

June 1976

toastmaster

us score and seven...
 the forth, upon this continent, a new nation, con-
 ed in liberty, and dedicated to the proposition
 that all men are created equal.
 Now we are engaged in a great civil war, test-
 ing whether this nation or any nation, so conceived
 and so dedicated, can long endure. We are met
 here on a great battlefield of that war. We are
 gathered here to dedicate a portion of it as the final rest-
 ing place of those who here gave their lives that
 that nation might live. It is altogether fitting and
 proper that we should do this.



The Lincoln Legend

But in a...
 we can not... we can not hallow...
 ground, the Cross... and... who...
 have...
 have consecrated it far above our...

LETTERS TO THE EDITOR



Speaking Organically . . .

I appreciate Len Elliott's thoughtful letter in the April issue of THE TOASTMASTER about references to human and animal wastes in speech contests.

I could not agree more that material in poor taste should be downgraded. However, I feel just as strongly that taste in speeches is in the response of the listener. The individual judge, using his personal concept of taste (which is an outgrowth of all his life experiences) must make the decision. As in other aspects of speech judging, there will rarely be unanimous agreement. There is no stop watch of good taste to automatically disqualify a contestant.

Rigid rules to ban any particular subject, without regard to method of handling, would give Toastmasters an effete rather than a rigorous image. As a civil engineer, I would reject the assertion that the work of my professional brothers in the sanitary and agricultural engineering fields can never be mentioned in polite society. Such a dictum would set the cause of organic gardening back a hundred years!

Harry K. Wolfe, ATM
Seattle, Washington

Right On!

Bravo to International President George C. Scott! In his February "President's Message," he has compacted (in less than 600 words) the tragic traumas which underlie the futile lives of millions of us.

President Scott's galvanizing message should be permanently accessible to

every Toastmaster. I was personally impelled to have this particular message "perma-plaqued." It now hangs in a prominent place on my office wall.

In addition, I have taken the liberty of making multiple copies for distribution to every warm-bodied, potential leader who happens to cross my path.

Each day, while coming into my office, I glance at this message and its forceful truth that is continually renewed.

Right on, Mr. President!

Charles R. Mumphrey, ATM
Shreveport, Louisiana

One of the Best!

I have just received my copy of the March issue of THE TOASTMASTER and have read it cover to cover.

In my opinion, this is one of the best issues to date—the choice of articles was excellent, and the content of each contained references of considerable value in public speaking.

Congratulations on this fine issue. I have ordered extra copies for personal distribution!

Hubert E. Dobson, DTM
Third Vice-President
South Charleston, West Virginia

A Question of Size

The smallest hard-cover book on speech I have read is *Impromptu* by Greville Kleiser, published in 1910. Between the covers of this book, I found much food for thought and consideration on impromptu speaking.

In the closing words of one of Kleiser's one-minute speeches, entitled "The Value of the Public Speaking Club to the

Businessman," he wrote: "Success is not measured by the size of a man's hand . . . it is the practical development of the mind; it is the awakening of the creative powers of thought, the birth of new ideas; it is training men how to put these ideas into concrete form, how to present and express them in such words and with such power that they shall carry conviction to the hearts of their fellow men."

Kleiser's book is a small one, though packed with one idea after another. The March "Special Public Speaking Issue" of THE TOASTMASTER is considered a small magazine. And, not unlike Kleiser's book, between the covers of this special issue is found a myriad of stimulating and thought-provoking materials for consideration.

For our organization, this special issue is a publication milestone. Hundreds, not thousands of Toastmasters around the world, will benefit from this issue for months—gleaning expressive thoughts, and ideas for the development of their own individualistic speaking and thinking techniques, as well as material for subsequent speeches.

It's amazing how much substantial material on public speaking has been presented in so few pages. Paraphrasing Kleiser (by the way, a contemporary, Dr. Ralph C. Smedley), it could be said that the size of a magazine does not measure its success, quality, and worth but more essentially, its true worth measured by the thoughts, ideas, and convictions expressed therein. What more needs to be said about the March "special issue" of THE TOASTMASTER?

Michael L. Wardinski,
Alexandria, Virginia

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

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

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

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



Dr. Ralph C. Smedley
Founder, 1878-1965

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When the name of Abraham Lincoln is mentioned, many things come to mind. But as exalted as is the place of Lincoln in the minds of millions, few think of him as a great orator. But he was . . . and his Gettysburg Address and Second Inaugural are recorded as two of history's finest speeches.

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The Changing of the Guard

by George C. Scott, DTM
International President



One of the most interesting sights of London, England, is the changing of the guard at Buckingham Palace. About 25 years ago I had the opportunity to witness this most impressive ceremony.

The guards stand majestically at their posts, periodically marching back and forth. During each man's appointed time to stand guard, he remains silent to all who would talk with him. He faithfully performs his duty while being subject to taunts, smiles, and stares. Then at the appointed time, the squad of guards who are to take over the next tour of duty come smartly marching up to the post. The changing of the guard takes place amid drum rolls and shouting of commands. Then quicker than expected, the changing of the guard has taken place and the old guard is marching sharply down the street away from the post. The crowd witnessing the scene applauds and gradually goes back about their regular business.

It is not a scene which is soon forgotten. Even now, 25 years later I can bring to mind the excitement and pageantry of the occasion.

For Toastmasters, the end of June is a time when we experience the changing of the guard for the districts. New district officers have been elected at spring conferences who take office officially July 1 of each year.

This change usually takes place amid some pageantry, and always some speeches, and most assuredly a great deal of applause and thanks from the district membership for the work and effort expended by the outgoing officers. But just as assuredly, there is a fresh squad ready to step in and stand guard over the district.

Thank goodness for this willing group of members who accept the challenge of leadership each year. Where would the organization be without you? It is you who help train the club officers so they gain leadership experience within the club. It is you who train area officers so they realize the importance of working closely with the clubs to assure their success. It is you who must stand up to taunts, smiles, stares, and evaluation of the members as to how successful the district is functioning. Above all, it is you who must keep this one Toastmasters "truth" constantly in the forefront of all that is done . . . and this is that everything done must be for the ultimate benefit of the member.

It is the needs of the club member that must be met and fulfilled. It takes constant "guarding" of this axiom by the district officers to insure that each member is receiving what they want from Toastmasters.

One of the needs of members is that of learning leadership. Holding an office provides the opportunity to gain this experience. Leadership training usually starts at the club level. As additional opportunities present themselves, the member may gain further leadership experience by holding other offices within the district structure.

These people who hold offices within the club and district have accepted the responsibility of leadership. They have decided to take the most of the opportunity offered them to fully develop their leadership skills by acting as a leader of your club or district. More than that, they have accepted the position of leadership because they care about the things that Toastmasters stands for—they care about people like you.

Effective leadership is something that cannot be accomplished alone. A good leader, whether in business, the government, or a Toastmasters club, depends heavily on the thoughts and reactions of his "advisors." Without their help, encouragement, and support, the leader becomes unproductive and useless. Without the support of his needs, the leader, and all he stands for, will inevitably fall. Let that happen to our club, area, district, or International organization.

It is vitally important that we all give our full support to our officers if we expect to get anything out of the Toastmasters program. How can we do that? We can let them know what our needs are and then help them prepare adequate programming to meet those needs. We can offer them whatever time and resources we have available to make their job as easy—and productive—as possible. We can be there when they need us for moral, or physical, or spiritual support. In short, we can help them help us.

The changing of the guard has once again taken place within our districts. As we watch the outgoing officers march away from their posts, join me in applauding them loud and long, while at the same time promising our help and support to the incoming officers.

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Abraham Lincoln- A Study in American Oratory

Although not generally recognized, Abraham Lincoln was truly a master of the spoken word. What he said—and how he said it—will surely live for centuries. In the following three articles, we'll take a look at Lincoln, the orator, and one of his most famous speeches . . . The Gettysburg Address.

Exalted as is the place of Abraham Lincoln in the minds of millions, not many think of him as an orator. This may be because what he did so greatly transcends what he said. Multitudes think of him as a successful lawyer, an able debater, a wise statesman, the author of the impressive Gettysburg speech and the sublime "second inaugural," but they do not instinctively think of Lincoln as silver-tongued. Yet every student of his life will agree with William E. Barton, one of his best biographers, who says, "Had Abraham Lincoln been everything else that he was and lacked his oratorical powers, he would never have been President of the United States."

The Lincoln Legend

Lincoln was the antithesis of Edward Everett, whose grace was equaled only by his fluency and charm; he had none of Daniel Webster's solemn magnificence; he suffers when compared with the magnetic and imperious Henry Clay; he possessed little of the epigrammatic brilliance and none of the patrician presence of Wendell Phillips, or the gorgeous rhetoric of Robert Ingersoll; nor was there in him a trace of the versatility and grand sweep of Henry Ward Beecher's eloquent periods. Nevertheless for his clarity of statement, powerful logic, quaint illustration, together with his occasional eloquence of a poetic and prophetic quality, this plain, awkward man

of the prairies is numbered with those who spoke with the tongues of angels.

As a boy and young man, Lincoln was ambitious to excel in public speaking. To further this ambition, he made it a point to hear every preacher, lawyer, and lecturer who came his way. Not only so, but often he walked or rode horseback many miles to listen to men who had a national reputation as masters of assemblies.

Lincoln's first speech of which we have any record was an announcement at a political gathering of his candidacy for the legislature of Illinois. Picture the scene: A political meeting on the prairies of his adopted state, a crowd of farmers and villagers straggling about a crude platform. The time: Early in the year 1832. On the platform stands a tall backwoods youth of 23, clad in nondescript garments which ill-fitted him, shy, awkward, earnest. He smiles broadly, acknowledges the handclapping, lifts up a long arm and says:

I presume you all know who I am. I am humble Abraham Lincoln. I have been solicited by many friends to become a candidate for the legislature. My politics are short and sweet like the old woman's dance. I am in favor of a national bank. I am in favor of the internal improvement system, and a high protective tariff. These are my sentiments and political principles. If elected I shall be thankful. If not it will be all the same.

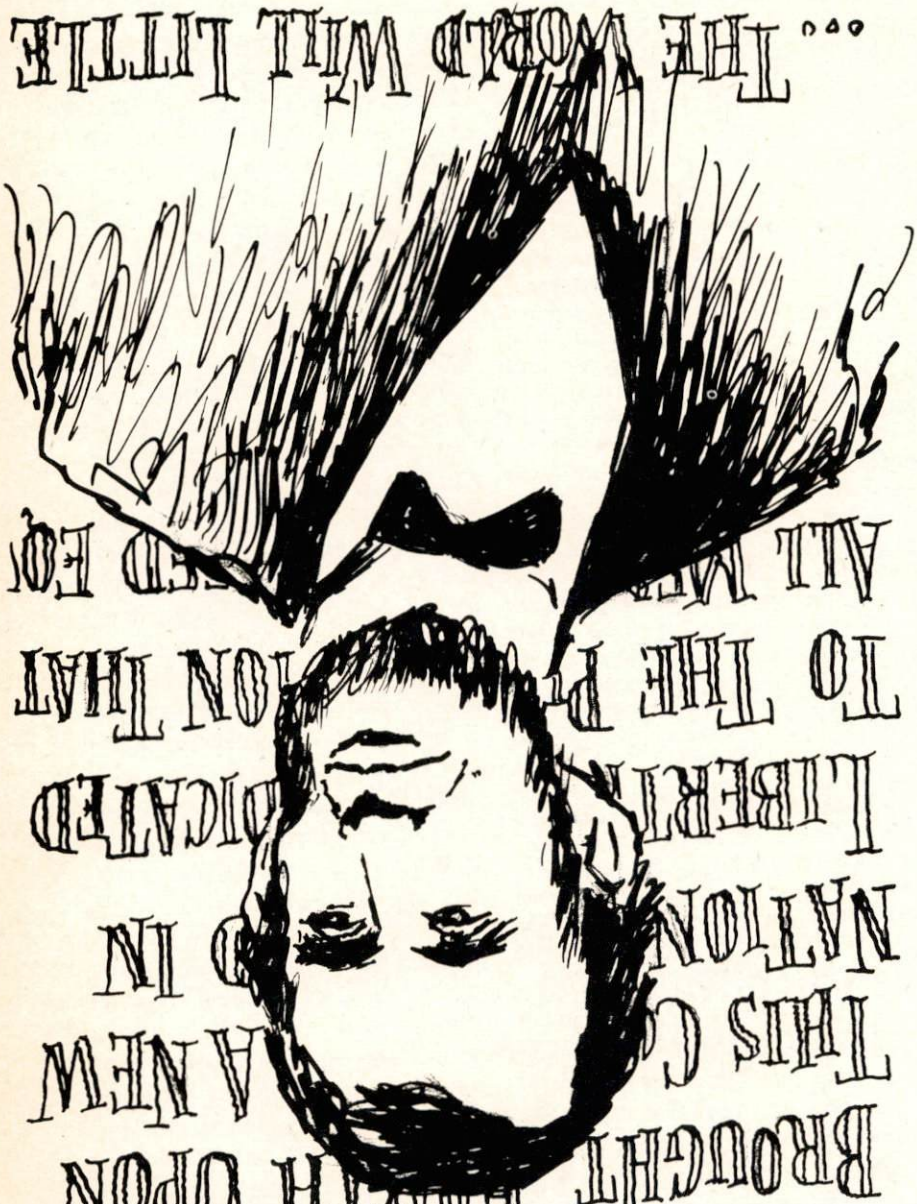
Now this is a good speech, remarkably brief, clear, quaint, and informative.

Actually it is a summary of a circular that this young politician had made up and distributed among the voters. He was defeated, but polled a respectable vote and increased the number of his friends and acquaintances.

Writing of Lincoln's oratorical development, Barton says: "In Lincoln's earlier stump speeches, he is described as indulging in the familiar oratorical tricks of the time and region. He gesticulated with wide-reaching gestures. He stooped low, and rose to his full height, raising his voice as he ascended and sometimes accentuating his statements by standing on tiptoe. All this is to be charged up to experience in the career of Lincoln as an orator. He outgrew these tricks. He stood calmly in his place and if he moved, he moved with his thoughts, and the movement was natural and not ungraceful. He gesticulated little and that little, being unstudied, was effective. His whole progress was toward simplicity and effectiveness. His was a very honest type of oratory, and it bore weight with his hearers."

Lincoln used some words and phrases in his speeches and correspondence that had a homespun flavor. These, for example: "gone to pot," "sugar-coated," "cat's paw," "scour" as a synonym for "wear," "swap horses while crossing the river." His pronunciation of certain words was eccentric. He pronounced

FOURSCORE AND SEVEN
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 TO THE PEOPLE THAT
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 EQUAL IN
 DIGNITY AND RIGHTS
 ...THE WORLD WILL
 REMEMBER
 NOTE NOR LONG
 WHAT WE SAY HERE...



by
 Edgar Dewitt
 Jones

...America, "Amerikay"; one as if it were
 called "own"; idea he pronounced in
 two syllables with accent on the first.
 when he arose to speak in Cooper Union,
 addressed cultured Mr. Bryant, the
 presiding officer, as "Mr. Cheerman."
 and he pronounced the word to as if it
 were spelled "toe." Most of these odd-
 ous of speech were characteristic of the
 region in which he lived.
 During the years between 1848 and
 1858, Lincoln grew in mind and in ora-
 torical effectiveness. In these ten years,
 he devoted himself to his law practice
 and made a name among the legal lights
 on the old eighth Illinois judicial district.
 His reputation grew steadily; he read
 Shakespeare, studied Euclid, devoured
 eagerly the contents of countless news-
 papers, worked hard on his cases, and by
 his quaint and salty stories convulsed
 many a roomful of companions. He
 thought he was through with politics,
 but mighty issues emerged and stirred
 his soul. In 1858, he accepted the Re-
 publican nomination against Stephen A.
 Douglas for the United States Senate.
 Two years before Lincoln had returned
 to the hustings, and his speeches at
 Bloomington, Galena, and other Illinois
 towns revealed an orator who had simpli-
 fied his style, making it more direct; who
 still indulged his sense of humor, but had
 abandoned sarcasm for something better.
 The Lincoln-Douglas debates made

"the Railsplitter" a national figure and a presidential possibility. As debates, these seven speeches are of inestimable historic value, but they are not orations. The give and take of the controversial platform is excellent for repartee, clever asides, and good stories, but it is not conducive to finished paragraphs or well rounded periods. Even so, this famed debate shows a Lincoln whose speaking ability has grown perceptibly, and if his speeches lack something of Douglas' more Websterian style, they gain through lucidity and the cross-examination method in which Lincoln excelled. To this day, the Lincoln-Douglas debates make interesting reading, and they certainly measurably prepared the lank Illinois lawyer for the heavy speaking responsibilities that were soon to be his.

Walter B. Stevens, who reported the Lincoln-Douglas debate for his paper, wrote of Lincoln's style of speech in that contest of giants: "His voice was clear, almost shrill. Every syllable was distinct. But his delivery was puzzling to stenographers. He would speak several words with great rapidity, come to the word or phrase he wished to emphasize, and let his voice linger and bear hard on that, and then he would rush to the end of his sentence like lightning. To impress the idea on the mind of his hearers was his aim; not to charm the ear with smooth, flowing words. It was very easy to understand Lincoln. He spoke with great clearness. But his delivery was very irregular. He would devote as much time to the word or two which he wished to emphasize as he did to half a dozen less important words following it."

Gettysburg

In the popular view, Lincoln's speech at Gettysburg, November 19, 1863, is the high-water mark of his oratory. That speech was probably the briefest formal utterance to win immortal renown in the history of oratory. But the speech itself cannot be dissociated from the circumstances of its delivery, the emotions of the people at the time, and the personality of the speaker. Lincoln was not the orator of the day. Edward Everett was, and his fame filled the nation. He made the most painstaking preparation, visiting the battlefield weeks before the

event, studying every detail of the three days' battle from the official documents. He spoke one hour and fifty-seven minutes without reference to so much as a single note. He was faultlessly attired, noble of presence, graceful in gestures, his voice was of cultured accent, his diction flawless. Everett's speech made a profound impression and stirred his hearers to prolonged applause. The grand oration of the day was over. The President of the United States slowly arose and advanced to the front of the platform. He held a manuscript in his hand, adjusted his spectacles and read, though not slavishly, what he had written for the occasion.

Four score and seven years ago our fathers brought forth on this continent a new nation, conceived in liberty, and dedicated to the proposition that all men are created equal. Now we are engaged in a great civil war, testing whether that nation, or any nation so conceived and so dedicated, can long endure. We are met on a great battlefield of that war. We have come to dedicate a portion of that field, as a final resting place for those who here gave their lives that that nation might live. It is altogether fitting and proper that we should do this. But in a larger sense, we cannot dedicate, we cannot consecrate, we cannot hallow this ground. The brave men, living and dead, who struggled here have consecrated it far above our poor power to add or detract. The world will little note nor long remember what we may say here, but it can never forget what they did here. It is for us the living rather to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced. It is rather for us to be here dedicated to the great task remaining before us, that from these honored dead we take increased devotion to that cause for which they gave the last full measure of devotion; that we here highly resolve that these dead shall not have died in vain; that this nation, under God, shall have a new birth of freedom, and that government of the people, by the people, and for the people, shall not perish from the earth.

There are contradictory accounts of the reception of the Gettysburg address by the audience. The best opinion based on contemporary comment is that the thousands who heard this brief, beautiful speech were not visibly impressed. This is understandable. For one thing, the contrast between Lincoln and the orator of the day, both in personal appearance and in manner of speaking, was very great. Moreover, the brevity of the speech was astonishing. He was through before he had fairly begun.

Now, it requires a little time for a speaker to create his atmosphere. The audience has to adjust to him, sense his personality, come under his spell. In the case of Lincoln at Gettysburg there was no time for this. What would ordinarily have served as introductory remarks was the speech in its entirety. Moreover, the people were tired, restless. They had been standing for two hours or more. It is doubtful if any speaker ever faced so difficult a situation as did Abraham Lincoln at Gettysburg.

A Masterpiece

Lincoln felt that he had failed, and that was probably the opinion of most of those who listened that day to the tall, tired-faced President dressed in somber black. It was only gradually that the greatness of this speech was recognized, and the first notable praise came from England and the pen of Goldwin Smith in *MacMillan's Magazine* of February, 1865, nearly two years later. In 1913 another Englishman, Earl Curzon of Kedleston, delivered a lecture before the University of Cambridge on "Modern Parliamentary Eloquence" in which the noble earl said that "the three supreme masterpieces of English eloquence were the toast of William Pitt after the victory at Trafalgar, and Lincoln's two speeches, the Gettysburg Address and the Second Inaugural."

It is the opinion of many, which I share, that Abraham Lincoln's supreme speech was the "second inaugural." It is almost three times the length of the Gettysburg address, and reveals the orator at the peak of his intellectual and spiritual power, chastened by suffering. It is a specimen of English pure and undefiled, and entitles Lincoln to a place among the few illustrious orators whose wise and beautiful words live on:

Neither party expected for the war the magnitude or the duration which it has already attained. Neither anticipated that the cause of the conflict might cease with, or even before the conflict should cease. Each looked for an easier triumph and a result less fundamental and astounding.

Both read the same Bible, and pray to the same God, and each invokes His aid against the other. It may seem strange that any men should dare ask a just God's assistance in wringing their hands from the sweat of other men's faces. But let us judge not, that we be not judged. The prayers of both could not be answered. That of neither

been answered fully. The Almighty has his own purposes. "Woe unto the world because of offenses, for it must needs be that offenses come, but woe to that man by whom the offense cometh." If we shall suppose that American slavery is one of these offenses, which in the providence of God must needs come, but which, having continued through his appointed time, he now wills to remove, and that he gives to both north and south this terrible war as the woe due to those by whom the offense came, shall we discern there any departure from those divine attributes which the believers in a living God always ascribe to him? Fondly do we hope, fervently do we pray, that this mighty scourge of war may speedily pass away. Yet if God wills that it continue until all the wealth piled by the bondsman's two hundred and fifty years of unrequited toil shall be sunk, and until every drop of blood drawn with the lash shall be paid by another drawn by the sword, as was said three thousand years ago, so still it must be said, The judgments of the Lord are true and righteous altogether.

With malice toward none, with charity for all, with firmness in the right as God gives us to see the right, let us finish the work we are in, to bind up the nation's wounds, to care for him who shall have borne the battle, and for his widow and his orphan, to do all which may achieve and cherish a just and a lasting peace among ourselves and with all nations.

The closing paragraph is Lincoln's finest utterance. It consists of seventy-two fitly spoken words, a single, long, golden sentence, prophetic, sublime; and akin in spirit to One who spake centuries ago in the Palestinian country and died upon a cross.

The graces of an orator's presence, the charm of his voice and manner, are ephemeral and fleeting, however effective they may be at the time; while the grandeur of his thoughts, the magnanimity of his soul, and the soundness of his reasoning live after him. It is the substance of his speeches, together with the chaste beauty of a style which matches the sheer nobility of his spirit, that lifts Abraham Lincoln into the small and elect company of the world's supreme masters of public speech. □

Reprinted from *Masters of Speech: Portraits of Fifteen American Orators* by Edgar DeWitt Jones. Published in 1975 by Baker Book House.

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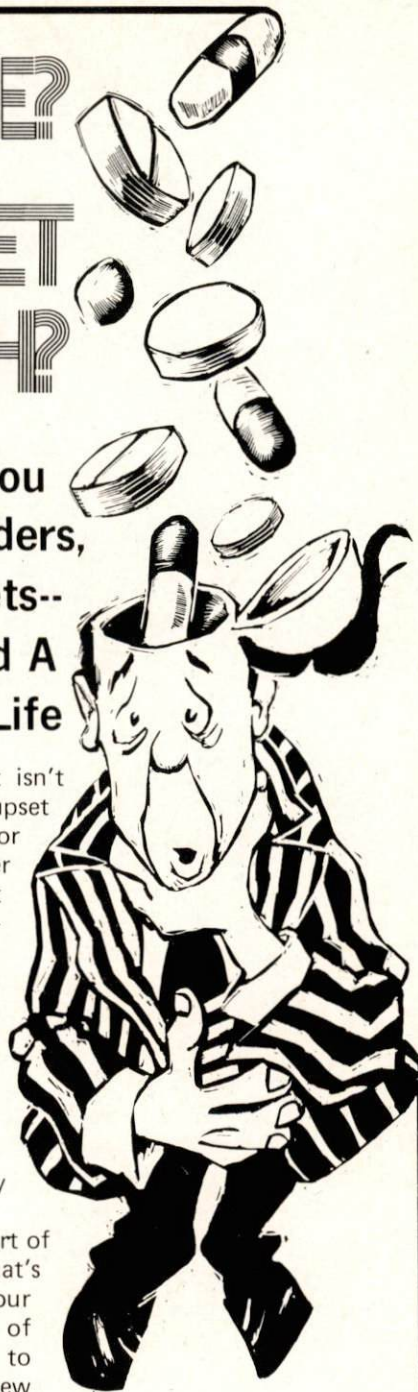
**Maybe What You
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Genesis of The Gettysburg Address

by
Clifford D. Owsley

Over a hundred years ago, a prominent lawyer in Gettysburg, Pennsylvania, wrote a letter inviting a man in Washington to make "a few appropriate remarks" at the dedication of a cemetery. Most interesting and revealing is a comparison of that invitation with the famous speech it brought forth, the Gettysburg Address.

David Wills, the lawyer who wrote the letter, is surely due credit for helping shape one of the world's greatest speeches, perhaps the greatest. Could we say that Mr. Wills planted the seeds? Perhaps that would be giving him too much credit, since a seed contains the basic elements of that which develops from it. Obviously, the speech contains elements not found in the letter; beyond question, the plant which took shape and flourished was the product of Abraham Lincoln's high talents and deep convictions. But from a close comparison of the two documents, it is also clear that

the letter was the starting point of the speech and a liberal source of ideas for it.

It's true, too, that the comparison is nearly all in Lincoln's favor. Yet, when this is conceded, the conclusion is inescapable that David Wills' influence on the speech is little short of amazing. If he didn't plant the seeds, he prepared the seed bed.

The Raw Material

A germ of the central theme is there in the letter, so are several of the ideas and some of the key words that showed up in the speech. In fact, practically everything in the letter served as raw material for the Address. The significance, though, is in what Lincoln did with the raw material. For here we find the prime example of his uncanny ability to take an ordinary thought and clothe it in extraordinary language to enlarge and ennoble an idea and express it in immortal words.

This great talent of Lincoln's amounted to genius. Throughout his life the ideas he dealt with were not new, but when he finished with them they were in shining words fit for the ages.

Three areas in the comparison are worth examining. First, but least important, is the curious fact that the invitation and the speech are exactly the same length, each containing 272 words. Second, certain words and phrases in the letter carry ideas that Lincoln used but extended in scope while compressing them to his own inimitable style. Third, and most important, is the theme of the speech, *dedication*, suggested by Wills and magnificently enlarged upon by Lincoln.

A Magic Transformation

Now to our second area of comparison: words and ideas from the letter that were converted into the Address. While most of the letter in one form or another is to be found in the speech, it was truly transformed by the magic of Lincoln's touch. In passing through the mill of that superior mind it came out far different, far nobler, and distinctly Lincoln's. Each idea is either changed in some way, compressed into fewer and simpler words, or broadened and elevated intellectually and emotionally.

The one instance where the President used more words than Wills to say the same thing is in the word *cemetery*. Lincoln reverted to a euphemism here and called it "a final resting place."

Consider this part of the long first sentence of the letter: "The several states having soldiers in the Army of the Potomac, who were killed at the battle of Gettysburg, or have since died at the various hospitals which were established in the vicinity. . . ." These 33 words became in the speech simply "those who here gave their lives. . . ." Six short words.

In his fifth paragraph, David Wills took 97 words to tell the President what his appearance there would mean: "a source of great gratification" to the widows and orphans of those killed there; that the battle's survivors would feel better for knowing that "they who sleep in death . . . are not forgotten by those highest in authority. . . ." Lincoln rejected this idea as it was stated, but reshaped it. While characteristically dismissing his own role as unimportant, he greatly enlarged the scope of the dedication to say that it had meaning not mere

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widows, orphans, and veterans of the battle, but to the whole world. As he said: "The world will little note nor long remember what we say here, but it can never forget what they did here."

In that sentence, incidentally, we know that Lincoln's prophecy was wrong. To err in such humility only adds to his stature. With his ennobling words he undoubtedly made certain that the world would forget neither what was done nor said there.

Finally, we come to the most interesting and important part of the comparison, the theme of the speech: *dedicate*. It was suggested by Wills' letter but the word was not used. The letter said "These grounds will be *consecrated* and set apart to this sacred purpose," and in another place, "*formally set apart* these grounds." Lincoln compressed these into the one word *dedicate*, used

it six times, and greatly expanded and exalted the idea. Here he added the great, new dimension.

Incidentally, the use of the word *dedicate* shows an interesting point about Lincoln's writing: he never hesitated to repeat a word, if it served his purpose.

A Nobler Concept

Mr. Wills said only that they were going to "set apart" a cemetery. But observe how in Lincoln's hands the theme became a much larger and nobler concept. No longer is it limited to setting apart a cemetery and its dead, but embraces a whole nation and its living, "*dedicated to the proposition that all men are created equal.*"

Lincoln not only dedicated a cemetery; he dedicated a nation to the eternal cause of freedom throughout the earth: "It is for us the living, rather, to be dedicated here to the unfinished work which

they who fought here have thus far so nobly advanced . . . that we here highly resolve . . . that government of the people, by the people, for the people, shall not perish from the earth."

Thus a theme that had its genesis in the prosaic setting apart of a burial ground ended magnificently, embracing the earth and man's ageless struggle for freedom. How much further could an idea be extended? Who else has taken such ordinary clay and molded a masterpiece that will survive the centuries? □

Clifford D. Owsley has served as a writer with the Forest Service, U.S. Department of Agriculture in Washington, D.C., heading a branch devoted to special reports, press, and writing. Before entering government work, he was a newspaper reporter, editor, and columnist.

The Letter

Sir:—The several states having soldiers in the Army of the Potomac, who were killed at the battle of Gettysburg, or have since died at the various hospitals which were established in the vicinity, have procured grounds on a prominent part of the battlefield, for a cemetery, and are having the dead removed to them and properly buried.

These grounds will be consecrated and set apart to this sacred purpose, by appropriate ceremonies on Thursday, November 19. Hon. Edward Everett will deliver the oration.

I am authorized by the governors of the different states to invite you to be present, and participate in these ceremonies, which will doubtless be very imposing and solemnly impressive.

It is the desire, that after the oration you, as Chief Executive of the nation, formally set apart these grounds to their sacred use by a few appropriate remarks.

It will be a source of great gratification to the many widows and orphans that have been made almost friendless by the great battle here, to have you here personally, and it will kindle anew in the breasts of the comrades of these brave dead, who are now in the tented field, or nobly meeting the foe at the front, a confidence that they who sleep in death on the battlefield, are not forgotten by those highest in authority, and they will feel that should their fate be the same, their remains will not be uncared for.

We hope you will be able to be present and perform this last, but solemn act to the soldier dead on this battlefield. I am, with great respect, your Excellency's obedient servant.

The Address

Four score and seven years ago our fathers brought forth on this continent a new nation, conceived in liberty, and dedicated to the proposition that all men are created equal.

Now we are engaged in a great civil war; testing whether that nation, or any nation so conceived and so dedicated, can long endure. We are met on a great battlefield of that war. We have come to dedicate a portion of that field as a final resting place for those who here gave their lives that the nation might live. It is altogether fitting and proper that we should do this.

But in a larger sense, we cannot dedicate, we cannot consecrate, we cannot hallow this ground. The brave men, living and dead, who struggled here, have consecrated it far above our poor power to add or detract. The world will little note nor long remember what we say here, but it can never forget what they did here. It is for us the living, rather, to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced. It is rather for us to be here dedicated to the great task remaining before us, that from these honored dead we take increased devotion to that cause for which they gave the last full measure of devotion; that we here highly resolve that these dead shall not have died in vain; that this nation, under God, shall have a new birth of freedom; and that government of the people, by the people, for the people, shall not perish from the earth.

The Speech That Withstood the Test of Time

by
Matthew W. Epstein

Would you believe it possible for an address to echo through classrooms and to be repeated through every form of communication for a hundred years?

Such a talk did take place a little over 100 years ago, four months after the bloody battle at Gettysburg, Pennsylvania, was fought, during the Civil War. On a warm November afternoon, a group of Americans came together on that field to listen to two speeches. A portion of the battlefield was to be dedicated as a national cemetery for soldiers of both blue and gray who had fallen in battle, each believing his cause was right.

The audience consisted of hundreds of soldiers, officers, and civilians from Pennsylvania, with a dozen or more dignitaries from Washington, D.C. Both speakers sensed the significance of the occasion and spoke not only to the visible audience, but to the nation and the entire world, explaining the reasons why brother was fighting against brother.

The first and principal speaker was Dr. Edward Everett of Massachusetts. Dr. Everett, the most renowned orator of his day, was a brilliant scholar, a Phi Beta Kappa at Harvard. During his career he had been a United States senator, Governor of Massachusetts, Secretary of State, and president of Harvard

University. He spoke for two and a half hours.

The second speaker, invited by the dedication committee as an after-thought and asked to say "a few appropriate words," was Abraham Lincoln, President of the United States. Mr. Lincoln was a self-educated man, with the Bible and Shakespeare heading the list of books with which he was thoroughly familiar. He spoke for two and a half minutes.

Mr. Lincoln's speech consisted of ten simple sentences, later to become known as his Gettysburg Address.

As a Toastmaster, have you ever felt a bit guilty over having made some hasty evaluations? Listen to some of the hasty evaluations made of Mr. Lincoln's address immediately after its delivery.

A daily newspaper at Harrisburg, the capital of Pennsylvania, apologized to the reading public for the "silly remarks of the President." *The Chicago Times* moaned that "the cheek of every American must tingle with shame as he reads the silly, flat, and dishwatery utterances of Mr. Lincoln." The American correspondent for *The London Times* advised his English readers that anything more dull and commonplace could not have been easily produced.

But the evaluations of Dr. Everett and of history tell a different story. The day after the ceremony, Dr. Everett wrote to President Lincoln, saying, "I should be glad if I could flatter myself that I came as near to the central idea of the occasion in two hours as you did in two minutes. The general consensus of mankind is that neither England nor America has produced a more perfect English or purer literature than that contained in the Gettysburg Address."

But turning away from the content of the address, let's make another evaluation. It should certainly be encouraging to a Toastmaster to feel that he need not be brilliant or have a string of degrees after his name to deliver a worthwhile talk. However, to make his talk worthwhile, he should be well-informed. He must think deeply about the specific assignment from every conceivable angle. He must become excited with it. And finally, not only should he know his audience, but he should sincerely want to help them by sharing with them whatever information, knowledge, and experience he has accumulated.

In his talk, Mr. Lincoln stressed the continued existence of our country, which was conceived in freedom, is possible only if equality prevails; that the nation is ruled not by the divine right of kings, not by a select clique of dictators, but by the people themselves. Many people have confessed that after reading the Gettysburg Address, they felt that they had been reading from the Bible words which conceivably could have been spoken by the prophet Isaiah.

Over the last 100 years, the Gettysburg Address has evoked all kinds of evaluations. To me, as a Toastmaster, it stands for the proposition that, with liberty, equality, and government "of the people" was won by force of arms, it is the inconceivable power of the spoken words of the everyday citizen which has kept alive and has constantly given new life, meaning, and strength to the ideals for which the soldiers, both the blue and the gray gave their full measure of devotion. □

Matthew M. Epstein is a former member of the Justice Club 2937-36 in Washington, D.C.

How to Feature

Are You a Master of the Toast?

by
R. J. Bayless
Club 1588-26

It is evening and you are seated at the dinner table. There are guests present, the meal is served, and the wine poured. And then your wife suddenly says, "Please, propose a toast!"

Now is your chance—to be profound, perhaps witty, or at least to emanate some semblance of intelligent oration. Instead, caught off guard, you stumble and blunder out with, "Ah, yes, ah, well, here's to ya!" or "Down the hatch!"

In other words, you blew it!

If you volunteer or are called upon to propose a toast, there is no need to be embarrassed. With a little effort, some research, and a bit of imagination, you can become a "Master of the Toast."

The custom of toasting is ancient, as old as recorded history. The Norsemen, Vikings, and Greeks drank to their gods. Credit for the word *toast* as we know it today goes to the British, who in the 17th Century toasted bits of bread and placed them in the glass or mug, believing it made the drink taste better. Thus, the "toast" became a drink of honor, proposed to a person or sentiment before, during, or at the conclusion of the meal.

Toasting customs vary in different parts of the world. The English used to give them on one bended knee, the Scotch were said to stand on a chair and put one foot on the table, while the French performed elaborate bows. It is a Western custom to touch the glasses.

The following are a few rules and suggestions for the preparation and giving of toasts.

1. *Avoid cliches.* These are the ruination of any Toastmaster. Among the most inadequate are: "Down the hatch!"; "Here's how!"; or "Here's mud in your eye!" Surely a competent Toastmaster, even if unprepared, can create something better than those old chestnuts.

2. *Be prepared.* Learn three or four

good toasts, each of which are different.

3. *Be brief.* The best toasts are short, either witty or dignified.

4. *Make the toast fit the occasion.* If it is a convivial gathering, make it witty. If it is a serious occasion, give a serious, dignified toast. By learning three or four of various kinds, in all probability one of them will fit a particular occasion. Here's a few examples:

(*Serious*) "Here's to friendship. May it's lamp ever be lit with the oils of truth and fidelity." Or "Drink and be merry, for our time on earth is short. Death lasts forever."

(*Sentimental*) "Happy we are now, happy have we been. Happy may we part, and happy meet again."

(*Witty*) "To woman—she needs no introduction, she speaks for herself." Or "To women, generally speaking, they are . . . generally speaking." Or "Here's to my husband. He is like a kerosene lamp. He's not especially bright; he's often turned down; he generally smokes; and he frequently goes out at night."

Toasts are not hard to find; the best place is the library. They can also be found in newspapers, magazines, and in various other publications. When you see one you like, write it down and file it. Soon you will have many from which to draw.

It has been estimated that many of the famous sayings, poems, and philosophical thoughts were not written by poets or philosophers, but rather by those whose tongues were loosened in pleasant gatherings, inspired from whatever was served at the time.

So remember the rules: be ready and have the toast fit the occasion. You will be respected and be what you should be—a Master of the Toast. □

How to Influence Your Audience (Whether They Like It Or Not!)

by
Michael W. Fedo

While all speeches are goal-oriented, perhaps the most difficult goal to achieve is the one that seeks to persuade an audience to accept the speaker's point of view on a particular issue.

Though organizational and delivery principles remain the same for the persuasive speech as for other types of speeches, the speaker in this situation is battling for a degree of influence within the minds of his listeners. And intelligent listeners are not easily persuaded.

Show Me!

Audiences today are often skeptical and may demand a "show me" approach before they will favorably react to a speaker's proposal.

For persuasion to occur, two important elements must be present in the speech. These are emotion and logic. Successfully incorporating these elements into a speech, however, is often easier said than done.

Perhaps by way of review it should be noted that emotion in a speech should arouse strong feelings, while logic appeals to the intellect. Although many speech textbooks purport to deal with the incorporation of emotion and logic into a speech, few are able to present discussions that offer real assistance to the beginning speaker.

Emotional language is frequently couched in various appeals, but the text-

books often don't tell the speaker exactly how to apply emotional appeals in a specific manner.

Suppose your talk deals with urging city government to clean up a slum section of your town. You observe that 20,000 people live in a five-square-block area of decrepit tenements, where garbage lies rotting and uncollected for days on end. You also say that there is a high crime rate and drugs are rampant. Have you painted the picture?

Merely citing these facts about the neighborhood might move some people—but not many. These vague approaches may, in fact, alienate a good many listeners whose reactions might well include: "So what? Serves them right. If they would get off their behinds and get a job, they wouldn't have to live like that." Or "I bet most of them collect welfare, sponging off the rest of us."

What you had hoped to be a correct and proper emotional appeal has failed because it hasn't dealt with any single characteristic that would undeniably move an audience toward sympathy.

If I were giving this address, I would need to recognize the need for specificity. Audiences are nothing more than groups of individuals. In order to win audiences, you must first win the individual. And it is often difficult for any person to identify with percentages and

vague statistics, or even words like "slum" and "crime." These connote different images to different people. The speaker must work at getting everyone in his audience to receive the same image.

Does this following example work any better? "Amy is a typical four-year-old full of curiosity, laughter, and mischief. But below her right eye is a frightful livid scar about two inches long. Last week, while napping in her bed, she was bitten by a rat."

Something happens here. First, the emotional approach is specific. Few of us would not recoil with horror at the image of a young child being severely bitten by a rat. Second, we would probably deduce at this point that such a tragedy would take place in a slum. The speaker might then go on citing statistics on crime, broken homes, population, whatever; but he is more sure of success in the end because the emotional approach was specific.

It's Not Enough

While we often sustain audience interest and involvement in our speeches through emotional appeals, we cannot expect to solely rely on these appeals to carry us "pell-mell" toward our desired conclusion.

A number of years ago I heard a speaker supporting a candidate for a major political office tell a television

audience that his candidate had, after the signing of the Korean Armistice, spent his own time and money ferrying returning servicemen from San Diego to their hometowns in time for the holidays.

The speech was powerfully emotional, but the critical listener had to ask himself: "Does this decent action qualify an individual to hold high public office?" Coupled with other attributes, it might help, but based on this speaker's argument, we could not logically agree with him. He chose to overlook the important ingredient in the persuasive process—logic.

More than any other speech, the persuasive speech must make an appeal to the intelligence of the audience. To omit this is to insult your listeners.

Examine Your Subject

Perhaps one of the most efficient means of utilizing logic is to thoroughly research the subject. Let's examine the controversial subject of nuclear power plants.

Suppose you, as a layman, support the need for such establishments, pointing out that such plants mean more and cheaper energy for all of us. But your skeptical audience wants to know how you can be certain of these assertions. What proof do you have? Since you are not a nuclear scientist, why should they simply accept your word on this issue? Have you talked with engineers? Have you read environmental impact statements? Furthermore, what do you know about the potential hazards of such plants to human life? If you are unable to answer hard questions similar to these, you will not succeed in your attempt to persuade your audience.

A good rule of thumb in a persuasive setting is to know the opposition's arguments as well as your own. It is often wise, too, to introduce opposing arguments into your speech and try to blunt them, or minimize their impact. This is an especially good approach when the subject is of high controversy, or well-known to the audience.

A while back, a student in one of my college classes selected the topic of whether or not our city should build a domed stadium to house professional baseball and football. The topic had

been hotly debated in local media for months, with most public opinion running against the venture.

This student knew his coming out in favor of the proposal would run counter to the thinking of most in the audience, so he organized his speech by refuting, one by one, several important arguments raised by those opposed to the stadium.

The young man did not deny that the project would prove an enormous cost. However, he pointed out that if our professional teams left this area because of inadequate facilities, the city would be poorer by "X" million dollars. He also said that a study by the downtown business council showed that if the teams left, a certain number of motels and restaurants could go out of business, as well as a number of parking lots. He showed a frightening picture of a "domino effect" on businesses that might cost well over a thousand jobs.

He built a strong case in this speech because he supported it—and because he was effectively able to nullify arguments of those opposed to his position.

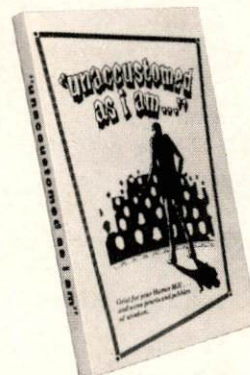
His appeal was both logical and emotional. Since we all could identify with loss of jobs in a tight economy, many in the audience consequently came over to his point of view.

Perhaps central to this article is the idea that neither emotion nor logic by themselves constitute an argument. But skillfully blended together, they create the concept of a well-organized, dynamic piece of persuasion.

The Human Qualities

Logically, the emotional thrust "out" should be delivered early in the speech to grab listeners' attention. This can most often be achieved through using an anecdote similar to the example of Amy. From then on, weave in your data, factual material, the real basis of your argument for your audience to mull over. But don't stray too far from the emotional. Periodically try to bring the audience back with illustrations and examples, even if they're hypothetical. These perpetuate the human qualities of a speech. After all, you aren't talking to computers, and audiences can absorb just so much data or statistics before their senses dull.

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Your conclusions in persuasive speeches may also work with the emotional touch, leaving an impression for audiences to dwell on after the talk. In our speech about slums, we might wrap up by saying: "The responsibility is ours. It is up to us to take action that will guarantee no more nightmarish horrors for little girls like Amy."

Logic is the very heart of your message. But for emotion to be effective, it must be specific, creating the same image in the minds of all your listeners. Remember that all audiences hunger for clear reasons why they should be influenced by a speaker. By putting emotion and logic together, you cannot only develop arguments that are difficult to refute, but achieve your persuasive goals as well. □

Michael W. Fedo is a speech instructor at North Hennepin State Community College in Brooklyn Park, Minnesota. He is also a freelance writer, specializing in travel and education.





Romance, Rhythm and Riverboats

It's safe to say that there is no other city in the world quite like New Orleans. Her heritage, her culture, and her people give her a flavor all her own. And when you mix that with the education, fellowship, and fun of a Toastmasters convention, you have a combination that's hard to beat!

New Orleans. Just her name works a magic in your mind.

Think of her and immediately your mind is filled with images of the revelry of Mardi Gras. Or of rich gumbos and spicy Creole foods. Or of the mystery and romance of the French Quarter. Or of the vibrant rhythms of Bourbon Street and native American jazz. Or of riverboats and foreign merchant ships meeting and exchanging goods.

The aura of excitement surrounds the city and visitors are steeped in her legends and ready for her good times long before they finally arrive in "The City That Care Forgot." And once here, there are no disappointments.

Something Extra!

For New Orleans offers langniappe, a little something extra. That spirit touches you the minute you arrive and lingers in your memory long after you have left the Crescent City.

The heart of New Orleans is, of course, the French Quarter (Vieux Carre, the old square) where about 100 square blocks of narrow streets, false-fronted buildings, intriguing interior patios and gardens, specialty shops, galleries, boutiques, historic sites, and lively night spots set

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the stage for a full insight into the city.

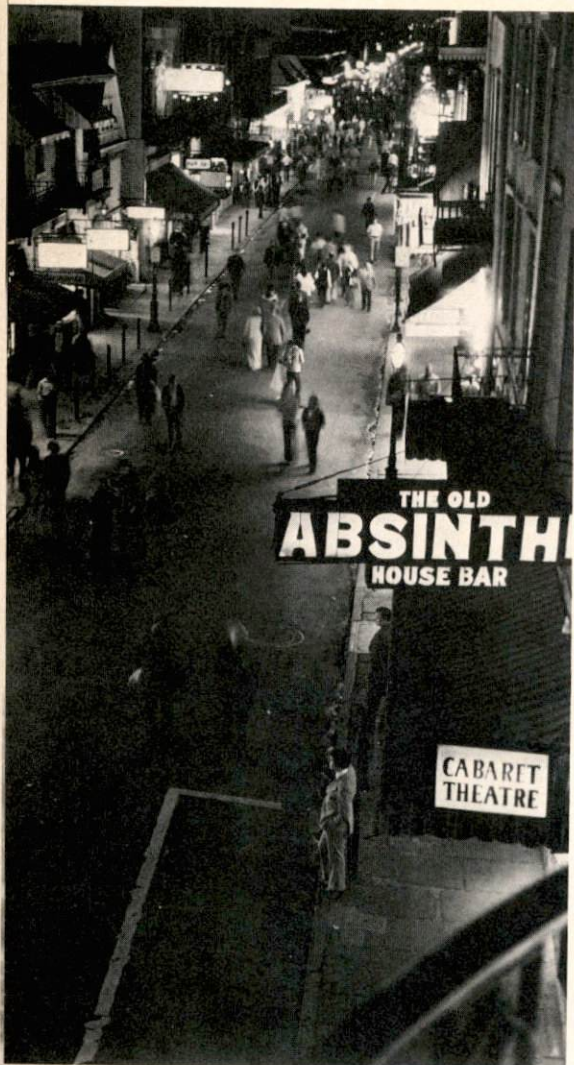
It was here that the city sprang to life more than 250 years ago. It was here that pirates hid and secretly traded their illicit goods. It was here that the patrician Creoles—French and Spanish descendants of the early colonizers—isolated themselves from the brash Americans who poured into New Orleans after the Louisiana Purchase in 1803. And it was here that jazz was born and matured into a true art.

Dwarfed and surrounded by more modern and busy sections of the city, the French Quarter has maintained its mystique for generations. Artists, musicians, actors, young people, and adventurers from around the world have naturally gravitated to the Quarter for decades— attracted by its free-flowing life-style.

By day the Quarter is a peaceful, attractive area which invites exploration by history buffs, shoppers, and people watchers. Jackson Square, a tranquil open area bounded by Chartres, St. Peter, St. Ann, and Decatur streets, is the focal point for daylight activities.

Artists display their works along the square's quiet side streets, strollers take advantage of the walkways, students visit the St. Louis Cathedral or the Cabildo and the Presbytere, and the parade of fascinating people never stops.

Using the square as a base, all of the



French Quarter is within easy walking distance. If you are a bargain hunter, the area is filled with little shops and boutiques offering everything from antiques to the most modern conversation-piece-type furniture. Dozens of pubs and cafes are available for refreshment and many historic sites await inspection.

The Night People

By night, however, the Quarter comes alive. Its quiet streets and tranquil atmosphere are transformed into a pulsating, music-filled center of excitement and activity. The night people take over. Jazz permeates the air and Bourbon Street replaces Jackson Square as the heart of the Quarter.

Sazeracs (potent New Orleans drinks) flow and visitors crowd the area to dine at some of the finest restaurants in the world, to listen to some of the finest music anywhere, and to immerse themselves in a nightly miniature Mardi Gras.

The French Quarter is so rich in his-

BOURBON STREET—The street with a beat. Hot lickin' rhythms of New Orleans-style jazz come tumbling out of the doors of famous jazz spots. Just follow your ear or your tapping foot to whatever sounds best. Al Hirt, Pete Fountain, exotic drinks and exotic dancers, true New Orleans jazz—non-stop throughout the night, right up to dawn. That's Bourbon Street!



tory and excitement, in fact, that you could stay at one of its excellent hotels or motels for several weeks and never feel the need to venture beyond Canal Street.

But New Orleans offers much more than just her French Quarter. Across Canal Street, a wide boulevard which bisects the city, is the major business district, and beyond that is New Orleans' most elegant area, the Garden District, where prominent citizens built mansions surrounded by beautiful gardens.

"Crescent City"

Then there is the Mississippi River, which curves around the city, leaving a crescent-shaped area of land on which New Orleans rests—hence the reference to her as the "Crescent City." And, because she sits in this bend of the Mississippi, her streets do not run a traditional grid pattern, but radiate out from the center of the crescent. Although this confuses some visitors, the citizens are understanding and always willing to give friendly directions.

Opposite the river is Lake Pontchartrain, a huge body of water offering excellent fishing and recreation.

Water, in fact, is a most important facet of life in New Orleans. Her very existence is both dependent upon and threatened at times by water. She grew up as a trading city, depending on the trade from inland America via the Mississippi River and from across the ocean. But because she sits just a few feet above sea level, only many miles of levees and dozens of pumping stations can keep the river in check during flood season.

The sea also provides many varieties of fish which, when prepared in the Creole tradition, help distinguish New Orleans cuisine as among the best in the world.

Another fascinating aspect of New Orleans is Mardi Gras—when the city

JAZZ—The most elegant thing about legendary Preservation Hall, at 726 St. Peter Street, is the music. But what music! Although the hall bears a striking resemblance to an abandoned warehouse, the warehouse ever sounded this good. Traditional jazz—New Orleans-style—played here nightly, and the atmosphere is decidedly informal. And what's more, it's the best bargain in town: only \$1.

PERDOME—The Superdome is an un-
mistakable landmark in New Orleans. It
has been called the "eighth wonder of the
world," and with a height of 273 feet and
a diameter of 680 feet clear span, it's a
unique one. The facilities of the Dome will
accommodate conventions, trade shows,
concerts, as well as provide ideal
conditions for football, basketball, and
baseball games.

...es a little mad, lets her hair down, and
...ries with increasing fervor from Janu-
...ry 6, Twelfth Night, until Shrove
...uesday, the day before Lent begins.
...er Latin heritage overcomes everything
...e during this season and between the
...ny costume balls, parades, and gen-
...eral revelry, it is probably one of the
...ost exciting yearly celebrations any-
...here in the U.S.

...agniappe doesn't stop at the city's
...rders, however. Beyond the Crescent
...ity are vast areas of wetlands which are
...ly the "Sportsmen's Paradise." The
...wilderness areas that comprise the Mis-
...issippi Delta region are filled with awe-
...some scenery and invite exploration via
...a river or bayou cruise.

Southern Hospitality

And that little something extra is espe-
cially evident in her people. New Or-
leans citizens are open and friendly. That
fabled Southern hospitality is offered
freely and caps the city's other virtues
in making her a great place to visit.

One thing to remember in coming to
New Orleans—don't try to hurry. She
is too rich and too enjoyable to hurry
through. Plan time to stroll along the
French Quarter's streets, to sit in Jack-
son Square, to tour the Garden District,
to sample some cafe au lait and sugary
beignets, to sip a sazerac, or soak up jazz
as only New Orleans offers.

She probably will captivate you so
thoroughly that you will want to return
as quickly as possible. Once you have
seen New Orleans, you are forever in her
spell. □

CARRIAGE RIDE—Touring the French
Quarter by carriage gives you a different
perspective of New Orleans, its heritage,
and its people. And when that tour in-
cludes St. Louis Cathedral and the statue
of Andrew Jackson that dominates Jack-
son Square, you'll realize that this city
is one you'll never forget.



BEGIN WITH THE BAIT

by
ELLEN M. HAJEK

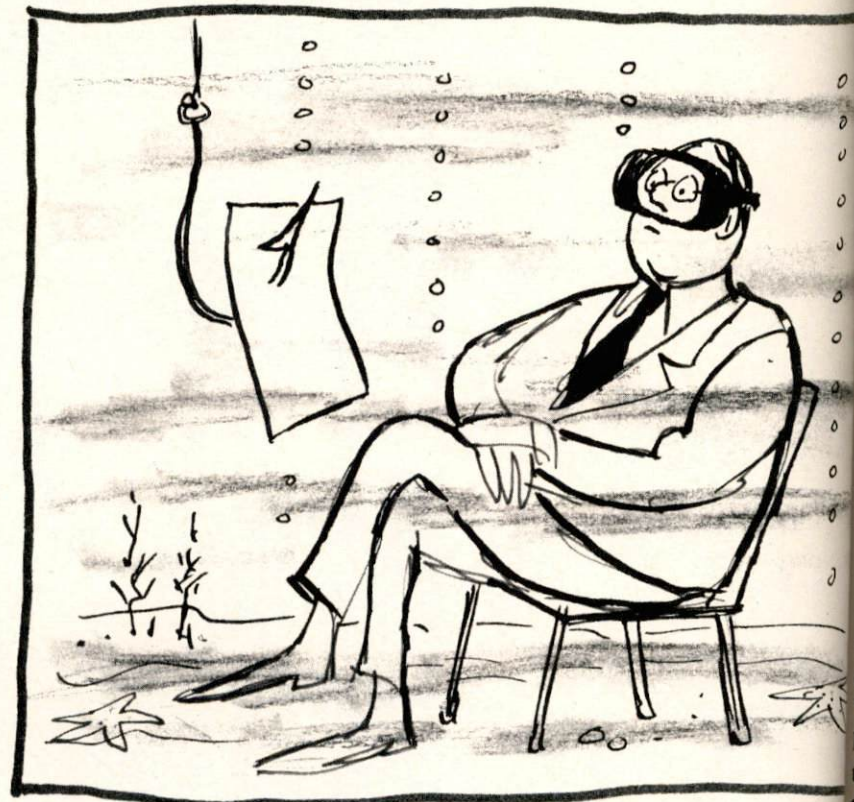
Every speaker would like to be able to hold his audience spellbound from his opening statement to his final word. Since most of us are not so gifted, however, we need to be aware of the most effective techniques that can be used to "hook" the attention of our listeners and establish good rapport with them right from the beginning of our presentation.

The Attention-Getter

The title of your speech is the bait used to catch the attention and pique the interest of the members of the audience. In fact, if the bait is chosen carefully you may find your listeners ready and anxious to hear what you have to say before you have spoken even a single word!

Probably one of the most important problems in selecting a title when a group asks you to speak is how to make your material relate to the interests of your audience and how to construct a title that will indicate that relationship. If you have specialized information to offer and a title that shows how it ties in with the concerns of the group, the information will be much more palatable to your audience.

Basic matters of concern for an audience of diversified interests are self-preservation, money, and sex (not necessarily in that order). The title to a speech about a new tax being levied, for



instance, might be "Protect Your Pocketbook From Uncle Sam."

A title may arouse interest by what it says or by the way the words sound together. Many speakers use a well-known quotation or, if they are clever enough, a quip to entitle the speeches they present. In all cases, it is important that the title suit the speech that follows. A speaker who uses a novel title just to generate interest, and not to indicate something of the nature of his speech, disappoints his audience.

Because creating an interesting title can be difficult, consider any or all of the following suggestions the next time you begin the task:

1. Ask a question. If your subject is the rising crime rate, for example, "How Safe Is Your Neighborhood?"
2. Use a superlative degree of comparison to show how important the subject really is—"The Most Important Challenge of Today" or "The Loneliest Man in the World."
3. Give your title an unusual sound either by alliteration or by use of consonant or vowel sounds—"The Cost of Carelessness"; "The Sandal Scandal."
4. Paraphrase a well-known saying—"Spare the Rod and Save the Cup"; "Opportunity Knocks Again."
5. Try using specific numbers in your title—"Twenty-Five Teachers Care"

; "Five Ways to Break Your
bit."

your mind seems to be a com-
bank, start by writing down words
to your subject, and include a few
verbs such as blow, roar, fumble,
at the paper into one-word strips
law combinations until you get a
at suggest possibilities. Then go
through the list of suggestions and
that you can do with the word com-
ons.

the bait of a good title will attract the
tion of the audience, but to really
your listeners you must have an
ing that offers promise that the
of the speech will have something of
e in it for them.

many of the considerations for open-
a speech are the same as those used
drawing up a title. However, there is
major difference between the open-
and the title: the title is for the person
introduces you to announce, while
opening will be your first words to
audience. Like the title, the opening
ould intrigue or entertain, arouse atten-
n, and create a friendly atmosphere. A
ge part of the effect of the opening,
ever, will be in the delivery of it, not
ely in the wording used.

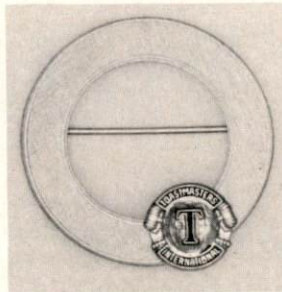
Be Comfortable

Whatever you decide to use for an
ning must be something you can be
comfortable with and can deliver easily.
e have all heard the speaker who begins
speech by telling an old joke (and
ling it badly). Some of the members of
audience laugh to be polite, but for
practical purposes the speaker has
aid an egg." Not only has he failed to
ill a joke well, but he has probably
rmed off the audience for the remainder
of his speech.

The opening should be a natural lead-
er for the rest of the speech. It may be
clever, but it should not be so unusual
that the audience becomes ill-at-ease or
confused.

A very popular technique for begin-
ning a speech is to use an anecdote—
either serious or humorous, depending
upon the type of reaction you want from
your audience. In general, the fewer
dirty stories used, the better the audience
reception. Not only are there always

They're Finally Here!



That's right. World Headquarters has got those ladies membership brooches and pins you've all been asking for. The gold-plated Ladies Membership Brooch (Code No. 5701), complete with a beautiful florentine finish is only \$5.00, plus 30 cents shipping and packing. The attractive gold-plated Membership Pin (Code No. 5702) is only \$2.15, plus 30 cents shipping and packing. (California residents add 6% sales tax.) Get yours now . . . and let everyone know you're a Toastmaster!

some people offended by such material, but often some of the members of the audience tend to forget the speaker's topic while they try to remember their own favorite jokes!

Many speakers find it helpful to use the name or names of well-known members of the audience as main characters in their anecdotes. In this way, the audience is more receptive to the stories and, if well-told, they become effective openings.

Another acceptable way to begin is to start with an arresting question or a startling fact. "If you lost your job tomorrow, how would your family live until you could secure another one?" "If you are ten pounds overweight right now, you may have already cut one year off your life." Both of these are designed to capture the attention of an audience and to lead its members directly into the speech.

Using a visual aid at the beginning of a speech is another good way to stir audience interest. For example, a travel agent addressing prospective customers might begin by showing scenes of Hawaii and encouraging the members of his audience to "picture yourselves on a sandy beach with the ocean waves softly lapping at the seashore. . . ."

One of the best speakers I ever heard used himself as a visual aid. Wearing dark glasses, supporting himself on crutches, and maintaining one arm in a sling, he opened by warning his audience, "Don't be deceived by appearances." A few minutes later he made a surprise move, suddenly discarding

his glasses, crutches, and sling to prove the point that appearances may, indeed, be deceptive.

A visual aid may be a chart, a slide presentation, or any of a number of concrete examples of what you are trying to show. If you elect to use a visual aid, remember that it should be large enough for everyone in your audience to see and that it is what it says—an aid—not a substitute for the speaker.

Watch Those Distractions

In order to get your speech topic to stay in the minds of your listeners while you are speaking, there must be a minimum of distractions. Pay careful attention to your appearance and, if necessary, rehearse before a mirror or another person to avoid difficulties with the microphone, an immodest attitude, or a "too-bright" smile.

One more thing. You'll find that your speech, as a whole, will be remembered longer if your conclusion contains a statement that refers back to what originally caught the audience's attention in the beginning. They will leave feeling that you "started with a bang and wrapped it up nicely" when, in actuality, you began with the bait, hooked your listeners on your line, and reeled them into believing you were a terrific speaker!□

Ellen M. Hajek is a former teacher of English, speech, and mathematics. Currently a freelance writer, she has also served as a newspaper reporter with the Greeley Daily Tribune in Greeley, Colorado.

The Program Speaks for Itself

by
Erma Frodsham

If your club hasn't taken advantage of the great experience that the Youth Leadership Program offers, you're missing the chance of a lifetime. But don't take our word for it . . . just ask Don Waller, president of the Whittier Breakfast Club 3280-F in Whittier, California.

As a result of the club's success with YLP, the following article appeared in the November 12, 1975, issue of the Whittier Daily News. And what's more, the club has just completed its second class at the same school, with over 150 boys asking to participate.

They've found the secret of YLP . . . have you?

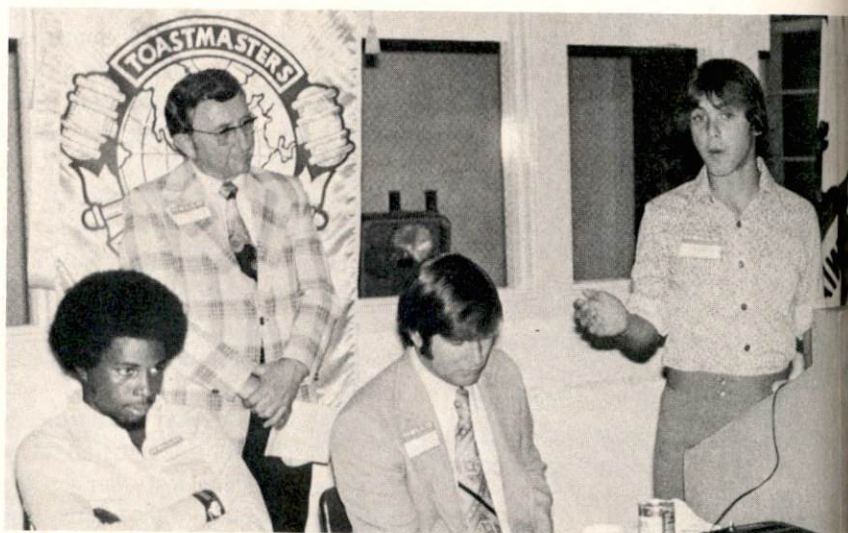
It was not the usual graduation.

Commencement candidates were not capped and gowned, the school orchestra did not play "Pomp and Circumstance," and the auditorium was not filled to overflowing—nevertheless, it was a great moment for each boy who heard his name read and came forward to receive his diploma.

Neatly groomed and smiling easily, the 13 young men might have been kids down the block—typical teenagers who collect things and shoot baskets and sometimes tootle on a trumpet after school.

It was difficult to remember that these clean-cut, self-confident 13-to-17-year-olds giving luncheon speeches and returning to the podium to receive certificates of graduation from the Toastmasters Youth Leadership Program, had committed serious crimes against society.

Boys are not assigned to Fred C. Nelles School, where the graduation took place, because they stole hub caps or robbed candy machines. Among the 400 imprisoned there are arsonists, armed robbers, rapists, and murderers.



MOST IMPROVED—Darrell Ravellette demonstrates the style that earned him "Most Improved Speaker" award at the Burnt Toast Club's recent graduation ceremony. Also shown are (from l to r): Len Mitchell, Whittier Breakfast President Don Waller, and Toastmaster Randy Johnson.

The most maladjusted of the 400—not necessarily the vicious or the hard to handle, but the misfits, the loners, the emotionally unstable, and the suicidal—are housed at Taft Cottage . . . known as the Alcatraz of Nelles.

School officials, skeptical of the boys' acceptance of a program that has worked wonders with other youth groups, unbeknownst to the sponsoring Whittier Breakfast Club 3280-F, made a test case of it with boys from Taft. If the program worked at Taft, they reasoned, it would work anywhere.

A Major Obstacle

Had Toastmaster Don Waller, who initiated and coordinated the program at Nelles, and his assistant Glen Mulkey known what they were up against, they too would have been skeptical.

As it was, they were discouraged with

the boys who reported for the first time. The 13, although they came of their own free will, were quite evidently there because the public speaking training program sounded somewhat less deadly than their usual routine.

Some class members, the Whittier Toastmasters recall, "appeared to look and not care about anything." One half listened, and still others adopted the "I-dare-you-to-show-me-something" attitude.

With doubts and misgivings, Waller questioned his judgment in wanting to share the program with boys who had so much going for them, Waller explained the eight-week course. He organized a mini-club, christened by the boys as the Burnt Toast Club, held an election for officers, and assigned speeches for the following week.

The second meeting brought the first attempts at public speaking. These were memorable moments. The boys, some unable to get up and give their names without stuttering or snickering, stood with their hands in their pockets, eyes downcast, alternately shuffling and weaving and leaning on the podium. Most told them they "got busted and sent to Nelles." "To hear a youngster describe, unintentionally, how he and a brother beat another boy to death with rocks makes the hair on the back of your neck stand up," Waller said. "You look at him and you see into him. You know this child is not a murderer—so why did he do it? When you remind yourself that you're not here to judge these boys, but to conduct a training program, and you get back to work."

The last line in the introduction page of the YLP manual, which every YLP trainee is given, reads: "It may sound implausible to you now, but in eight short weeks you will be very, very different young men."

The first step in fulfilling the promise Nelles was convincing Burnt Toast Club members to try. It was a step that required beyond the call of duty, patience, and understanding, considering that some of the 13 didn't care at all if they lived or died, and the others didn't care very much.

Having no magic wand to wave, Waller and Mulkey had to work their wizardry the hard way. All of the odds being against them, the Toastmasters transformation took longer than usual.

One of the boys doesn't read or write. "He knew many things," said Waller, "and wanted to tell about them, but it took seven weeks to get a clear four-minute speech from him." The first few times he tried most of the boys laughed. At the last two meetings they applauded.

The "Loner"

Then there was the student described as a "real loner." As far as the counselor knew, he didn't have a friend in the place. As a participant in the YLP program, he began to be accepted by other class members, and by the end of the eight weeks he "belonged."

Still another, a handsome boy, quiet and withdrawn, escaped from Nelles midway through the program. For his four hours of freedom he received additional time, and all of the boys in his cottage lost their privileges.

Depressed and ready to commit suicide, he sat alone on his return to class—a paperback in his hand.

"Is there anything I can do?" Waller asked at break time, then answered his own question by listening while the unhappy boy talked and, afterwards, persuading him to participate as an evaluator, even though he "didn't want to and the guys didn't want him to."

"That," Toastmaster Waller recalls, "was the beginning of a remarkable bounce back—a complete reversal in his attitude."

A 13-year-old with the innocent face of a child and the sagging shoulders of a nonagenarian "couldn't think of anything to say, and wouldn't know how to say it anyway," but his coordinator didn't take that for an answer. At the graduation ceremony, Darrell Ravellette was presented with the "Most Improved Speaker" award—a hard choice, considering there were 12 close runners-up.

Never criticizing, never questioning, never judging, except as to their speeches or their attention when others spoke, Waller gradually "brought their chins and their eyes up."

Halfway through the program he was proud of several, encouraged by others, and still had hopes for the rest.

Graduation Day

By the eighth week the boys "all came on so strong" Waller dared to invite press and television coverage of the Nelles graduation.

"I'll admit I held my breath when some of them gave their speeches, but every one of them exceeded my highest hopes for them," he said.

He spoke of the invocation and Pledge of Allegiance by boys who a few weeks before would join in neither; of the sound of well-chosen words echoing in the quiet room, as his 13 shared their thoughts with each other, with staff members, and strangers.

As the two-hour program was drawing to a close, Mark La Bounty, president of the Burnt Toast Club, stepped back to the podium.

"Wait a minute," he told Waller, "you're not getting off this easy." Visibly choked up, he thanked him for all of the effort he had put into the program, and laid a small handmade gold cross in the palm of Waller's hand.

Like a good many others in the room, Waller was weeping, but he thanked his

boys the best that he could. He told them how much he respected them for their achievements in the face of such overwhelming odds.

"I've seen it all," John Marshall, whose television crew covered the Manson affair and numerous other bizarre and dramatic events, told the Whittier Toastmasters afterwards. "This really touched me."

That evening, over KNBC News, he told the world.

The Echoing Emotion

Nelles School officials hadn't dared to believe the Toastmasters Youth Leadership Program would come out like it did. Days after the program ended, they found the emotion of it still echoing in Taft Cottage and radiating throughout Nelles.

Dick Bohn, counselor in charge of Taft says, "it's taken young men who had a poor self-concept and poor ability to communicate and turned them completely around.

"It's increased the feeling level, reduced the number of behavior problems, and welded 13 young men, who previously cared nothing for each other, into a tremendous unit."

"It was a real pleasure to see a community organization that has not abdicated its responsibility to kids in detention," said Superintendent of Nelles, Victor Kirk, in evaluating the Toastmasters training program.

"The community usually gives up on these kids, and leaves it up to the state institution to rehabilitate them. But we can't do it alone. You can't lock kids up, divorce them from ordinary living, and then expect them to adjust back into society as responsible citizens. They're in an artificial situation when they're with us and it's important that the community keep the ties with boys in detention."

Having caught a glimpse of an "almost unbearable suffering and emptiness," the Whittier Toastmasters have no intention of abdicating their responsibility to the boys at Nelles. Waller and fellow club members feel strongly about that.

Toastmasters visits to graduates of the YLP program at Nelles have already begun—rap sessions when a man extends the hand of fellowship to a boy who has learned that he can do anything if he really tries—even, one day, walk down the street in freedom. □

The War Against Gobbledygook

by
Jefferson D. Bates

Come back with me in history, if you will, and try to picture this scene.

The time: Soon after America entered World War II.

The place: Washington, D.C.

The situation: There was a very real fear that on some dark night, German bombs might rain destruction on the nation's capital. We had, after all, plenty of news about what they had been doing to London.

The solution: What would any good bureaucracy do? They wrote a memo! And this is what it said: "Such preparations shall be made as will completely obscure all federal buildings and non-federal buildings occupied by the Federal government for any period of time from visibility by internal or external illumination. Such obscuration may be obtained either by: blackout construction or by termination of the illumination."

That pompous bit of "gobbledygook" so rankled President Franklin D. Roosevelt that he personally rewrote the memo and sent it back to the man who had committed this monstrosity. "Tell them," wrote FDR, "that in buildings where they have to keep the work going, to put something over the windows, and in buildings where they can let the work stop for a while, to turn out the lights."

FDR wasn't the only one who was battling gobbledygook at that time. It is only fair that I give equal mention to

his eloquent fellow leader of World War II, Winston Churchill.

Sir Winston was known as a master stylist in both speech and writing. Once, when a magazine editor had the temerity to mark up a sentence of Sir Winston's because it ended with a preposition, the great man responded with a curt note in the margin of the manuscript: "This is the sort of errant pedantry up with which I will not put."

Well, a quarter of a century has passed. And if I may paraphrase one of my favorite couplets about great men: "Winston and Franklin are long on the shelf . . . and I don't feel so good myself." Still, the war against gobbledygook goes on, and I fear we are still losing. Those of you who read the prize-winning gobbledygook selection each day in the *Washington Star* know precisely what I mean. Some of these passages would "make a strong man weep." That is why I have been conducting my own personal vendetta against smoggy, foggy, mixed-up prose since early in the 1950s.

What makes *bad* writing bad? Actually, a lot of things—many more than I could begin to explain. But let's try to boil them down to three major items.

The first is the abundance of many long, involved sentences. Many years ago, when I was chief of the Air Force's Readable Writing Program, I edited Air Force regulations that had sentences

often averaging more than 100 words each. The prize-winner was a simple little statement that ran, believe it or not, 259 words.

Those of you who know of Dr. Dolph Flesch's readability scale, Robert Gunning's famous "fog index," know that such sentences are totally ridiculous. The charts don't even go that high! And this was all brought about because some legalistic soul thought he had to put every possible consideration and exception into a single, inclusive sentence.

Item number two is the overuse of words . . . or to demonstrate, "maximized employment of polysyllabic, jargonistic, and pseudo-scientific verbosity." Put these long sentences, with all these long words, all together and they don't spell mother . . . they spell unreadability.

The last item is the overuse of the passive voice. Why is the passive construction so popular in government for that matter, business correspondence? I think one reason is that it is a great way to avoid responsibility and "pass the buck." Why should a writer stick his neck out and say, "I believe this will lead to war," when he could say, "It is suggested, or perhaps even predicted, that this eventuality, if pursued, will lead to a regrettable failure of the policies of this country's deterrence program?"

Those three items, then, are the culprits as I see them. And although I tilt with them bravely and call them forth to mortal combat, I don't always succeed! I, therefore, need your help.

The next time you sit down to write a letter, a memo, or even a short report, urge you to try using shorter sentences, plainer words, and an active voice. Then, and only then, can we expect to win the war for better communication through better understanding of the war against gobbledygook!

Jefferson D. Bates is a freelance writer and editor who teaches seminars in effective writing for government and industry. He also has ten years as chief ghostwriter (speeches and articles) for the National Aeronautics and Space Administration.

re's another batch of ideas and
inions from Toastmasters club and
istrict bulletins around the world.

the Bulletin Board

Easy to Do!

Dik Buntrock, DTM. From District 35's
toastmastership-35," Northwestern
Michigan, Wisconsin.

Do you recall being told in your youth,
"Don't do that!" Did you enjoy that type of
directive? Do we enjoy that type of directive
in our adult life?

All too often, we Toastmasters talk about
giving an evaluation which will truly help a
club member. Yet we see and hear evaluations
that are laced with "don't do this,"
"don't do that," etc. Many times I have
served the speaker standing and listening
though he were standing in the middle of
his mother's kitchen, being scolded for wrong
doings.

Many studies have been done on the art of
positive thinking, listening, and speaking.
However, what are we doing to encourage
the art of positive evaluation? Anyone can
criticize, but results can best be realized
with positive constructive evaluation.

There are, no doubt, those who believe in
hitting a spade a spade . . . but even a spade
can be called by other names. "Tell it like
it is," some retort. "Don't baby him," re-
train others. The true "hatchet" men believe
in using their tools with deftness. How
about the victim?

What should we do? This is not the ques-
tion. For all too often, we take suggestions
as directives and then we don't think on our
own two feet. Better we should ask, "What
can we try or do?" How would you feel if the
following were stated to you in your evalua-
tion: Toastmaster, DO try to look at your
audience a little more. Also, DO try to time
your gestures to aid your speech. DO some
additional practicing on your speech in front
of a mirror to help you eliminate some sway-
ing. DO some pre-evaluation on your closing
to help eliminate the "Thank You" at the
end of your speech.

Needless to say, this type of evaluation
has been, and still is, being used by Toast-

masters. But all too often, we want to live
up to the "toughest evaluator" in the club
reputation rather than the "most helpful."

Be a DOer rather than a DON'Ter. It
takes practice, but you can do it. □

"T" Is for Training

By District 16 Governor Robert M. Quant,
ATM. From District 16's "The Oklahoma
Toastmaster," Oklahoma.

The title of this article has been trying to
say something to District 16 Toastmasters.
Some have "heard," some refuse to "listen,"
some just cast a cursory glance at it, then for-
get. How do we know this? As an old saying
puts it, "The proof is in the pudding."

We first joined Toastmasters to improve
our speaking abilities, to overcome timidity
and other nervous fears before groups. Then
as we progressed, our purposes and attitudes
changed, which they rightly should. We saw
the need of new goals and more achievements.
But with this comes added responsibilities,
such as accepting an office or committee
chairmanship. Success at our first level at-
tempts challenged us to still higher goals.
We accepted higher offices, again fraught
with responsibilities. Thus we grow—or fall.

Communication is rarely a one-way street,
but it can be and often seems so—especially
when we write letters to people, implying or
specifically expecting a reply, confirmation,
information, acceptance, or acknowledgment.
"T" can only stand for training if we
do our job. When we can not immediately
return information, we should write and say
so. Also, give an approximate or "suspense-
date" for compliance. This eliminates mis-
understanding and unnecessary follow-up.
It gives that person a chance to get help from
another source.

Too many unanswered letters have been
sent to our club and district officers. We all
are often guilty in not completing our two-
way communications. A simple "Thank
You" helps! □

Are You Listening?

By Bob Jansen, ATM. From District 15's
"Pulse Beat," Central Idaho, Eastern Ore-
gon, Utah, Western Wyoming.

When was the last time someone asked
you that? The truth of the matter is, you
probably weren't listening . . . and the
other person knew it.

But how did that other person know you
weren't paying attention? Maybe your eyes
had a glazed look about them. That's a dead
giveaway. Or perhaps you were shuffling
papers all over your desk.

Bet you said "hi" to each passerby in-
stead of keeping the focus of your attention
on your friend who was trying to tell you
something. Maybe you even walked away
for a few minutes to take care of that detail
you thought couldn't wait.

Everybody these days talks about com-
municating. But communicating doesn't
mean doing all the talking. It means listen-
ing, too . . . active listening.

In order to listen, you have to (first of all)
stop talking. Then you have to be patient
(sometimes it takes awhile for our friends and
associates to get to that point), empathize
with the person, go easy on argument or
criticism, put him at ease, and be genuinely
interested in what he has to say.

And once in awhile, it's good to ask a
thought-provoking question. That's where
the active part of listening comes in.

There's a lot of power in being a good
listener. To the person with a problem, some-
one who'll listen for a few minutes may
mean the difference between despondency
or coming to grips with a situation in a con-
structive way.

And the interesting part of the whole thing
is this: You didn't have to solve his problem
for him or tell him what to do. You didn't
even have to say much. All you really had to
do was listen. He did the rest.

That's pretty powerful human relations!
Try it and see if it won't work for you too! □

1976-77 International Officer Candidates

The following report of the 1976-77 International Nominating Committee is presented in accordance with Article VIII, Section 1, of the bylaws of Toastmasters International.

The Nominating Committee submits the following candidates for election as officers of Toastmasters International at the Annual Business Meeting, to be held at the 45th International Convention in New Orleans, Louisiana, on August 19, 1976. International officer candidates will also be elected at this time. Their names will be placed in nomination at the eight regional conferences held this month.

It is the duty of all clubs to vote either by proxy or through their representatives at the International Convention. Because the officers elected will direct the activities of Toastmasters International for the coming year, members should give careful consideration to the qualifications of each candidate.

Additional nominations for all International offices may be made from the floor at the business meeting.

1976-77 Nominating Committee—
Donald W. Paape, DTM, *Chairman*;
Ralph E. Howland, ATM; David A. Corey, DTM; Rulon M. Wood, DTM; Roger A. Cuadra, DTM; Richard E. Schneider, DTM; Eddie Dunn, ATM; Billy J. Dunning; William V. Smith; Joseph E. Bennetch, DTM; and Richard A. Anderson, DTM.



For President

Robert W. Blakeley, DTM. Senior Vice-President of Toastmasters International and a 1969-71 International director. A Toastmaster for 18 years, Mr. Blakeley is Chief, Office of Administrative Services, Corps of Engineers, U.S. Army, and is the 1975-76 chairman of the District Administration and Programming Committee. He was the 1965-66 District 36 governor and is a member of the Challenger Club 1642-36 in Arlington, Virginia, and the Castle Club 3056-36 in Washington, D.C. Mr. Blakeley is also a member of the American Institute of Parliamentarians and a recipient of numerous community and professional awards. He and his wife Dorothy have two children and live in Alexandria.



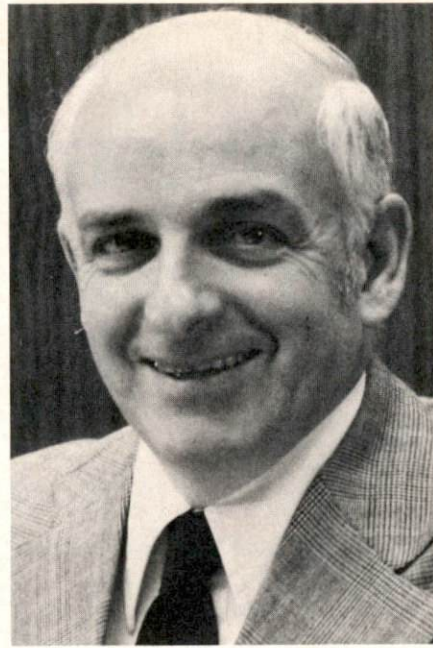
For Senior Vice-President

Durwood E. English, DTM. Senior Vice-President of Toastmasters International and a 1971-73 International director. Mr. English is Business Management Director for General Dynamics Corporation, Convair Aerospace Division, in San Diego, California. A Toastmaster for 13 years, he is the 1976 chairman of the Education Committee and served as 1969-70 District 56 governor. He is a member of the Mt. Carmel Club 126-5 in La Mesa, California. Mr. English is also a member of the National Management Association, the Toastmasters Social Club, and is very active in League Baseball. He and his wife have three children and live in San Diego.



For Second Vice-President

Hubert E. Dobson, DTM. Third Vice-President of Toastmasters International and a 1973-75 International director. A Toastmaster for 24 years, he is Training Supervisor for FMC Chemical Group in South Charleston, West Virginia. Mr. Dobson is the 1975-76 chairman of the Organization, Planning, and Administrative Committee, served as the 1971-72 District 40 governor, and is a member of the South Charleston Club 1528-40 and the H. E. Dobson Club 2005-40 in South Charleston, West Virginia. He is also active in the American Society for Training and Development and the First Presbyterian Church. Mr. Dobson and his wife Helen have four children and live in South Charleston.



For Third Vice-President

James G. Kalley, ATM. 1973-75 Toastmasters International director and 1964-65 District 46 governor. Mr. Kalley is Manufacturing Planning Supervisor for Perkin-Elmer Corporation in Danbury, Connecticut. A Toastmaster for 16 years, he is a member of the West-Conn Club 599-53 in Danbury. Mr. Kalley is very active in his community and has served as the 1974-75 President of the Western Connecticut Chapter of the International Management Council. He and his wife Charlotte have two children and live in Newtown.



For Third Vice-President

Eric K. Stuhmueller, DTM. 1973-75 Toastmasters International director and 1972-73 District 64 governor. Mr. Stuhmueller is Public Acceptance Officer for Manitoba Hydro in Winnipeg, Manitoba, Canada. A Toastmaster for 12 years, he is a member of the Centennial Club 313-64 in Winnipeg. Mr. Stuhmueller received a President's Distinguished District Award in 1973, a "Toastmaster of the Year" award in 1975, and is the Speakers Bureau Chairman for the United Way. He and his wife Lil have two children and live in Winnipeg.

Will You Be There?

The Annual Business Meeting is only a part of Convention '76. There's exciting educational sessions, great fellowship, and, of course, loads of fun. There's the "Mardi Gras" Party, the President's Dinner Dance, and the International Speech Contest. And the best part about it is that it's all happening at one place—August 18-21 at the Fairmont Hotel in New Orleans, Louisiana. Need we say more?

Make That Problem Everyone's Problem

by
Earl D. Heath
Club 2313-48

In recent years, many managers have come to realize that the primary resource upon which their success will be based is their workers. They know that, in order to accomplish whatever goals their organization has established, they must have the support of their workers. Consequently, many of them have learned to put the accent on human relations and direct their attention to people management.

Frequently, situations arise where these managers have to make a decision which seriously impacts their workers—decisions that do not fall within the day-to-day routine. How do they insure that their workers will accept their choice of action?

In this situation, two opposing methods of making a decision, which we can call "Consensus First" and "Consensus Last," can be used by the manager. A look at these two processes can give additional insight to the people management concept.

Consensus Last is the most frequently used method. The boss studies all the options and makes what he believes is the best choice. He explains his decision to his staff; the staff then sells the edict to the workers.

Consensus First, however, is gaining increasing acceptance. It puts topmost a concern for the workers as individuals. The process appears more lengthy because practically everyone who will be affected by the decision is consulted. Thus, it takes days or weeks to arrive at

a decision that could be made by the boss alone in minutes.

But with Consensus First, when the workers finally do make the decision, they are ready to act with great speed. The boss and his staff do not have to waste time convincing everyone that a correct choice has been made. The idea does not have to be sold—the workers helped make the decision!

Should we apply Consensus First to Toastmasters? Each club is comprised of officers (managers) and members (workers). Without support from the membership, the work of the officers is fruitless. Have you ever seen a motion requiring member participation railroaded through a club? If you have, you probably saw that motion later die from inaction, due to a lack of support from the membership. Certainly unanimity in the club is not mandatory, but it is desired.

We recently tried a variation of the Consensus First method in our club. Although we already have an excellent club, we thought there were some areas needing improvement. A fine-tuning adjustment was desired to insure growth and development.

The major concern of the Executive Committee was how to gain maximum support from the membership. The Committee had some improvements in mind, but knew the members must give active support if the changes were to be implemented.

To attempt the Consensus First method, the Executive Committee, with appro-

prate fanfare and promotion, arranged a special program on a regular scheduled meeting night. We would discuss seminar teams, three questions: "How can we increase attendance?"; "How can we make the education program more interesting?"; and "How can we transform prospects into members?"

The club members attending the meeting were divided into three seminar groups. Each group was given one question for discussion. While the groups discussed their topics for minutes, the group chairmen listed suggested changes and improvements.

Following a short break, the ideas of each group were presented by the group chairman and discussed in an open meeting. This generated additional suggestions and changes.

At the next meeting, the complete list of ideas had been typed and copied, and each member was presented a copy. During that week, the standing committee met and discussed the proposals, and the members had time to think about suggested changes.

The following week, the changes and improvements of the club's operation were presented by the chairmen of respective standing committees as motions during the business meeting. Some weak ideas were rejected by the membership, but many of the suggested changes were accepted for implementation. A few improvements, which required detailed planning, were referred to committees for action at a later date.

In reviewing the progress of our club since that special meeting, the overwhelming evidence of member support cannot be ignored. Our club is working and our club is succeeding because the membership wants it that way.

Our use of the Consensus First method has shown us the many benefits of giving every member an active role in the operation of the club. Our real improvement resulted from the members' participation and their feelings of being responsible for the success of the plan. But our greatest gain was in reversing flagging interest and developing a spirit of enthusiasm for the club's successful operation in every body! □

hall of fame

DISTINGUISHED TOASTMASTER (DTM)

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

M. Blanchard
2539-5
San Diego, California

Harlan E. Murray, Jr.
TSC Officers 1740-40
Columbus, Ohio

Montano Bay 2122-U
Montano Bay, Cuba

Joachim W. Operskalski
Verdugo Hills 434-52
Montrose, California

Ralph M. Parsons 2151-52
Pasadena, California

Bob Gaul
Speakeasies 2750-64
Winnipeg, Man., Canada

ABLE TOASTMASTER (ATM)

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

Har H. Cano
Bedley No. 1 1-F
Santa Ana, California

W. M. Simon
Beechphelos 155-F
San Marino, California

W. T. Long
Santa Ana Toasters 991-F
Santa Ana, California

W. DeKreek
Floor 124-1
City of Commerce, California

Robert H. Peterson
Salesmasters 999-1
Los Angeles, California

W. R. Salter
Globe 2197-3
Globe, Arizona

Thomas C. Paty, Jr.
Papago 2694-3
Phoenix, Arizona

Frank Mohaupt
Chula Vista 108-5
Chula Vista, California

Philip L. Sanford
Hospitality 683-5
San Diego, California

William D. Davis
Heartland 812-5
El Cajon, California

Larry D. Sieck
Egas 1508-5
San Diego, California

George Knowles
R.H. Conwell 82-6
Minneapolis, Minnesota

Richard A. Ulrich
Stillwater 2377-6
Stillwater, Minnesota

Henry C. Williams
Medford 67-7
Medford, Oregon

Robert L. Jantz
Milwaukee 656-7
Milwaukee, Oregon

Fred C. Howard
Broadway 789-7
Portland, Oregon

David E. George
High Noon 3714-7
Salem, Oregon

Albert L. Napoli
Sooner 1615-16
Norman, Oklahoma

Robert G. Tangeman
Opportunity 451-19
Des Moines, Iowa

Kenneth M. Rasch
Fort Dodge 597-19
Fort Dodge, Iowa

Leander H. Harral
Greater Des Moines 3049-19
Des Moines, Iowa

H.R. Hughes-Hallett
Kamloops 2784-21
Kamloops, B.C., Canada

Tim Glover
ESP 2633-24
Omaha, Nebraska

Allan Black
Pioneer 97-26
Casper, Wyoming

Dr. M. Dean Kleinkopf
Denver 254-26
Denver, Colorado

Obie S. Young
Jackson County 1871-29
Pascagoula, Mississippi

Arthur H. Streich
Alpine 1837-30
Lake Zurich, Illinois

Daniel Abraham
Central 2277-31
Worcester, Massachusetts

Norman A. Cox
Mitre & ESD 2779-31
Bedford, Massachusetts

Thomas P. Kabaservice
Mitre & ESD 2779-31
Bedford, Massachusetts

Ira Smith
TNT 2924-31
Waltham, Massachusetts

Joe Lopes
Delano 3470-33
Delano, California

Meir Sofair
D.C. Department of Recreation
3169-36
Washington, D.C.

Tom Ralph
Camellia 1787-39
Sacramento, California

J.W. Elrod
Hub 660-44
Lubbock, Texas

Scott Edwards
Lubbock 884-44
Lubbock, Texas

Robert P. Lanz
Abilene 1071-44
Abilene, Texas

William R. Larsen
Pop Up 3165-44
Midland, Texas

Arlen M. Schechtman
Portsmouth 1094-45
Portsmouth, New Hampshire

Albert R. Goldman
Westfield 3187-46
Westfield, New Jersey

Verna J. Smith
Seminole Chiefs 736-47
St. Petersburg, Florida

Arthur Don Alper
Honolulu 119-49
Honolulu, Hawaii

Ed Hogan
Universal City 295-52
Universal City, California

Richard O. Oxford
Round Table 421-52
Los Angeles, California

Walter S. Clevenger
Stag 2908-53
Hartford, Connecticut

David H. Brownell
State Farm Windjammers 995-54
Bloomington, Illinois

Dr. Jack S. Ragsdale
Lincoln Douglas 1196-54
Canton, Illinois

Clayton L. Shedivetz
Alzafar Shrine 2180-56
San Antonio, Texas

Ben Nathan
Mainland 2231-56
Texas City, Texas

J.W. Friesell
Southwestern 2995-56
Houston, Texas

John W. McDonald
Merritt 539-57
Oakland, California

MOVING?



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Santa Ana, CA
92711

Attach current address label here OR complete the following:

Name _____
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State/Province _____ Zip _____

Club No. _____ District No. _____

New Address _____

_____ Zip _____

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

new clubs

2465-2 FRATERNAL

Seattle, Washington—2nd Fri. and 4th Mon., 7:30 p.m., Scottish Rite Temple, 1155 Broadway, East., (363-9761). Sponsored by Wedgwood 1137-2.

2961-3 EASY RISERS

Scottsdale, Arizona—Mon., 6:30 a.m., First Federal Building, 6950 E. Camelback Rd., (994-3983). Sponsored by Scottsdale 2013-3.

318-4 SANTA CLARA COUNTY

San Jose, California—Thurs., 7:00 a.m., Sambo's Restaurant, 1860 The Alameda, (299-2701).

1721-6 ELECTRICAL

Minneapolis, Minnesota—Mon., 7:00 a.m., Normandy Motor Motel, 405 S. 8th St., (473-6266). Sponsored by Minneapolis 75-6.

3534-7 PGE

Portland, Oregon—Wed., 6:45 a.m., Yeon Bldg., 14th Floor, 522 S.W. 5th, (228-7181). Sponsored by Salem 138-7.

592-8 EMERSON

St. Louis, Missouri—Tues., 4:45 p.m., Emerson Electric, 8100 W. Florissant, (553-2844). Sponsored by Ferguson 525-8.

2430-8 SALEM

Salem, Illinois—Thurs., 12:00 noon., Salem Elks Lodge, 320 N. Broadway, (548-4600). Sponsored by Centralia 1112-8.

76-9 LOWER VALLEY

Grandview, Washington—Wed., 6:30 a.m., Cliff's Fireside Inn, 300 W. 2nd., (882-2100). Sponsored by Chinook 40-9.

1596-9 COLFAX

Colfax, Washington—Tues., 6:55 a.m., Jay's Pancake and Steak House, 702 S. Main, (397-4254). Sponsored by Frank C. Balmer 95-9.

3032-18 GALAXY DICTION DOOMERS

Dover, Delaware—Mon., 7:30 p.m., Dover Air Force Base Officer's Open Mess, (674-0432). Sponsored by Communicators 1321-18.

3727-24 MONDAY EVENING

Council Bluffs, Iowa—Mon., 7:00 p.m., Granary, 6th Avenue at Main, (322-3737). Sponsored by Council Bluffs 2114-24.

2047-25 RED BIRD

Duncanville, Texas—Thurs., 6:30 p.m., Bonanza Restaurant, Cockrell Hill & Camp, Widsons Rds., (298-3425). Sponsored by White Rock 1495-25.

3161-28 DETROIT FIRE DEPARTMENT

Detroit Michigan—Wed., 7:00 a.m., Detroit Fire Dept., 250 W. Larned, (224-2035). Sponsored by The Real-Time 3922-28.

3851-29 MICHAEL H. MURDOCH

Tyndall AFB, Florida—Tues., 7:15 p.m., Officer's Open Mess, Tyndall AFB., (286-5974). Sponsored by Panama City 531-29.

2288-31 MINUTEMEN

Waltham, Massachusetts—Thurs., 7:30 p.m., Waltham Public Library, (965-1846). Sponsored by Waltham Federal 2566-31.

2026-35 BARABOO BLUFFER'S

Baraboo, Wisconsin—Thurs., 6:30 p.m., Deri-Bara Resort, (356-9063). Sponsored by Reedsburg Area 2780-35, and Edmund J. Schrang, ATM.

3359-39 SUNRISE CENTER

Citrus Heights, California—Thurs., 12:00 noon., Liberty House, 6000 Sunrise Mall, (482-1110). Sponsored by Reveillers 985-39 and A-R 1481-39.

2897-42 EVERGREEN

Hinton, Alta., Canada—Tues., 7:30 p.m., Harry Collinge High School, 158 Sunwapta Dr., (865-4248). Sponsored by Northern Lights 489-42.

3817-46 RICHMOND COUNTY

Staten Island, New York—Thurs., 8:00 p.m., El Sal Restaurant, Ambboy Rd., (984-6006). Sponsored by Staten Island 2536-46.

320-47 PINELLAS COUNTY EMPLOYEES

Clearwater, Florida—Thurs., 5:30 p.m., Robby's Pancake House, 1617 Gulf to Bay Blvd., (443-7828). Sponsored by Dunedin 2166-47.

132-52 76ers

Van Nuys, California—Wed., 12:00 noon., Van Nuys Federal Building, 6230 Van Nuys Blvd., (997-3151). Sponsored by Van Nuys 172-52.

It is with great sadness that we report that **Past International President Paul H. Demaree** died April 4 in Newport Beach, California. Mr. Demaree, who served as 1932-33 International President, will long be remembered for his outstanding contribution to the Toastmasters International organization and the members which it serves.

1888-53 DARIEN

Darien, Connecticut—Mon., 7:30 p.m., Y.M.C.A., 2420 Post Road, (322-6133). Sponsored by Stamford 865-53.

3419-60 TRILLIUM

Mississauga, Ont., Canada—Thurs., 8:00 p.m., Camilla Public School, 201 Tedwyn Dr., (459-0743). Sponsored by Port Credit 1474-60.

1486-62 SHIAWASSEE

Owosso, Michigan—Wed., 12:10 p.m., Pines Country House Restaurant, 1730 E. Main St., (723-0221). Sponsored by District 62.

1298-63 EARLY BIRD

Nashville, Tennessee—Mon., 7:00 a.m., Shoney's Restaurant, 401 Harding Place and Nolensville Rd., (646-9781). Sponsored by Breakfast 72-63.

2501-63 THE BEAN SHILLERS

Smyrna, Tennessee—Thurs., 6:30 p.m., Smyrna Library, 304 W. Main St., (459-2403).

2672-69 WOOLWORTHS

Brisbane, Qld, Australia—Tues., 6:45 p.m., National Hotel, Adelaide St., Sponsored by Sunnyvale 3110-69.

3360-71 ENNIS

Ennis, County Clare, Ireland—Mon., 8:30 p.m., Queens Hotel Ennis., (065-21052). Sponsored by Shannon 44-71.

844-U BARCLAYS

Johannesburg, South Africa—Mon., 6:30 p.m., The New Club corner Loveday and Anderson St., (725-5300). Sponsored by Johannesburg 1150-U.

anniversaries

40 YEARS

Bremerton 63-32
Bremerton, Washington

30 YEARS

Corvallis 395-7
Corvallis, Oregon
Tuesday Y 394-11
South Bend, Indiana
New Albany 410-11
New Albany, Indiana
Dayton 405-40
Dayton, Ohio

25 YEARS

Christopher 958-6
Minneapolis, Minnesota
Texoma 345-25
Sherman, Texas
Birmingham 957-28
Birmingham, Michigan
Tejas 966-56
Austin, Texas
Midtown 971-56
Houston, Texas

20 YEARS

The Dalles 620-7
The Dalles, Oregon
Dawn Busters 2116-7
Portland, Oregon
Carlinville 2137-8
Carlinville, Illinois
Shelbyville 1113-11
Shelbyville, Indiana
Thoroughbred 1985-11
Louisville, Kentucky
Frank H Sparks 2000-11
Indianapolis, Indiana
Penn Square 2106-16
Oklahoma City, Oklahoma
Vacationland 2097-35
Iron Mountain, Michigan
Beloit 2147-35
Beloit, Wisconsin

Federal Bar 1915-36
Washington, D.C.

Air Age 2073-39
Sacramento, California

Grand Lake 1019-40
Celina, Ohio

Toastaxers 2142-40
Cincinnati, Ohio

Madison 2059-41
Madison, South Dakota

Florence 2101-48
Florence, Alabama

Rossuet Gavellers 2175-U
Capellen, Luxembourg

15 YEARS

Lighthouse 2148-2
Mukilteo, Washington

Fallbrook 2335-5
Fallbrook, California

Anoka 2748-6
Anoka, Minnesota

Rainbow 3104-6
Minneapolis, Minnesota

Kokomo 3338-11
Kokomo, Indiana

Cavaliers 3322-23
El Paso, Texas

Bienville 3226-29
Mobile, Alabama

HDL 3323-36
Washington, D.C.

State Health 2973-57
Berkeley, California

Skyway 3301-60
Burlington, Ont., Canada

TM Club of Mexico City 3245-U
Mexico City, Mexico

10 YEARS

Valley 3626-4
San Jose, California

Pile O Bones 1862-42
Regina, Sask., Canada

Parramatta 2274-70
Parramatta, NSW, Australia

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



Mail to: Toastmasters International, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, California 92711. (This form is not to be used by International Officers, Directors, Past International Presidents, or District Governors elected for 1976-77.)

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

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

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

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

(PLEASE PRINT) CLUB NO. _____ DISTRICT NO. _____
 NAME _____
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 ADDRESS _____
 CITY _____ STATE/PROVINCE _____
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 NO. CHILDREN ATTENDING _____
 AGES _____
 If you are an incoming district officer (other than district governor) please indicate office:

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

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

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

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

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

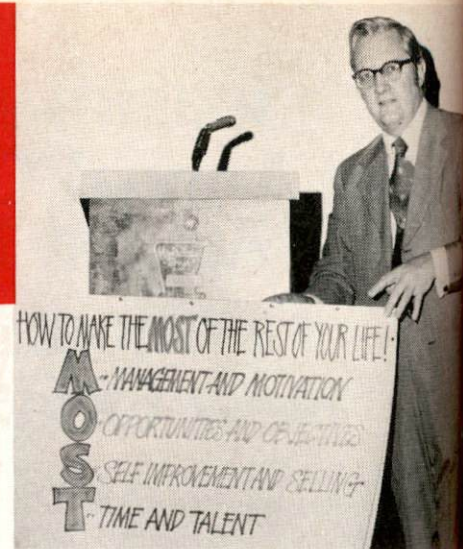
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Toastmasters International Convention, August 18-21, 1976, New Orleans, Louisiana

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