phoenix 4281-16, Tulsa, OK

Paul Murphy
Challenger 5301-16, Lexington, OK

Kevin M. Heinrichs
Reddy 5295-19, Sioux City, IA

Brian J. R. Shantz
Prince George 3081-21, Prince George, B.C., Can

Dale D. McCartney
Forbidden 3984-21, Courtenay, B.C., Can

June D. Carver
Norvic 5060-21, Victoria, B.C., Can

Ronald E. Waldhour
Border Toasters 2127-23, El Paso, TX

Frederick Hood Sherman
Deming 3242-23, Deming, NM

Debra M. Pazos
Electric Toasters 4198-23, El Paso, TX

Lance D. Ray
Cornhuskers 955-24, Omaha, NE

Jerome E. Gilg
North Platte 2739-24, North Platte, NE

Russell Barelmann
Holt County 3586-24, O'Neill, NE

Lynn E. Woods
Lonestar 1286-25, Fort Hood, TX

Darrell J. Graham
Richardson Noon 2146-25, Richardson, TX

Louis Covington
Greater Bossier 2251-25, Bossier City, LA

Joe F. Riseden
Daybreakers 2899-25, Dallas, TX

Iva Delle Hamilton
Pecan Valley 3082-25, Brownwood, TX

Paul R. Shotts
Northern Marin 166-57, Novato, CA

Frederic Hibler
Humboldt 3464-57, Eureka, CA

Kermit Clark
Global Communicators 5660-57, Pleasanton, CA

Gordon G. Legat
Belleville 1617-60, Belleville, Ont., Can

Michael Glynne
Trillium 3419-60, Mississauga, Ont., Can

Wim Jansen
Limestone City 3045-61, Kingston, Ont., Can

Lee Strodtman
Lear Siegler 2536-62, Grand Rapids, MI

Ike White
Unity 5321-62, Grand Rapids, MI

Marjorie E. Brown
Sunshiners 483-64, Winnipeg, Man., Can

Jan Whiteman
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Spencer Adrian Lever
Bankstown Sports 1519-70, Bankstown, N.S.W., Aust

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Sea Eagles 2951-70, Sydney, N.S.W., Aust

Nancy Gray
Quirindi 4531-70, Quirindi, N.S.W., Aust

Stephen Frank Halden
Swindon 5161-71, Swindon, Wiltshire, Eng

Donald William Kennedy
Invercargill 3071-72, Invercargill, NZ

Leonard Urdang
Country Club 2636-74, Johannesburg, RSA

New Clubs

6199-4 IRSpeakers
San Jose, CA—2nd & 4th Tues., 11:45 a.m., Internal Revenue Service, One N. First St., 4th floor (291-7206).

6210-8 Creative Communicators
Hazelwood, MO—1st & 3rd Thurs., 5:15 p.m., Wetterau Inc., 8920 Pershall Rd. (595-4084).

6183-9 Tri-Cities Singles
Kennewick, WA—Thurs., 6:30 p.m., Chapter 11 Restaurant, 3311 W. Clearwater Ave. (783-7200).

6176-11 LaPorte County
LaPorte, IN—1st & 3rd Mon., 7:00 p.m., St. Paul's United Church of Christ, 1101 Lincolnway (362-3213).

6208-11 Blue Masters
Louisville, KY—2nd & 4th Wed., 7:30 a.m., Blue Cross & Blue Shield of Kentucky, 9901 Linn Station Rd. (423-2365).

6207-15 Hub of the West
Ogden, UT—1st & 3rd Tues., 11:30 a.m., Defense Depot Ogden, 500 W. 12th St. (399-7326).

4484-20 Thundering Heard
Fargo, ND—Thurs., 7:00 p.m., North Dakota State University (237-7284).

6184-20 MC's
Fargo, ND—Mon., noon, St. Luke's Hospitals-Carufels, 5th St., N., at Mills Ave. (280-5867).

6185-22 Telecommunicators
Kansas City, MO—2nd & 4th Wed., 12:05 p.m., AT&T Communications, 6501 E. Commerce (242-3980).

6197-22 Sedalia
Sedalia, MO—2nd & 4th Thurs., 6:30 p.m., Shoney's Restaurant, Broadway & State Fair Blvd. (826-4638).

6182-25 Singularly Speaking
Fort Worth, TX—Wed., 7:00 p.m., Bill Martin's Seafood Restaurant, 251 University Dr. (335-6134).

6191-25 Afterburners
Fort Worth, TX—alternate Fris., 12:05

p.m., General Dynamics, Conference Room E-36 (923-0846).

6212-25 Rocketeers

McGregor, TX—Tues., 6:45 a.m., Hercules, Inc., 1011 Johnson Dr. (840-2811).

6194-29 Realtors and Affiliates

Panama City, FL—2nd & 4th Tues., 8:00 a.m., Board of Realtors Bldg., 425 Oak St. (871-3704).

6211-31 Iron Workers

Allston, MA—Mon., 7:30 p.m., Iron Workers Union Hall, Travis St. (254-7542).

6192-35 Marine Bank

Milwaukee, WI—2nd & 4th Tues., 7:30 a.m., The Marine Corp., 111 E. Wisconsin Ave., 4th floor (765-2420).

6204-35 Snap-On Tools Corporation

Kenosha, WI—Tues., noon, Snap-On Tools Corp., 2801 80th St. (656-5360).

6196-36 Toastbusters

Alexandria, VA—2nd & 4th Wed., Perpetual American Bank, 2034 Eisenhower Ave. (838-6000).

4466-38 Wyoming Valley

Wilkes-Barre, PA—Thurs., 6:30 p.m., Boscov's, Public Square (735-4808).

6205-45 Rutland Area

Rutland, VT—2nd & 4th Tues., 6:00 p.m., Rutland Recreation Center, Washington St. (775-1337).

6193-47 Maitland

Maitland, FL—Thurs., 7:30 p.m., Sheraton-Maitland, I-4 & Maitland Blvd. (339-0133).

6206-48 Intergraph

Huntsville, AL—Wed., 11:30 a.m., Intergraph Corp., One Madison Industrial Park (772-2000).

6178-52 Title Waves

Burbank, CA—Wed., alternate 6:00 p.m., 7:00 a.m., World Title Co., 7530 N. Glenoaks Blvd. (506-8118).

6179-52 Superior Court

Los Angeles, CA—Wed., noon, Superior Court/County Clerk, 111 N. Hill St., Room 254 (974-5431).

6202-57 M.L.R.

Santa Rosa, CA—Mon., 7:30 p.m., Merrill Lynch Realty, 2455 Bennett Valley Rd., Ste. 216C.

6203-58 Two Notch

Columbia, SC—Fri., 7:00 a.m., Lizards Thicket, 7620 Two Notch Rd. (736-1264).

6195-61 Universite Laval

Sainte Foy, Que., Can—Thurs., 7:00 p.m., Salon des Professeurs, Pavillon Pollack (656-2765).

6180-62 West Michigan Advanced

Grand Rapids, MI—various times, Behler

Young Co., 4900 Clyde Park, S.W., (531-3400).

6186-62 CCS

Spring Lake, MI—Tues., 6:30 p.m., Shaker Good Room Restaurant, 406 W. Savage (846-1204).

6187-62 Brunch-Lunch

Grand Rapids, MI—Thurs., 11:30 a.m., Cascade Sizzler, 6240 28th St., S.E. (957-7911).

6188-62 Saturday Sunrise

Flint, MI—2nd & 4th Sat., 8:00 a.m., Walli's East Restaurant, G-1341 S. Center Rd. (234-6114).

6181-66 Speak Up

Norfolk, VA—1st & 3rd Mon., 7:00 p.m., Western Sizzlin' Restaurant, E. Little Creek Rd. at Shore Dr. (622-4428).

4481-68 Cajun

Lafayette, LA—1st & 3rd Wed., 7:30 p.m., Alesi Pizza House, 4110 Johnson St. (837-2842).

4213-70 Ingleburn

Ingleburn, N.S.W., Aust—2nd & 4th Mon., 7:30 p.m., Ingleburn RSL Club, Chester Rd. (603-33-36).

6198-74 St. Martin's

Port Elizabeth, RSA—2nd & 4th Mon., 7:00 p.m., St. Martin's Church Hall, Great West Way, Kabega Park (302307).

6091-75P Angeles City Executive

Angeles City, Phil—2nd & 4th Sat., 7:00 p.m., City Lunch Restaurant, Peking House, Balibago.

446-U Arena Y Mar

Veracruz, Veracruz, Mex—Wed., 8:00 p.m., Eject. Vitas Y Mercadt. de Veracruz, Francisco Canal No. 327, Esq. 16 Sept. (31-06-85).

4961-U UNOCAL

The Hague, The Netherlands—Thurs., noon, Unocal Netherlands, Inc., Scheveningseweg 56A (520591).

6200-U Okinawa

Okinawa, Japan—1st & 3rd Sat., 9:00 a.m., Schilling Recreation Center/NCO Club, Kadena Air Base (633-6154).

6201-U Polaris Single

Anchorage, AK—Tues., 7:00 p.m., NCO Club, Elmendorf Air Force Base (345-1473).

6209-U Feminil de Veracruz

Veracruz, Veracruz, Mex—Mon., 8:00 p.m., Ejecutivos de Vitas Y Mercadot. de Veracruz, Francisco Canal No. 327, Esq. 16 de Sep. (31-31-10).

Anniversaries

50 Years

Lake City 748-2, Seattle, WA

40 Years

Toastmasters Executive 412-1, Los Angeles, CA
Thunderbird 396-21, Victoria, B.C., Can

35 Years

Cornhuskers 955-24, Omaha, NE
Ambassador 936-28, Windsor, Ont., Can

30 Years

Bayfair 207-57, San Leandro, CA

25 Years

Capitol 2309-23, Santa Fe, NM
Daybreakers 3325-39, Redding, CA
A-OK 1359-43, Memphis, TN

20 Years

Yawn Patrol 3436-F, Fullerton, CA
City of Gold 2067-17, Helena, MT
Athens/Limestone 314-48, Athens, AL
City of Liverpool 2130-70, Liverpool, N.S.W., Aust
Cambridge 1115-72, Cambridge, NZ
SAIM 658-74, Johannesburg, RSA

15 Years

Sun City 1643-3, Sun City, AZ
Club TM de Ensenada 177-5, Ensenada, Mex
Greenville 1238-40, Greenville, OH
Rapid Toastmasters 2350-41, Rapid City, SD
West-Conn 599-53, Danbury, CT
Yarra Valley, 26-73, Croydon, Vic., Aust

10 Years

County Line 225-13, Murraysville, PA
Sun Risers 1147-19, Fort Dodge, IA
Sunrise Speakers 1711-54, Bloomington, IL
Broadway Speakers Forum 2150-64, Winnipeg, Man., Can
Houma 2327-68, Houma, LA
Bayside 163-73, Brighton, Vic., Aust
Precis 3108-74, Pretoria, RSA

IMPORTANT!

The date printed in previous issues of *The Toastmaster* for the 1987 International Convention was incorrect. The correct date is **August 11-15, 1987**. The location, Hyatt Regency in Chicago, Illinois, remains the same.

1986 INTERNATIONAL CONVENTION

MGM GRAND HOTEL
AUG. 26-30
Reno, Nevada

1987 INTERNATIONAL CONVENTION

HYATT REGENCY
AUG. 11-15
Chicago, Illinois

What Every Club Needs

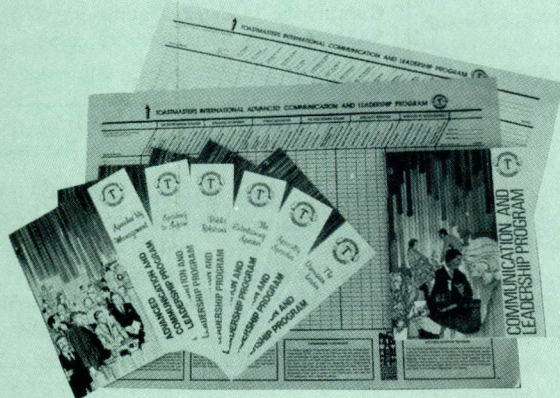
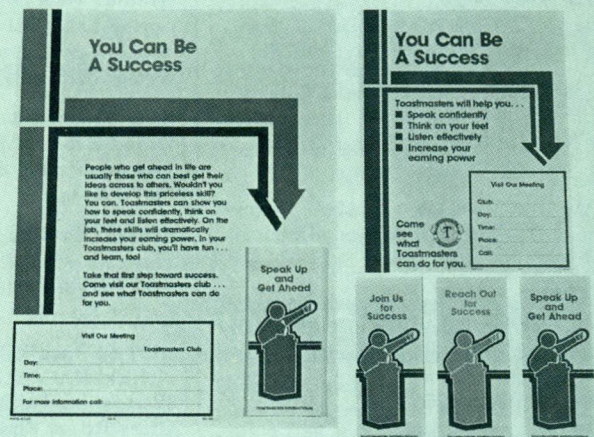
Basic tools for managing your club and meeting member needs.

367-368. TI Posters. Eye-catching works of art will help you get your message across quickly and eloquently. Two sizes available. The smallest (367) is 11" x 14". The color scheme is navy blue and white and there's space for your club's name, meeting time and place and phone number. Set of 10: \$2.00. The large red, white and blue poster (368) is 22" x 17" and comes with a plastic stick-on brochure holder. Set of three: \$4.00.

99-101. Promotional Brochures. Toastmasters has completely revised its promotional brochures. The new brochures include *Reach Out for Success* (99), which tells prospective members what Toast-

masters is all about; *Join Us For Success* (100), which includes statements from prominent persons who have been helped by Toastmasters; and *Speak Up and Get Ahead* (101), which is tailor-made for company clubs that want to promote their programs within their organizations. Clubs may request up to 15 at no charge. Additional copies are 4 cents each. Contact World Headquarters' order department for details on quantity prices for orders of 1000 or more.

1159. Membership Growth Manual. A wealth of ideas plus promotions for attracting and keeping members. \$1.50 each.



1555. Communication and Leadership Library Set. Every club should have basic C&L manuals on hand for new members. Set of four is \$13.00.

If members have already completed the Advanced C&L Manual, help them continue to grow by urging them to go through the six new advanced manuals:

- 226-A. The Entertaining Speaker
- 226-B. Speaking to Inform
- 226-C. Public Relations
- 226-D. The Conference Speaker

(The Discussion Leader)

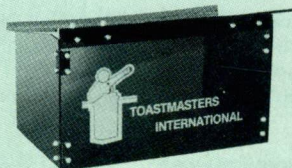
- 226-E. Specialty Speeches
 - 226-F. Speeches by Management
 - 226-G. Professional Speaker
 - 226-H. Technical Presentations
 - 226-I. Professional Salesperson
- \$2.00 each.

227-D. Progress Chart Kit. Keep track of members' progress with the Member Program Progress Wall Chart and file copy for the Basic C&L program (227, 227-B) and same for Advanced program (227-A, 227-C). \$4.00.

Lectern and Gavel

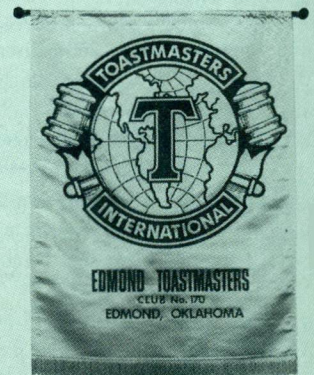
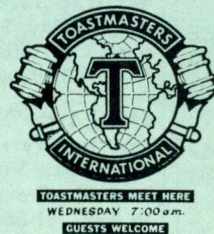
• 371. Portable Lectern. Foldable blue lucite with self-contained handle, TI seal. \$49.50.

• 375. Gavel. Handsome wood finish. Perfect for club meetings and conferences. \$6.50.



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

FOR BETTER LISTENING—THINKING—SPEAKING

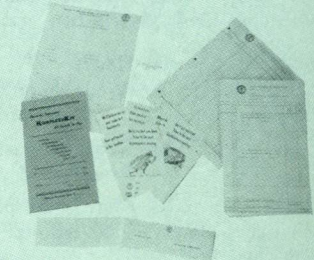


234. Club Banner. Gold satin banner 3' x 4' with blue Toastmasters emblem. Specify club name, number, city and state. \$50.00.

Attendance and Dues Records.

To help your club with its administration and records, TI provides a collection of materials. Simplify the job by ordering:

- 37. Dues Receipt Pad. \$1.00.
- 83. Simplified Club Financial Record. A set of 12 copies of Cash Receipts and Disbursements Journal and six copies of membership Roster and Record of Dues Paid. \$3.00.
- 356. Completekit for the Secretary or Treasurer. Handy portfolio of club record forms for an entire year. \$1.75.
- 912. Meeting Reminder Cards. Five copies each of eight different postcards to remind members to attend meetings. \$2.00.



• 1503. Record of Regular Meetings. A system for keeping accurate minutes. 40 sheets at 80 cents.

Regularly review your supply catalog for more ideas, particularly club awards and trophies. Also, add 20% postage and handling for all items unless otherwise indicated in the catalog. Include club and district number on all orders; California residents add 6% sales tax. Send to Toastmasters International, P.O. Box 10400, Santa Ana, CA 92711.