

The Toastmaster

JUNE 1981



**REAGAN'S
INAUGURAL
ADDRESS:
A GUIDE TO
SPEECHMAKING**
see page 8





Our Greatest Asset

A salesman returned home one night to find the entire house a mess. Astounded, he asked his wife, "What on earth happened?"

"Well," she said, "you're always asking me what I do all day. Now you know. Today I didn't do it."

This simple, humorous story raises some interesting questions. What would happen if everyone stopped doing what they normally do? What would be the effect on governments, businesses and, for that matter, on organizations like Toastmasters International? The answer is obvious. Everything would come to a halt, even though all of our modern technology, machinery and programs would still be in existence. Nothing works without people, and therefore people are our greatest and most important asset.

Business people all over the world, but especially in the United States, are seeking ways to become more productive and have their products be more competitive. Many of their investigations are leading them to analyze the "Japanese Methodology" because the

Japanese have been able to produce products with high quality at reduced cost, while maintaining a workforce which achieves large amounts of satisfaction from their employment.

While my reasoning may be a bit simplistic, I believe the Japanese have been successful because they understand their greatest asset. They've learned how to make people feel important and become more productive. Through a positive, people-building approach they have taken the word "motivation" out of the management textbooks and made it a reality in their offices and factories.

As Toastmasters, we have much in common with his Japanese philosophy. We understand that our greatest asset always has been, and always will be, our members. We have been blessed with an abundance of bright and talented people who, while working to achieve their personal goals, have made major contributions to the quality and growth of our fine organization.

Our future success is insured as we continue to motivate each other to participate in our education and leadership program at all levels. It is insured as we maintain an environment that inspires people to do their best. It is insured through the use of programs that keep our members alert, interested, productive and successful.

Yes, our future is secure because we do understand our great asset. We care about each other, and we show it. Ours is a program of building peoples' self-confidence. Through positive reinforcement and recognition we have achieved what many are now only seeking.

Toastmasters training provides each of us the opportunity to become whatever it is we are capable of being. It allows us to take our greatest individual asset — ourselves — and mold it in a fashion that best suits our needs. Once achieved, it marks us as being successful and unique.

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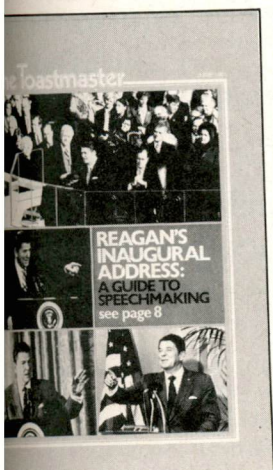
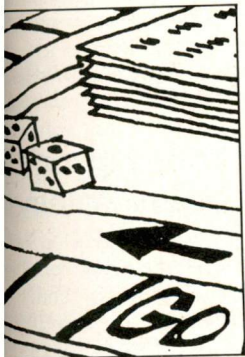
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COVER

Can an inaugural address serve as a model for other kinds of speeches? Writer and Toastmaster Thomas Montalbo believes it can. In this month's cover story, Montalbo analyzes President Reagan's inaugural address, pointing out the President's use of various speaking techniques which succeeded in making his speech "one of the best addresses in modern times." Montalbo also illustrates how speakers — whether professionals or beginners — can use these same techniques in their own speeches to emotionally arouse and motivate their audiences.



ed monthly to promote the ideals and goals of Toastmasters International, an organization devoted to helping its members improve their ability to express
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No Alliance for AA Members

Although I agree with Roy Wirtzfeld ("Helping Others Conquer Fear," March issue) about the value of appealing to special groups, I would suggest he do research on Alcoholics Anonymous before advocating his ideas.

The guidelines of Alcoholics Anonymous prohibit any alliance of any kind with any other organization. Thus no AA chapter could sponsor a Toastmasters club. The primary purpose of Alcoholics Anonymous is to help the alcoholic stop drinking by using their 12th Step Recovery Program. Any affiliation with an outside organization no matter how worthwhile is considered a diversion from this primary purpose.

And, while alcohol is a social lubricant for many, there are thousands of extroverted alcoholics. Alcoholism is a disease affecting the shy and the nonshy. I suggest Mr. Wirtzfeld attend an open AA meeting to overcome his stereotype and gain knowledge of how AA works. He would be interested in seeing how the AA program encourages shy alcoholics learn to express themselves by being unconditionally accepting.

Varda Murrell, ATM
El Segundo, California

From the author:

Varda Murrell may well know parts of this subject far better than I personally do, which is why I relied on the excellent sources given in the article. (These were Philip G. Zimbardo and his book, Shyness: What It Is, What To Do About It; and Dr. David Helms.)

But, most of all, I want to say I tried to write the article with love and still offer it in that spirit.

Roy Wirtzfeld
Duluth, Minnesota

A Matter of Mrs.

Mr. Glenn Sandberg's letter in the March issue hit a raw spot.

I applaud the woman who can use "Miss" before her name, and I understand some women using their husband's name, i.e., Mrs. John Jones. However, I am a business woman and my peers recognize me by my first

name attached to my married name. What you fail to remember is that the term "Mrs." comes from the words "the mistress of." It wouldn't be logical to be called the mistress of Mary Jones, would it?

Also, a woman of quality is true unto herself, and she does not place herself in bondage unless she so chooses. I don't mind being called the mistress of my husband, but I am who I am. I am not a mirror of my husband, nor do I walk in his shadow.

Consider the widow or divorcee. Neither can use "Miss," which by its very connotation means never having been married. Neither may wish to use the term "Mrs." again, at least not with respect to the ex-husband. "Ms." gives an option which is clearly defined — a term meaning strictly female, with no moral or amoral judgment placed on it.

Marilynn Kleinman
Bismarck, North Dakota

Courtesy Is a Virtue

Dorrine Turecamo's article, "Break-Out of the Verbal Defense Trap," in the February issue contained a number of worthy points. However, the writer stumbled badly when she derogated the use of polite, innocuous speech she dubbed "defensive" language. We often encounter rude people who have the tact of a turkey and the finesse of a Mack truck — their language is brutally "direct." Politeness and inoffensiveness are virtues to be admired and nurtured. Without them life would become a series of irritations. People indulging in the kind of terse, pointed language called for in the article can give the impression of being insensitive, boorish, pompous and lacking in social graces.

Armen Charles Tarjan
Gainesville, Florida

Life After 86

As I was disposing of my personal mail this morning at home, I noted the article "Life After 65" in the March issue. Since I am going on 90 myself, I retrieved the magazine and took it to the office with me. I read not only "Life After 65," but all the other articles in the magazine. I thought they were most interesting and en-

couraging. I was glad to read in the ending of your article "Do You Have the Courage to Grow?" that you can change your life whether you are 25 or 65. Do hope I can keep on growing at 86. Congratulations on a fine magazine.

Donald J. Wickizer, Sr.
Shelbyville, Indiana

Family Benefits from Toastmasters Training

Recently a reclassification of my home business was being considered by our city government and I was invited to speak in my own defense before that august body for the first time ever. I know that my Toastmasters training had a great deal to do with the compliments I received in the days following.

I believe we are all inclined to think that Toastmasters benefits accrue only to each individual member.

In my case, the future welfare of my whole family depended very much on my ability to size up the situation and set those conditions before our city fathers adequately.

My family was looking to me for competent action and it was reassuring to me to know I had enjoyed some years of Toastmasters to help me do my best. I never before realized how widespread the benefits of Toastmasters could be when the head of the house is a Toastmaster. No one should be without it.

Ernie Kring
Fulton, New York

Well-written Articles Influence and Inform

I really look forward to receiving my copy of *The Toastmaster* magazine each month. All of the articles are well written, informative and applicable to everyday living in the business world. Without a doubt the January issue was exceptional.

Each month I route my copy of the magazine to my co-workers and there is a rumor that the company will soon apply to begin a Toastmasters club for our employees.

Keep up the good work!

Jim Etnier
Columbus, Ohio

Bahrain Club's Programs Attract Local Attention

When Bahrain Toastmasters recently debated the relative merits of bachelorhood and marriage, married men capped their winning arguments with the observation that without the progeny of marital union, there would be no bachelors to keep the controversy going.

The debate was only one of the innovative programs responsible for the rapid growth (and excellent press coverage) of Manama Club 2916-U, Manama, Bahrain. Administrative Vice President Abdul Latif Khawaja also credits the club's student speech contests, symposium for the handicapped and ex-Toastmasters' night with increasing attendance, attracting new members and generating community interest.

A fast-talk program of two-minute impromptu speeches was designed to help improve English skills and a mock trial at one meeting showcased Toastmasters' communication and leadership training. But it was a student speech contest, sponsored in collaboration with the country's Ministry of Education, which proved



CONTEST JUDGES — Manama Toastmasters and members of the Ministry of Education and community listen attentively to student speeches.

most successful. Representatives from all government secondary schools spoke on topics ranging from the danger of smoking to the need for English classes in Bahrain schools. Students, Toastmasters, the community and the Ministry were so pleased with the results that the contest is to become an annual event.

And Manama Club hasn't run out of ideas yet — more lively debates, speech contests and special projects for the International Year of the Handicapped are planned to keep the club growing. Meeting attendance which averaged only five to eight members a couple of years ago is several times that now, and the future looks even better. According to Khawaja, creative programming has made all the difference.

Helping the Toastmasters of the Future

Today's Toastmasters have always taken an interest in the Toastmasters of tomorrow. That's why they eagerly participate in the Boy Scouts of America's national public speaking contest each year.

Richard Ellis, DTM, volunteered to be the chief judge at the contest finals held recently in the Dallas/Fort Worth, Texas area. Ellis, a resident of Garland, Texas, is District 25 governor.

The contest was sponsored by the Reader's Digest Association, which donated scholarships totaling \$11,500 to the winners. The two top awards of \$2000 scholarships were presented to Samuel S. Smith, 17, of Vicksburg, Mississippi, and Teri Dawn Thomas, 17, of Lubbock, Texas.

Taking second place and receiving



THE HAPPY VICTORS — Winners of the Reader's Digest Association-Boy Scouts of America public speaking contest were (left to right): Tommy Vidinha, Samuel S. Smith, Barry Hansen and Teri Dawn Thomas.

\$1250 in prize money were Tommy Vidinha, 16, of Kalaheo, Hawaii, and Barry Hansen, 17, of Lynden, Washington.

This was the eleventh annual contest sponsored by the Reader's Digest and the Boy Scouts of America, and Toastmasters plans to continue its participation, too. After all, these young people may be future Toastmasters.

World Headquarters Welcomes New Staff

Toastmasters International has announced several staff changes at World Headquarters.

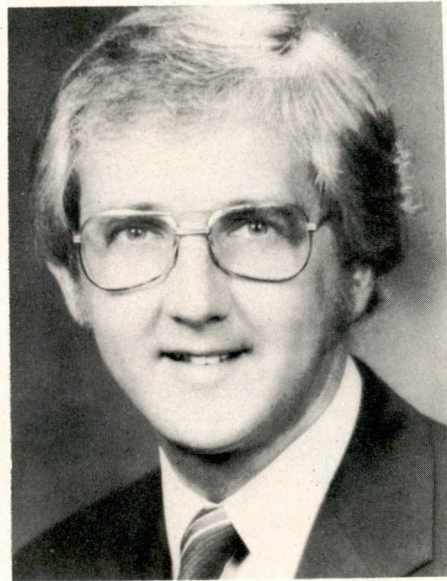
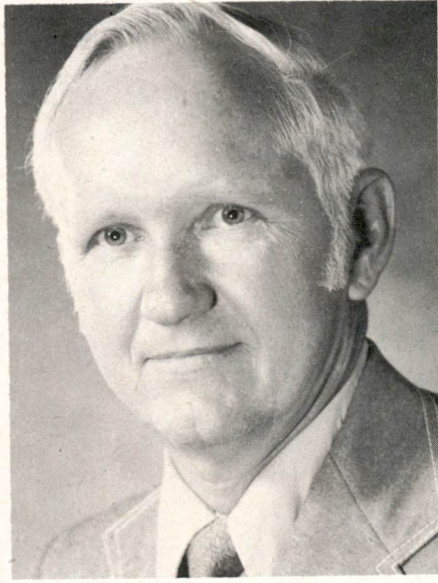
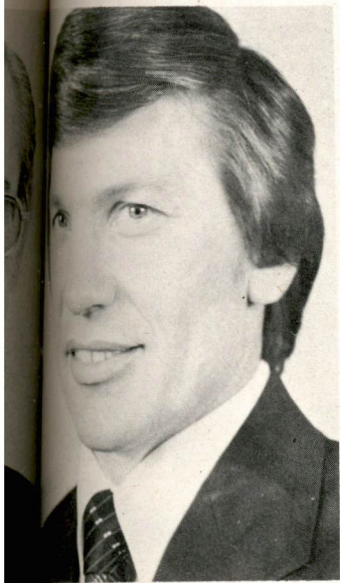
Debbie Horn has been appointed manager of publications and communications and will serve as editor of *The Toastmaster*. Before joining Toastmasters, Debbie was an editor and writer for Scott Publications in Santa Ana, California. A graduate of Ball State University in Muncie, Indiana, she is presently working on a master's degree in communications at California State University, Fullerton. Debbie resides in Fullerton, California.

Jon Meade is the new manager of membership and club extension, helping clubs increase their membership and chartering new clubs. A graduate of San Jose State University in California, Jon served as editor of *Muscle Digest* magazine before coming to Toastmasters. In addition, he has experience in public relations and business management. Jon, his wife, Marilyn, and their two sons live in Fullerton, California.

Jon replaces Tom Dell, who has been promoted to manager of education and club administration. Tom joined Toastmasters International in January, 1980 and is educational vice president of Clubways 3048-F in Long Beach, California. A graduate of the University of California, Los Angeles, Tom is currently working toward a second bachelor's degree in communications. Before joining Toastmasters, Tom was editor of travel publications for the Automobile Club of Southern California. Tom, his wife, Judy, and their daughter live in Whittier, California.



STAFF CHANGES — New World Headquarters department managers are (left to right): Jon Meade, Debbie Horn and Tom Dell.



Second Vice-President

William N. Crawford, DTM — Third vice-president of Toastmasters International and international director from 1977 to 1979. A Toastmaster for 12 years, Mr. Crawford is a member of Top Officers Club 3786-20 in Fargo, North Dakota. In 1975, he received a Presidential Citation from Toastmasters International and he was named Toastmaster of the Year by his district. He has received District 20's Distinguished Service Award. Mr. Crawford is employed as program coordinator for Dakota State University and is an economic consultant for the Center for Community Development and the Fargo-Moorhead Speakers Bureau. In addition, he serves as a Sunday School instructor, state speech contest advisor and a Little League baseball coach. He and his wife, Sharon, live in Fargo with their children.

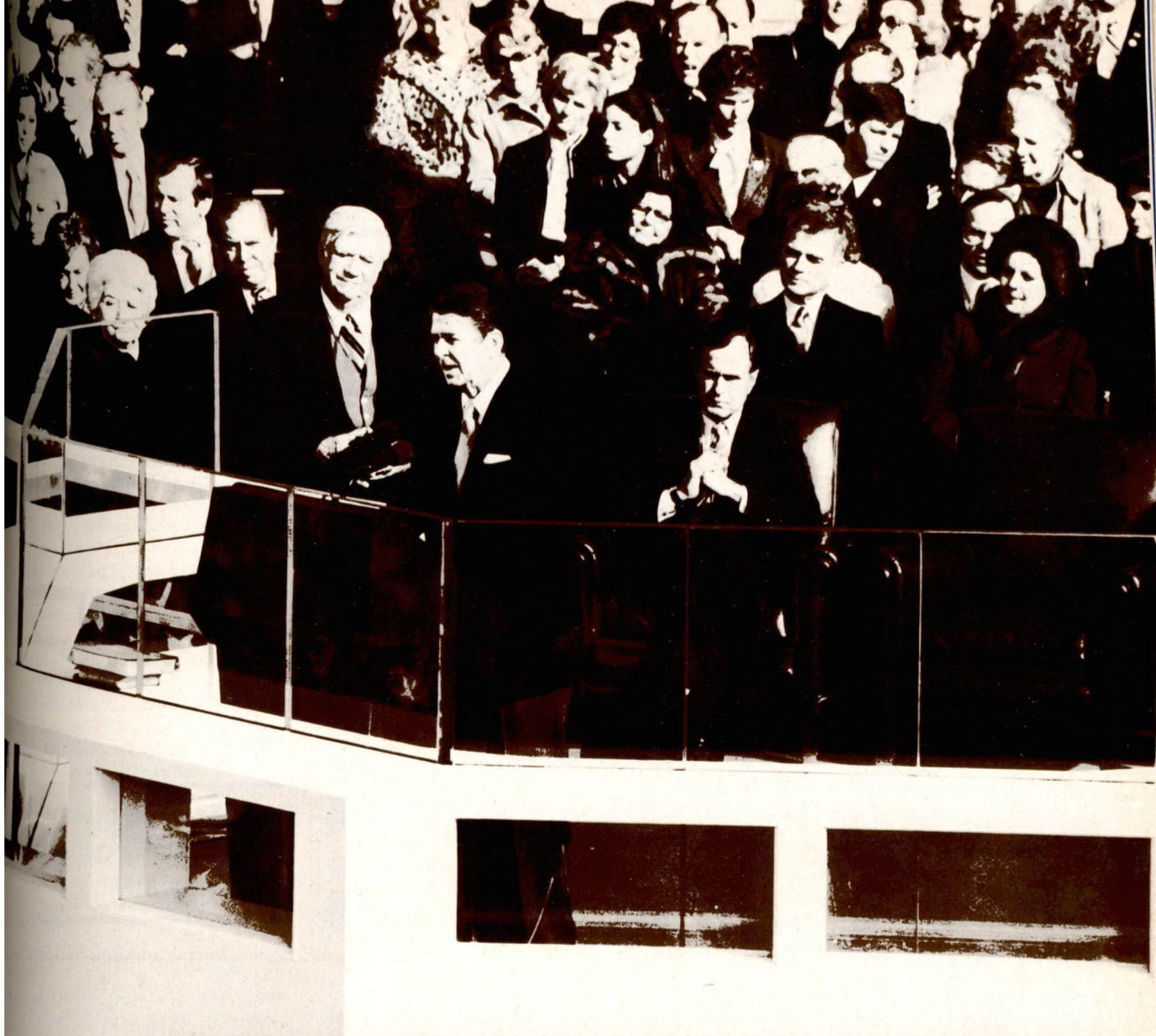
For Third Vice-President

William N. Crawford, DTM — An international director from 1977 to 1979, Mr. Crawford served as governor of District 3 for two consecutive terms from 1974 to 1976. He received the President's Distinguished District award in 1975 and a Distinguished District award in 1976. A Toastmaster since 1968, Mr. Crawford is a member of two clubs — Voice of Motorola 2083-3 and the Scottsdalians 4346-3 in Scottsdale, Arizona. During his 13 years, he has given 20 presentations in his club's Speakers Bureau program and coordinated five Youth Leadership and Speechcraft programs. Mr. Crawford works in microsystems for Motorola, Inc. in Scottsdale, Arizona where he and his wife, Sharon, live.

For Third Vice-President

John S. Latin, DTM — An international director from 1977 to 1979 and governor of The Founder's District from 1975 to 1976, Mr. Latin is active in three Toastmasters clubs — Professional Speakers Club 9-F in Santa Ana, Past District Governors Club 407-F in Claremont and Downey Space Club 513-F in Downey, California. Mr. Latin is manager of Advanced and Laboratory Programs and a speaker for Space Operations at Rockwell International in Downey, California. He is a recipient of NASA's Apollo Achievement Award and the Space Shuttle Approach and Landing Test Award. He also received the National Management Associations' Leadership Award. He is a member of the National Space Institute and the Institute of Electrical and Electronic Engineers as well as the National Management Association. Mr. Latin lives in San Dimas, California.





REAGAN'S INAUGURAL ADDRESS: A GUIDE TO SPEECHMAKING

Thomas Montalbo, DTM

Memorable inaugural addresses by United States presidents are rare — only speeches of Woodrow Wilson, Franklin D. Roosevelt and John F. Kennedy readily come to mind. Now President Ronald Reagan's address can be added to the list. One of the best speeches in modern times, his speech is well-crafted and effective that you might even consider patterning your own speeches after his. The following analysis will reveal the techniques he used and how you can apply them to your own work.

Reagan began by referring to the occasion. He said, "...this is a solemn and most momentous occasion. The orderly transfer of authority as called for in the Constitution routinely takes place as it has for almost two centuries. . ."

You can start many of your speeches this way. By beginning with a reference to the occasion, you give the audience a feeling of importance in being there and thus achieve rapport with them. The occasion doesn't have to be of national or international scope to be significant. Any occasion which calls for a speech is

Careful study of President Reagan's inaugural address may help you in your own speechmaking.

important. Audiences expect speakers to recognize special holidays, anniversaries or commencements.

Next, Reagan thanked the outgoing president for his "gracious cooperation" in the transition from the old to the new administration. If you were making a speech on taking over the presidency of a club, you surely would want to express similar appreciation to your predecessor.

Reagan moved quickly from his opening remarks to the body of his speech. Indicating a shift in thought, he said, "The business of our nation goes forward." This transitional sentence launched his discussion of the nation's domestic and foreign affairs. Recurring in his treatment of these topics is the theme of patriotism. He uses it in an appeal to reawaken the American spirit and steer the nation to new levels of greatness. Everything in the speech body contributes to and harmonizes with that purpose. By arranging his supporting material to build in intensity to the conclusion, he leaves the audience filled with renewed faith, confidence and pride. If you were to give a speech on Washington's Birthday, Independence Day or some similar occasion,

His strong, descriptive words added impact to his speech.

the theme and organizational structure Reagan used would be appropriate, even though the supporting material would vary.

Dramatic Words

Discussing the nation's economic crisis, Reagan described its effects in striking terms: "We suffer from the longest and one of the worst sustained inflations in our national history which distorts our economic decisions, penalizes thrift and crushes the struggling young and the fixed-income elderly alike. It threatens to shatter the lives of millions of our people."

Those two sentences rely on three effective techniques and devices: 1) active verbs; 2) three-in-a-row clauses; and 3) vivid words.

Reagan uses active verbs, such as "distorts," "crushes" and "threatens" to vitalize his speech and make it move. Compare "inflation is a threat to our economy" with "inflation threatens our economy." Both sentences say the same thing, but the second says it more forcefully. The active verb "threatens" strengthens the message. Let your speech march, as Reagan did, with verbs in the active voice.

Use of three clauses in succession in the first sentence ("distorts . . . penalizes . . . crushes") adds force to Reagan's



thought. This device of grouping in threes achieves equally dramatic effects with single words, phrases and even sentences.

By using such vivid words as "crushes" and "shatter," Reagan sharpens the mental pictures he creates.

Concerned about continued deficit spending by the government, Reagan said, "You and I, as individuals, can, by borrowing, live beyond our means, but for only a limited period of time. Why then should we think that collectively, as a nation, we're not bound by that same limitation?" Working in a bit of humor, he explained, "Now, so there will be no misunderstanding, it's not my intention to do away with government. It is rather to make it work — work with us, not over us; to stand by our side, not ride on our back. Government can and must provide opportunity, not smother it; foster productivity, not stifle it."

In these quotations, personal pronouns (you and I, our, we, us) involve his listeners and make them feel he's talking not at, but with them; parallel construction lends emphasis by contrasting phrases (work with us, not over us; stand by our side, not ride on our back; foster productivity, not stifle it); and alliteration (stand, side, smother, stifle) appeals to the ear and reinforces remembrance.

Inspiring his audience to take pride in being Americans, Reagan pointed out that in the past "we achieved so much, prospered as no other people on earth . . . because here in this land we unleashed the energy and individual genius of man to a greater extent than had ever been done before. Freedom and the dignity of the individual have been more available and assured here than in any other place on earth."

Reagan next sounded the keynote of his administration and exhorted his listeners to resume the successful practices of the past. He said, ". . . let us begin an era of national renewal. Let us renew our determination, our courage and our strength. And let us renew our faith and our hope. We have every right to dream heroic dreams."

Notice how Reagan makes his ideas so impressive. Aristotle observed that thoughts or feelings can be made more impressive by attaching to them universally recognized and admired qualities such as wisdom and justice. And that's what Reagan did. By using words like "freedom" and phrases like "dignity of the individual" he refers to ideals that we treasure as part of our American heritage. As a result, he evokes an emotional response from his listeners and wins their approval. He uses other words sure to appeal because they represent noble qualities: determination, courage, strength, faith and hope.

He also uses catch phrases that grab listeners' attention and stick in their minds: "era of national renewal" and "dream heroic dreams." Deliberate repetition of "let us. . ." in three successive sentences creates a special

President Reagan emotionally aroused his audience.

dynamic effect in addition to its rhythmic flow.

Further developing his theme of patriotism, Reagan asserted American heroes abound because the source of heroism lies in the character and common passion of ordinary Americans. The heroes, he said, are "you, the citizens of this blessed land" who pay taxes and support church, charity, culture, art and education.

By using three questions in a row, Reagan accumulated force as he asked, "How can we love our country and not love our countrymen? And loving them, how can we reach out a hand when they fall, help them when they're sick and provide opportunity to make them self-sufficient so they will be equal in fact and not just in theory? Can we solve the problems confronting us?"

Framed in balanced and memorable phrases, the first question is a gem that leaves a lasting effect. The first two questions are entirely rhetorical ones linking patriotism with responsibility. But the third question he answered himself with "an unequivocal and emphatic yes."

To help motivate his audience, Reagan then quoted with reverence and respect Dr. Joseph Warren's words to his fellow Americans: "Our country

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out the Washington Monument and the Jefferson and Lincoln Memorials, called them "monuments to heroism" and paid tribute to the three presidents. Next he called attention to the nearby Arlington National Cemetery "with its row upon row of simple white markers," under which are buried the heroes who fought America's wars.

In keeping with his theme of patriotism, Reagan used the monuments and the "simple white markers" as nationalist symbols to heighten the sense of American sacrifice and heroism. But heroes in the mass impress audiences less than an individual, personal hero. So Reagan singled out an American soldier, Martin Treptow, "who left his job in a small town barber shop" to fight in the First World War. After he was killed in action, a diary found on his body contained his pledge to sacrifice and fight as if "the whole struggle depended on me alone."

This story climaxed Reagan's speech with a final, rousing example of heroism. It illuminated his theme and enabled him to round out his thoughts with this emotional appeal:

"The crisis we are facing today does not require of us the kind of sacrifice

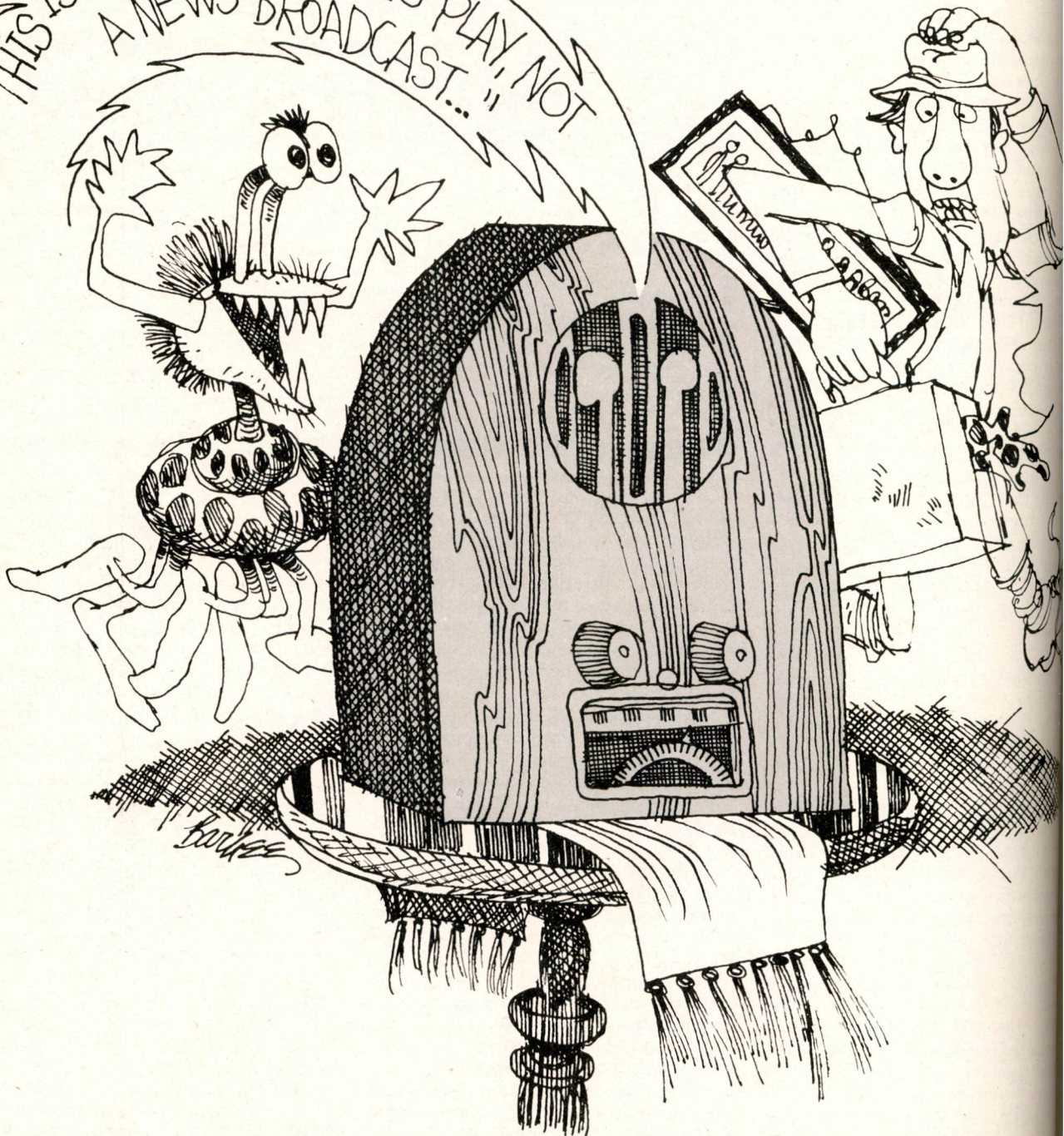
that Martin Treptow and so many thousands of others were called upon to make. It does require, however, our best effort, our work and our willingness to believe in ourselves and in our capacity to perform great deeds; to believe that together with God's help we can and will resolve the problems which now confront us. Why shouldn't we believe that? After all — we are Americans."

Successful speeches don't just happen. They're carefully planned, organized and written before rehearsal and delivery. The techniques that helped make President Reagan's inaugural address a resounding success are elements of effective speechmaking. In using them you can produce the same results in your own speeches. 🎤



Thomas Montalbo, DTM, is currently a member of Sparkling Toastmasters Club 3602-47 in St. Petersburg, Florida. A former financial manager for the U.S. Treasury Department, he is a frequent contributor to The Toastmaster.

THIS IS A FICTIONAL RADIO PLAY, NOT
A NEWS BROADCAST...



Critical listening can open the mind to rare insights
and greater understanding.

Tune In or Lose Out

by Thomas Montalbo, DTM

One day a college professor surprised his class with a written quiz on the lecture he had given in the previous session. More than a third of the class failed.

Listening to a nationwide radio broadcast in 1938, hundreds of thousands of Americans became panicked. They thought monsters from Mars had invaded the earth and were wiping out everything in sight. Worried listeners jammed switchboards at newspaper offices, radio stations and police departments. Some ran from their homes into the streets or piled into cars to flee for their lives.

That broadcast, however, was nothing more than an adaptation of H.G. Wells' novel, *War of the Worlds*. Four weeks during the broadcast an announcer assured listeners the program was fiction. Nevertheless, later studies showed that of the estimated six million listeners who had tuned in, about one million believed the drama was a real war with invading Martians.

These are but two illustrations of what happens when people fail to listen carefully. One is minor, the other monumental. Even the spreading of a rumor demonstrates how inefficiently people listen — the final version usually differs substantially from the original.

Yet listening is by far the greatest part of our communication activities. Research demonstrates that almost half the time we spend communicating is in listening. Despite the importance of active listening, however, studies show we understand only about 30 percent of what we hear.

In his book, *Ten Greatest Salespersons*, Bert L. Shook writes, "Listening to a customer isn't normally a priority for most salespeople; however, the 10 best are all people who listen." Art Linkletter, whose national television program ran for 17 years, gave this advice when asked his secret for success: "Listen." When asked the same question by the late Governor Ella Grasso of Connecticut, he said, "I've learned how to

How Well Do You Listen?

You may ask, "Isn't listening just a

natural thing to do when the speaker starts talking?" Not at all. The words may go in one ear and out the other. Hearing is merely an awareness of sound. Listening is getting the meaning of what we hear and adding it to our total knowledge.

When a speaker introduces his subject, do you think to yourself, "This doesn't interest me" and tune him out? If so, you'll lose. English journalist and author G.K. Chesterton once said, "There are no uninteresting things; there are only uninterested people."

And he was right. Why be too quick to turn thumbs down on a topic because you think you're in for a dull time? How can you know so soon? Listen longer and see what you can pick up. Everyone knows something we don't know that merits our attention — a startling fact, a wise observation, a rare insight, whatever. Abraham Lincoln said he never

Good listening habits can be the key to your success.

met a person from whom he couldn't learn something.

No matter how effectively a speech is organized and delivered, the material presented may require mental exertion on your part. When you run into this, do you stop listening? If so, you may be missing out on something memorable or important.

Instead, look at it as an opportunity to exercise your mind. Say to yourself, "This speaker has something to say. Let me find out what it is." Then listen closely, focusing your entire attention on what he's saying.

Do you get turned off by a speaker's appearance and voice? Do you stop listening because you don't like his speaking style? Lincoln and Winston Churchill were not especially pleasing in appearance and voice, yet both became outstanding speakers because of what they said and are still widely quoted today. So rather than be influenced by the speaker's appearance and voice, concentrate on getting his message. You may find it rewarding.

Sometimes a speaker rubs you the

wrong way because he says something that may contradict your own ideas and beliefs. How do you react? Do you try to be objective? Or do you suddenly bristle with hostility and feel like striking back? Do you start thinking of what you'd like to say in sharp retaliation? Such reaction blocks further listening. Your attention falls off, your receptivity drops and your intake dwindles. You may miss useful information and ideas. Instead, control your emotion, suspend judgment and listen patiently until the speaker finishes his speech.

Summarize Key Ideas

Do you listen to a speech intermittently — tuning into the speaker for a while, then shifting your mind elsewhere, next listening again to the speaker? This on-again, off-again listening interrupts the channel of communication. These side trips away from the speaker's thoughts can make you lose key points. When you return your attention to him, you often find it impossible to follow his speech because he moved ahead while you wandered off.

To get the most from a speech you must learn to stop letting your attention fade in and out. The next time you listen to a speaker, use the following pointers to help you understand and remember what you hear:

- Use your extra thinking time to analyze what the speaker is saying. Sort out and examine his central theme, principal ideas and supporting points.
- Interpret what you hear in relation to what you already know from your experience. Does he make assertions without backing them up with relevant facts and examples?
- Consider the speech structure. Does the speaker organize his material in a discernible pattern?
- As he comes to the conclusion of each part of his speech, mentally sum up his thoughts to keep yourself aware of where he is in the development of his subject.

Such analytical listening will not only rivet your attention to what the speaker says but also help you to understand and remember it. That's how the college students mentioned at the beginning of this article should have

listened to the lecture. Maybe they took too many notes and only half listened. Excessive note-taking reduces concentration and understanding.

You can become a better listener by being aware of these impediments to good listening and practicing the above suggestions for overcoming them. The speaker's performance is beyond your control, but your listening can be handled and fine-tuned by self-discipline. Like anything else you want to do well, it's your willingness to make the effort that is most important.

The considerable time you spend listening should be challenge enough. When you speak you hope others will pay close attention to what you say. And if careful listening is what you want from others, why not listen to them in the same way?

By committing yourself to work hard at listening, you'll reap greater benefits from the time and energy you devote to it. Much of life's wisdom and pleasure comes from the spoken word. As the American businessman and screenwriter Wilson Mizner said, "A good

listener is not only popular every day but after a while he gets to know something." 🗣️



Thomas Montalbo, DTM, is currently a member of Sparkling Toastmasters Club 3602-47 in St. Petersburg, Florida. A former financial manager for the U.S. Treasury Department, he is a frequent contributor to *The Toastmaster*.

Don't Shortchange Yourself

by Joseph G. Lagnese

"You believed because it was what you wanted to believe," an old Indian chief told his son. "Thus you shortchanged yourself."

The Indian boy's mistake is a common one: he failed to examine carefully and objectively what he heard. Listeners who fail to question and probe beneath the surface always set themselves up for disappointment.

For example, you've often heard government officials cry, "The country's foremost problem is inflation!" Since you experience the ravages of inflation daily, it's easy to accept that statement at face value, and to assume something will be done. When it is not, you feel let down.

But if you'd been less credulous, you might have asked yourself a few questions: "Has the speaker merely stated the obvious? Did he actually promise to do anything about the situation? If he did, is his suggestion feasible?" A little healthy skepticism can help you avoid disappointment. You might even decide to get involved and take positive action yourself.

When you're told that spending is to be reduced, and the budget will only show a three percent increase, it sounds pretty good. But is any increase truly a reduction? Or does even *potential* reduction mean a step in the right direction? You need to think it over carefully and decide for yourself.

Advertising requires especially critical examination in order to prevent yourself from being shortchanged. Is a product advertised for "only \$19.95" the bargain it purports to be? You can't know unless you're aware of its previous price and the price other manufacturers charge. The advertiser hopes you'll infer that this is indeed a bargain, but he's

not misleading you. You do your own misleading.

You should also scrutinize the speaker's relationships, motivation and qualifications in evaluating his statements. Unless something is radically wrong, for instance, a president or governor isn't likely to criticize his own appointee. And a conservative who talks about big spending is motivated very differently from a liberal concerned with the same subject.

You also open yourself to being shortchanged when you accept a statement just because the speaker is well-known. But famous people are not often experts in every field.

Certainly Admiral Rickover's ideas about nuclear submarines are more credible than his pronouncements about education, which is outside his field of expertise. This doesn't mean his opinion should be discarded — only that it shouldn't be accepted at face value.

Also, be skeptical about promises made. Can the person making the promise deliver? You should ask this question of anyone who tells you of ways to make money or of fields of employment that will open up to you after taking a special course.

One of the most common ways to shortchange yourself is to accept what you hear without facts or proof. It's easy to do when a headline-grabbing politico thunders, "A three percent increase in the budget is unrealistic." But unless he gives some evidence that it's unrealistic you should be wary of accepting it.

And if you believe that figures do not lie, you should also be wary, for their interpretation often results in incorrect conclusions. Here, again, examine the facts thoroughly.

The headline reads, "Russia's Steel Production Increases 50%; U.S., 20%." You naturally assume Russia

is overtaking the United States in another vital area. But is that really what the facts show?

Last year Russia produced 30 million tons of steel, compared with 20 million the previous year, so the 50 percent increase is accurate.

On the other hand, the United States last year produced 120 million tons, compared with 100 million produced the previous year. The 20 percent increase is also accurate. However, while it's true that the rate of increase was higher in Russia, the United States actually produced 10 million more tons of new steel.

As you can see, it's easy to be misled and shortchange yourself. You must objectively and carefully examine *all* the information if you don't wish to suffer disappointment.

Don't be taken in by statements of the obvious, just because you agree with them.

Consider who's making the statement, his or her interest, qualification and motivation.

Don't be taken in by illusory benefits.

Make sure a statement is substantiated by facts.

And, in the case of figures, examine them in relation to the total picture.

While it won't make you infallible, becoming aware of how you can shortchange yourself *will* help you become a better communicator and speaker. You'll learn to present information in a forthright way and to evaluate carefully the information you receive.

And when you learn not to believe because you *want* to believe, you'll no longer shortchange yourself — or others.

Joseph Lagnese is a writer based in Chula Vista, California.

Use your senses and your memory to put feeling
into your speech.

EMOTIONAL COLOR

by Alys Swan

gives you, the images they bring to your mind; think in terms of the emotional response you feel toward the words and use your feelings to express them. Work on the musical notes in your voice; develop the range; then use this ability to make the words come alive.

Actors learn to use the memory of emotion. As a speaker, you can benefit from their techniques. Think of incidents in your past. What feelings do they evoke? What is your response to them? Now, bring those responses into your speech and you are creating emotional color.

Word for word memorization of a speech leads to lost expression. Memorize ideas, while developing a characterization. Plan your speech, outline as much as you need to, but think in terms of ideas. Working with

Draw Upon Your Feelings

Learn Voice Control

A final note on the subject of producing a good tone: Since the voice is a wind instrument, and must be treated so, the first thing to learn is diaphragmatic breathing. The coordination between the resonator and the diaphragm is one of the most important things you can learn in producing a good tone, and working toward an image that is elastic. It is important to have an open throat, because a voice that does not lie in the resonating area will never demonstrate emotional color properly.

Remember that we are conditioned people. It is our inhibitions which need to be overcome. Practice the freedom that makes you a total speaker, with the ability to move an audience by your dramatic projections and complete vocal control. With practice and a strong message, you will project the essence of quality speech-making. . . .

Effective speakers learn to project emotion into their words.

your own storehouse of emotions you can bring forth a response to your subject. As you develop this facility, this skill in memory, you bring emotional color to your presentation.

As you plan your speech, develop your subject clearly. Then release your total self and let it come through. How you think, act, feel, look and speak all work together to bring the freedom to your speech which shows in the projection of emotions through your speaking voice.

Every audience is different, so you must be ready to adjust your presentation accordingly. Develop your perception. Openness and sensitivity to people and circumstances, which aid in the emotional presentation, will color what you say.

Follow your own speaking style, so that you come across naturally, with what I call "quasillasitude" — the appearance of ease. Take your time. An



Alys Swan, a former actress and talk show hostess, is Founder of the National Motivational Institute, and has a Bachelor of Science degree in speech and drama from Northwestern University. She currently conducts seminars on self-improvement and motivation throughout the country.

GO FOR THE GOLD

TOASTMASTERS'
50TH ANNUAL CONVENTION
AUGUST 18-22, 1981
HYATT REGENCY HOTEL
PHOENIX, ARIZONA



Our 50th Convention will be really special — the biggest annual meeting ever and the most exciting. The world's top speakers will be there — will you?

Hear Top Speakers

- **Dr. Millard Bennett**
One of the nation's most renowned orators, and a Toastmaster for many years.
- **James L. Hayes**
President of the American Management Associations will receive this year's Golden Gavel.
- **Joel Weldon**
One of today's most popular platform speakers — hear him and you'll know why.
- **Dr. Charlie Jarvis**
This year, Dr. Jarvis returns to our platform with an all-new humor workshop.
- **Dr. Nina Harris**
Special success program spouses (but everyone invited!)
- **Jeff Young**
The 1980 winner of the National Speech Contest you how to organize speeches.
- **Dean Herrington**
You will learn more about an audience receives a speaker in this fast presentation.
- **Michael Aun II**
Our 1978 International Contest winner will show how to "preach what you practice."

**World Championship
Public Speaking**

...the best Toastmaster
...ers in the world will com-
...in the biggest speech
...et ever at the Phoenix
...entation Center (across the
...om the Hyatt Regency).

...presentations on the
...and programming of a
...n Club, an inside look at
...rd of professional speak-
...ommunication Show-
...featuring five exciting
...asters, and the first Ac-
...ed Speaker Program

**e The
hts**

...is proud to show off
...and the Valley of the
...ur special tours have
...ranged just for you and
...d other Arizona attrac-
...sity to reach.

**Rawhide! —
Friday, 7:00 p.m.**

...back into time 100
...you visit Rawhide, Ari-
...joy an evening drive
...the desert; at Rawhide
...joy a steak dinner
...outside with the
...of Arizona desert all
...you. There'll be live
...nment too!

**Phoenix Fling —
Saturday, 8:00 a.m.**

**Phoenix Fling —
Sunday, 2:30 p.m.**

...ve a chance to see
...le, the historic Arizona
...the major league
...training stadiums,
...and a number of Frank
...ght's landmark works
...out the valley. You'll go
...ountain to a scenic

lookout, and along the way,
you'll have the chance to learn
a great deal about Phoenix
and the Valley of the Sun.

**Tour #4 — Carefree/Cave Creek
and Cosanti — Friday, 9:00 a.m.**

A trip to Cave Creek, along the
noted Desert Foothills Drive,
allows you to experience some
of the most beautiful desert in
the Southwest. You'll also see
the resort community of Care-
free, home of many celebrities.
Then you'll travel to Scottsdale
to visit Cosanti, where Paolo
Solari designs and produces his
famous windbells and sculp-
tures.

**Make your reservations now for
these great tours. Ticket avail-
ability is on a first come, first
served basis. Pick up tickets at
the tour desk in the District 3
Hospitality area, where you'll
also be able to get information
on local dining and other
great attractions in Phoenix.**

**Send reservations for Tour #1
(Rawhide) to District 3, and for
other tours to Thunderbird Pro-
ductions, NOT to Toastmasters
International.**

<p>TOUR #1 — RAWHIDE Wednesday, August 19, 7:00-11:00 p.m. Price \$23.50 (includes dinner, transportation, etc.) Mail to: District 3 Toastmasters c/o Mary Margaret Dockendorff 1627 W. Indianola Phoenix, Arizona 85015</p> <p>Make checks payable to: District 3 Toastmasters</p> <p>Name _____ Address _____ City _____ State _____ Zip _____</p>	<p>No. of Tickets</p> <p><input type="checkbox"/></p>
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<p>TOUR #2 — PHOENIX FLING Thursday, August 20, 8:00 a.m. Price \$12.25</p> <p>TOUR #3 — PHOENIX FLING Thursday, August 20, 2:30 p.m. Price \$12.25</p> <p>TOUR #4 — CAVE CREEK, CAREFREE & COSANTI Friday, August 21, 9:00 a.m. Price \$16.00</p> <p>Mail to: Thunderbird Productions 2255 W. Northern, B-109 Phoenix, Arizona 85021</p> <p>Make checks payable to: Thunderbird Productions</p> <p>Name _____ Address _____ City _____ State _____ Zip _____</p>	<p>No. of Tickets</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>
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Go for the Gold!

TOASTMASTERS'

50TH ANNUAL CONVENTION

AUGUST 19-22, 1981

HYATT REGENCY HOTEL

PHOENIX, ARIZONA

Mail to: Toastmasters International, 2200 N. Grand Avenue, P.O. Box 10400, Santa Ana, CA 92711. (This form is not used by International Officers, Directors, Past International Presidents or District Governors elected for 1981-82)

Registration will be required at all general sessions on Wednesday, Thursday and Friday. Pre-register and order 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 10.**

- _____ Member Registrations @ \$15 \$ _____
 - _____ Joint Registration: Husband/Wife (both Toastmasters) @ \$20 \$ _____
 - _____ Spouse/Guest Registrations @ \$5 \$ _____
 - _____ Tickets: Golden Gavel Luncheon (Thursday, August 20) @ \$10.50 \$ _____
 - _____ Tickets: "Ladies Luncheon" (Wednesday, noon, August 19) @ \$9.00 \$ _____
 - _____ Tickets: "The Wild, Wild West" (Thursday, August 20, Dinner, Show & Dancing) @ \$20.00 \$ _____
 - _____ Tickets: President's Dinner Dance (Friday, August 21, Dinner, Dancing & Program) @ \$21.00 \$ _____
 - _____ Tickets: International Speech Contest Breakfast (Saturday, August 22) @ \$7.50 \$ _____
- (Speech Contest will be held at Phoenix Convention Center, across street from hotel.)

Total \$ _____

Check enclosed for \$ _____ (U.S.) payable to Toastmasters International. **Cancellations reimbursement request accepted after July 31.**

TO WHQ

(PLEASE PRINT) Club No. _____ District No. _____

NAME _____

SPOUSE/GUEST NAME _____

ADDRESS _____

CITY _____ STATE/PROVINCE _____

COUNTRY _____ ZIP CODE _____

NO. CHILDREN ATTENDING _____ AGES _____

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

Mail to: Hyatt Regency Hotel, 122 N. Second St., Phoenix, Arizona 85004, (602) 257-1110. Reservation requests must be made to the hotel on or prior to July 28, 1981.

Please circle room and approximate price desired. (If rate requested not available, next highest price will prevail. State/local sales tax will be added to all rates. All rates European Plan (no meal included).)

Single	\$30.00	Double/King	\$38.00
Double/Twin	\$38.00	1 Bedroom Suites	\$100.00, \$125.00, \$175.00

TO HOTEL

NAME _____

ADDRESS _____

CITY _____ STATE/PROVINCE _____

COUNTRY _____ ZIP CODE _____

I will arrive approximately _____ a.m. _____ p.m. on August _____, 1981.

Check enclosed to cover first night for arrival after 6 p.m.

I will depart on August _____, 1981. Arrival by car other

I am sharing room with _____

Room will be held only until 6 p.m. unless first night is paid in advance.

TOASTMASTERS INTERNATIONAL CONVENTION, August 19-22, Phoenix, Arizona.



Understanding group behavior can help you become a group leader.

PLAYING THE GROUP GAME—

DO YOU KNOW HOW TO WIN?

by Nina Harris, DTM

ing members who are counterproductive to the group's goals include the "whiner" who always sabotages the group's agenda to complain about personal problems, and the "whisperer," who adds little undertones which distract from the chairperson's command of the meeting. These people whisk away power and slow down progress by

distracting members from their common goal.

On the other hand, there are many valuable, productive roles you can play as a group member. As you learn more about group behavior and identify the stages that the group is in, you can add the elements the group needs to reach its goal. Perhaps your group is brand new — a freshly-formed committee to coordinate your semiannual speech contest. You can play the role of clarifier by asking members to elaborate on their ideas or checking to be sure everyone has had an opportunity to contribute. If you notice that members are digressing and visiting with each other instead of getting to the business at hand, you can assume task-related roles: asking for consensus, recruiting volunteers for carrying out duties,

We're all members of groups. A family is a group, as is a professional organization, the gang around the athletic club pool, the line at the teller's window. And if you've ever yawned through a committee meeting, you may have realized that many groups aren't even necessary. They are often formed to complete work that one or two individuals could do faster, better, and more efficiently. But if you're involved with a group whose role is necessary — your Toastmasters membership committee, for example — you might want to learn just what makes groups tick. A little study of group dynamics will help you identify those people who are playing non-productive roles and gain an understanding of how individuals contribute to the total group behavior. Self-serv-

summarizing the meeting before closing the session.

Test Your Knowledge

The way individuals interact in groups is a fascinating, sometimes frustrating, aspect of communication. Just for fun, take this simple quiz and evaluate your understanding of group dynamics! After reading each case carefully, respond with a "right" or "wrong" answer. The correct response and rationale immediately follow each situation.

• *A vital committee meeting is planned within your corporation. Because of the importance of the agenda items, you name yourself chairperson — that way you'll insure control of outcomes and decisions.*

Wrong! If you're really interested in swaying opinions, you'll appoint another chairperson and sit as a regular member; that way, you aren't swamped with the administrative details of chairing and coordinating the meeting, and can invest your energy in observing others' interactions, playing appropriate roles and winning your points.

• *You're searching desperately for the best possible group leader to head your club's social committee. Charlie's a natural — he's not only the sharpest member of the club, he's the oldest. The group's bound to accept his leadership.*

Nope! Poor choice according to research on leadership traits. There is a tendency for groups to accept the leadership of someone a little older than the

average-aged member, but not the oldest. Nor the smartest. Leadership also goes to the most vocal person, not the brightest. So if you want to be the leader of your group, talking more pays off.

Working with Friends

• *What luck! You've just been handed the roster of names for your professional organization's new community development committee. You notice that all members are personal friends. Your hunch is that this will be a truly productive committee because of the friendliness.*

Nonproductive behavior can stop a group from achieving its goals.

Maybe, maybe not. You're right if you expect this group to be more cooperative with each other and communicate more freely than a group of strangers. However, friends can dally and get off the track if goals aren't clear. They just never get around to working! Friends in groups may also exert peer pressure to achieve conformity within the group and display hostility toward outsiders who try to join the group late. In other words, they may be so busy visiting that anyone who tries to get them "on task" meets resistance; creativity is low; and a new-

comer may be shut out.

• *You comment over coffee to your co-workers that the success of the awards ceremony lies in the fact that the membership is single-sexed — all women. No sex-role stereotype battles to fight here!*

Super observation! In mixed groups men still tend to fill proactive roles, initiating ideas and keeping the group on-task. Women fill (to a lesser degree as we grow in confidence and management skills) reactive, supportive roles reinforcing decisions and adding supportive body language like nodding and smiling.

Research shows older men in a group interact in the group the most, older women interact the least, while younger men and women fall somewhere in the middle — an indication that men and women are beginning to try new leadership behaviors!

But an individual woman in an otherwise all-male group has a special challenge, especially if the group was established before she was added as a member. She may find herself shut out of conversation, interrupted or teased. Women may feel frustrated as new supervisors of all-male departments. They'll need a large dose of group management skills, tact and humor to deal with those locked-in roles.

• *You've been observing Marge's behavior at board meetings for several months. Despite a strong need to achieve, she often falls ap-*

DARE TO SHARE!

Toastmasters' 1981 Membership Campaign

Bring new members into your Toastmasters club this year!

Sponsor 5, 10 or 15 new members and you will automatically receive special recognition — no forms to fill out!

Sponsor more members and you may be in the running for top awards. The most successful membership builder receives the "President's Sponsor" plaque, and nine runners-up each receive "President's Circle" plaques.

These great prizes can also be yours:

- **5 new members** — A Toastmasters "Shadow Figure" tag
- **10 new members** — "Reach Out for Success" coffee mug
- **15 new members** — Choice of Toastmasters tie or ladies brooch

This contest applies only to individual new members who join existing clubs. New, dual and reinstated members count, but transfers and charter members do not. For the sponsor to receive credit, his or her name must appear legibly on the Application for Membership (Form 400); no changes may be made after the application is submitted. The new member must join during 1981, and the application must reach World Headquarters no later than December 31, 1981.

Complete contest rules can be obtained at no charge from World Headquarters, request the Annual Membership Program Flyer (1620).



structured situations — she's the one with the...
 at cocktail parties! She relates to the other...
 members in an impersonal, evaluating...
 manner. She seems to lack empathy. And even...
 though she has revealed less about herself than...
 other members, you suspect her behavior origi-...
 nates from her family position as the youngest...
 child.

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congratulations on your astute ob-
 servation skills! You've noted some
 key points — but your analysis is
 incomplete. Family position does play an
 important role in the personality and
 leadership style of an adult, but all those
 characteristics you observed are typical
 of firstborn children, not the youngest.

As a former military person, you're a little
 strict about the looseness of your neighborhood
 community-action group. You have a tough time
 understanding why they don't get down to
 business. There must be something wrong with
 the group's leadership.

Not necessarily. You see, your orien-
 tation to group behavior in the service
 probably given you a lot of experi-
 ence in groups where everyone played
 their specific roles. However, in un-
 structured groups personality will be
 much stronger — a fact that can drive a
 sergeant crazy.

High Standards

Your nurse-instructor neighbor, Nancy,
 works in a hospital where departmental morale
 is very low. Lately she's found herself lowering
 her expectations for her students because she feels
 unsupported by her fellow instructors. You think
 this is a perfectly natural reaction.

You are right. When people find
 themselves in situations where reality
 seems far removed from their ideals,
 they find ways to deal with the dis-
 crepancy.

For example, when Nancy realized
 that her teaching methods might be
 inferior to those of her fellow workers
 and her goals a little higher than theirs,
 she had several alternatives. She could
 distort her perception to reduce her
 tension; in other words, she'd find
 reasons to assure herself that things
 weren't all that bad! She could change
 her ideals. Nancy might lower her
 standards to fit in with the system — at
 the price of not being true to herself.
 She might become apathetic — a typical
 response in many work settings. She
 could physically withdraw from the
 situation by quitting or transferring.
 Or she could adapt her behavior to fit
 her ideal. This is the most difficult
 method to solve her conflict, because
 Nancy would have to maintain her
 standards despite peer pressure.

Norman hardly ever shows up for Toast-
 masters events. Yet you notice that the group still
 gets friendly toward him with no reprimands for
 his neglect. You figure it's got to be his sparkling
 personality!

Wrong! Well, not quite right! What
 you failed to note was that Norman's
 company supplies all the mailers for
 your club, a service your club officers

see as vital. Norman has accumulated
 "credit" that allows him a certain
 amount of latitude in behavior.

Asking Questions

Your family has been hotly debating the
 purchase of a cooperatively-owned travel trailer
 for vacationing. For the past three hours the
 group has been batting opinions back and forth.
 You'd like to get things rolling toward a
 decision, so you ask a few questions to direct their
 thinking.

Terrific! The most frequent category
 of interacting in groups is "giving opin-
 ion." To aid group decision-making,
 begin by asking questions, particularly
 questions that elicit information.

Your boss, Mr. Schneider, is a real
 champion of democracy. But you notice that
 things never seem to get done on time, and
 conclude that perhaps the democratic process isn't
 the best method for decision-making.

That's right — part of the time. The
 democratic process is most effective in
 first stage of group growth, when
 everyone's getting to know one another
 and becoming comfortable.

However, in the second stage of
 growth, one or two persons begin to
 emerge as discussion leaders and others
 contribute less equally. This is when
 standards for the group are set and
 testing for consensus begins.

The final stage of group growth
 works best when one person assumes
 the leadership. This is the time when
 tasks pile up, time is short and dele-
 gation is necessary. Coordination skills
 are a must here.

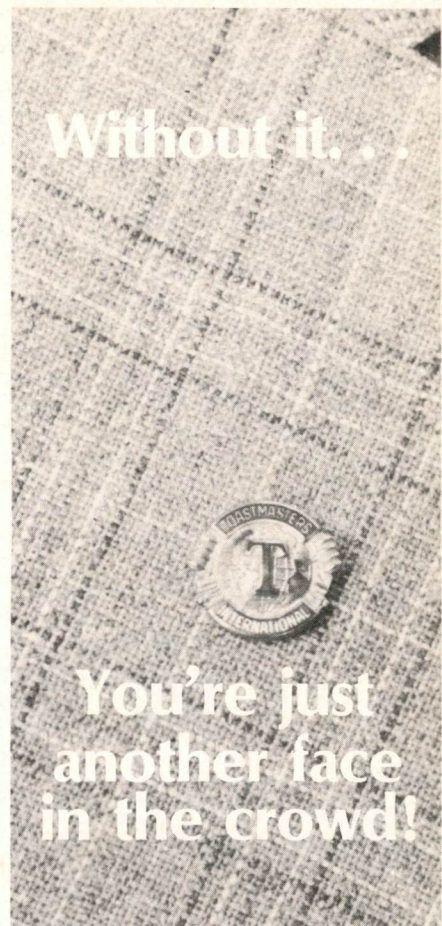
How did you score? If you responded
 correctly to each of the sample situa-
 tions, you're already adept at group
 leadership. If you found some new ideas
 about group membership and structure,
 you're on your way. Perhaps now is the
 time for you to explore more of the
 current research available concerning
 group process. It's an interesting field,
 and vital to your success as a manager
 and Toastmaster. To learn more, check
 with your local college or library. Text-
 books and courses can help expand your
 knowledge of group behavior and
 Toastmasters is the best place to try out
 your new skills.

An updated, working knowledge of
 group personality is just one more bag
 of tricks for you to add to your cluster
 of communications skills. Here's hoping
 you win the Group Game! 🗣️



Nina Harris, DTM, is
 director of Career Con-
 sultants, a firm in Tempe,
 Arizona that provides
 communication consulting
 services to educational
 systems, private businesses
 and individuals. An active

member of Park Central Club 3527-3 in
 Phoenix, she will speak at Toastmasters' 1981
 International Convention to be held August
 19-22 in Phoenix, Arizona.



MOVING?

If so, we'll need your change of address.
 Please give us your old address as well as
 your new by attaching an address label from
 a recent issue of THE TOASTMASTER in the
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Science has recently discovered some interesting things about a person and his sense of humor. Humor is a kind of magic that can change a tense, nervous, and unhappy person into a relaxed and cheerful one. Humor also adds color to everyday occasions and has the ability to make the most dreadful situation more bearable. It is almost impossible to laugh and be angry at the same time.

On the more practical side, studies show that humor is a most effective, yet frequently neglected, means of handling the difficult situations in our lives. It can be effectively used for patching up differences, apologizing, saying "no" tactfully or getting the other

stable than those who seldom find anything amusing.

Dr. S. Blanton, the eminent psychiatrist, believes that self-deprecating humor is a sure sign of mental health. Dr. Blanton says, "I have seldom been called upon to help a person who had a sense of the ridiculous, and I have never had to treat anyone who could really laugh at himself."

Psychologists also tell us that a sense of humor is a sign of healthy reasoning power and mental balance. When we lose our mental suppleness, we also lose our ability to laugh. Studies also show that people who do well on tests that measure sense of humor tend to score higher than average on intelligence tests!

Self-Directed Humor

The first step toward acquiring a healthy sense of humor is to learn to laugh at yourself. It somehow delights us to hear an important person deprecate his own importance. For instance, the late U.S. Supreme Court Justice Earl Warren often liked to tell of the time years ago when he was running for district attorney in California and was invited to a candidates night. The speakers were introduced alphabetically, and Warren noticed — somewhat to his dismay — that as each candidate finished outlining his qualifications he left the hall, taking his supporters with him.

"By the time I took the rostrum," Warren recalled, "except for the president and the secretary on the platform only one person remained in the audience. Grateful for even one listener, I gave my talk, then stepped down to thank the man who had stayed to hear me out. But as I reached for his hand he spoke up quickly: 'I wouldn't want you to think I am sailing under false colors. Mr. Warren. My name is Young, and I am running for coroner!'"

How important is it to be able to laugh at yourself? We all realize that the man who recounts his triumphs with a bore; the man who invites you to laugh with him at his mistakes is a delight. When things are going badly, it helps to keep your perspective and sense of humor. The ability to laugh at yourself is often the key ingredient in that mysterious intangible — charm.

Garry Moore loves to tell this bit of humor about himself. At the time he was appearing on television every day, Moore was living with his family under his real name, Thomas Garry Morfit. The local tradesmen never knew that Mrs. Morfit's husband was a big television star.

As Moore tells his story, one morning when his wife was out and he was in the house, sleeping late, the laundry man came knocking at the back door. Half asleep, Moore went down in his pajamas. The astonished laundryman

What Your Sense of Humor Reveals About You

by Jean E. Laird

fellow to do what you want without losing face or criticizing.

Looking back in history, we find many disagreements that have been eased by a bit of wit. For instance, when Abraham Lincoln was president, there was a heated debate about whether a bridge should be built across the Mississippi River. After a half hour of listening to arguments against building the bridge, President Lincoln used a bit of humor to win his point when he said: "Why should a man have more right to go up and down the river — than to cross it?"

Psychologists say it is important to develop a good sense of humor because the more enjoyment you can get out of life, the less likely you are to become depressed. One who can laugh at himself or herself is not likely to waste time feeling sorry for himself or herself. And researchers at two leading universities have found that people with a sense of humor tend to be more emotionally

emotional processes tended to be simple and direct. They were not deep thinkers and tended to dismiss a problem as lightly as possible rather than sit down and analyze it.

People in this group also made friends easily and usually had a good time in groups and at parties. You would almost never find them strolling through the forest admiring the wonders of nature or spending an afternoon in an art museum.

Category No. 3 involved cartoons poking gentle fun at manners and social customs, obesity, pets. It was found that people who showed the greatest preference for this mild type of humor tended to be rather unaggressive and disliked becoming involved in anything violent. These are the people who went out of their way to avoid hurting someone's feelings. They tended to be shy, unassuming, and very easy to get along with. They had an extreme dislike for unfamiliar groups of people and had trouble meeting new people.

Category No. 4 involved absurd situations. These are the cartoons concerning beings from outer space, fantasy, etc. People who enjoyed this type of humor tended to be very discriminating in their tastes, preferring the

The type of humor you prefer will match your personality.

different or unique to the commonplace or popular. Such people had a highly developed sense of awareness, were acutely sensitive, and nurtured a deep appreciation for the arts and nature.

On the other hand, University of Michigan studies have established that the person who is addicted to some forms of humor (the punster, for example) may have strong inner conflicts and unresolved personality problems. The punster's conflicting feelings find expression in making a play on words.

Authorities say you have a sense of humor worthy of an adult if you are ready, willing, and able to accept incongruity and to be playful about it. The extent of your ability to do this is the measure of your sense of humor.

For instance, some years ago two psychologists at the University of Illinois did an extensive study on humor. Here is one of the jokes they used (I warn you, do not laugh):

Mrs. Smith left the baby in her husband's care while she went into the kitchen. Mr. Smith buried himself behind his newspaper and forgot about the baby until he heard a series of thumps, followed by a horrendous wail. The baby had fallen down the stairs.

"Martha! Come quick!" cried Mr. Smith.

"Junior just took his first steps!"

Would you like to know what's wrong with those who laughed? The psychologists say that they have a very limited sense of humor. They are stolid, with a ponderously logical mind, heavy-handed, and labored in their approach to things. Lacking the light touch, they have little appreciation for subtleties.

Personal Problems

Studies conducted by a team of Veterans' Administration psychologists also show that the type of jokes people tell actually indicates whether they are happy or unhappy. When joke tellers feel depressed, say the psychologists, they usually prefer to tell jokes in which the hero is embarrassed, humiliated, or suffers misfortune. Why? Because they can readily identify with such characters.

Does a person's favorite joke or funny story indicate his or her inner personality? Psychological studies point out that the theme and content of a person's favorite joke is almost always related to an area in his or her life involving special concerns or inner conflicts. For instance, a favorite joke that "puts down" something or someone is indicative of anxieties in that particular direction. As an example, if a man's favorite joke concerns dieting or obesity, it suggests that his weight may be a matter of constant concern.

What about those of us who just can't seem to remember jokes, even though we may consider them extremely funny at the time? Studies conducted by the noted psychiatrist Dr. Martin Grotjahn, of the University of Southern California, show that the inability to remember jokes is similar to the inability to recall dreams. The same subconscious censoring mechanism affects both — and there are lots of these people around.

What about repetition? Do most people feel a joke becomes less and less funny the more often they hear it? William J. Fry, a Stanford University psychiatrist who recently completed a study on humor and what makes it tick, says, "This is only true if someone else tells the joke, but not if you tell it."

But what about the poor listener? Dr. Fry says that virtually any joke loses much of its humor when you hear it for the second time. And when you have heard it for the third or fourth time, you have just about had it. Still, humor and its resulting laughter constitute a universal language understood by people everywhere. 🕊

Jean Laird, a freelance writer in Oak Lawn, Illinois has written over 700 magazine articles and 178 paperback books for National Research. She also teaches journalism at St. Xavier College in Chicago. Her article is reprinted with permission from Kiwanis magazine, copyright 1978 by Kiwanis International.



basic knowledge of
human relations
can help you
motivate your employees.

HOW TO UNDERSTAND WORKERS

by Raymond Schuessler

nce new employees are properly introduced, adequately, trained and adjusted to the job, does a supervisor's responsibility end? Hardly. The fact that workers reach a satisfactory production level doesn't mean they're going to stay there without your attention. A let-down in performance may occur for any number of reasons, and it's a supervisor's job to find out where the problem lies and to get the worker stay productive. This is one of a manager's most difficult jobs for workers aren't like machines. They can't just push a button and make

Employers should reward workers according to their respective needs.

do what you want them to. Workers are people — people with emotions, pride and hopes. But they do have one thing in common with machines: it takes understanding to get both of them work properly. A mechanic can't make an engine work without understanding *how* it works, and that's true of people too. To get a willing, cooperative work force, you need to learn why people react as they do. To begin, you must realize that workers don't leave their personal problems at home. The *whole* worker goes to work, and his or her emotions are hung at the door the way a hat

Human relations is not just a matter of applying a set of rules, but of working with people who have feelings, thoughts and attitudes. Because bosses accomplish their jobs through others, they must be interested in them and treat them as individuals. By earning workers' loyalty and respect, you also ensure their productivity.

But you have to start by understanding some of the basic urges that cause people to do what they do. Recognition, opportunity, security and belonging are important to everyone, and workers may not do their best when these are not found on the job.

Some Workers Want Praise

For John Bowers, recognition was especially important. He'd worked 15 years as a draftsman for a small engineering firm in Detroit. About two years ago he took a job in the engineering branch of the maintenance department at an Air Force base. John was conscientious and had a great deal of pride in his work. He was always willing to help the other draftsmen when work piled up. Some of them took advantage of his good nature and he found himself doing quite a bit of extra work. Several times during his two years' service at the base special projects were assigned to him.

There were several promotions in the shop, but each time John was overlooked. Finally, he decided to quit. When he went to hand in his resignation, the supervisor said, "John, we can't let you go, we need you here. Why, you're the best draftsman we have."

He persuaded John to think it over for a couple of days. That night, John

told his wife, "When I worked at my old job in Detroit, I knew the boss thought my work was good. But today is the first time since I've been with the Air Force that my supervisor has said anything about my work."

What caused the trouble in John's case?

He didn't know what his supervisor thought of his work. In his former job, he was accustomed to recognition for good work, and he missed it. He was disappointed at not being promoted, despite his good work.

The supervisor could have avoided a situation like this by telling John how he was doing and giving him a pat on the back. And when he performed well on his special assignments, he would have been considered for promotion.

When John complained to his wife, he was indicating his frustration at not getting recognition — as an individual and as a worker.

Each of us needs recognition, and these are some of the things that make us feel we're getting it: Words of appreciation from family, fellow workers and superiors, credit for what we do and praise for a job well done, being able to express our opinions in matters that affect us, adequate pay and the respect of associates.

In addition to recognition, the desire to improve our position is an important part of job satisfaction. But there are other opportunities besides advancement which matter to workers. They also want the opportunity to do a good job, to further develop and to use their best abilities.

Once we have the opportunity, however, we also need the sense of security that comes with confidence in our ability to do the job well.

When Mary Small took her first job as a typist, she was assigned to a typing pool. As soon as she reported for work she was given the job of completing a number of personnel forms. Unfamiliar with many of the terms used, she made several errors. When she came to work the third morning, her supervisor told her the other girls would finish the forms. Mary was assigned the task of assembling and stapling papers. After a week of stapling, she began to worry that she might not be given another chance to prove her typing ability. She felt depressed about her mistakes and began to doubt her ability to do the work.

Mary's growing dissatisfaction could be traced to her lack of security. Given jobs to do without adequate preparation and orientation, she became unsure of her status and her ability to do what was expected. Mary had no idea what she was supposed to do, and

Laugh Lines

A sense of humor is what makes you laugh at something which would make you mad if it happened to you.

Adolescent — Teenager who acts like a baby when you don't treat him like an adult.

It isn't work unless you would rather be doing something else.

A rare book is one which is returned to you.

"Ethics are vital to the successful businessperson," said the man to his friend. "For example, an old customer paid his account today with a \$100 bill. As he was leaving, I discovered that he had mistakenly given me two \$100 bills. Immediately the question of ethics arose — should I tell my partner?"

Woman passing hat to fellow worker: "We are taking up a collection for one of the secretaries who is not going to get married or leave, but feels that she is stuck here forever."

The airplane was in a severe storm. One nervous lady was sitting next to a minister. She asked him, "Can't you do something?"

The minister said, "I'm in sales, not management."

A good listener is usually thinking about something else.

The biggest drawback to budding love is the blooming expense.

It has been said that one in five people is mentally ill. If you're in a group of five people and four look okay, you have to be the one.

An efficiency expert is a person who is smart enough to tell you how to run your business and is too smart to start his own.

Education is what you get from reading the small print. Experience is what you get from not reading it.

The minutemen of today are those who can make it to the refrigerator and back with a sandwich while the commercial is on.

Never miss an opportunity to make others happy, even if you have to let them alone to do it.

There is one thing to say about ignorance. It causes a lot of interesting arguments.

A good boss is a person who takes a little more than his share of the blame and a little less than his share of the credit.

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when she made errors her supervisor took her off the job instead of helping her to improve.

But this situation could have been prevented with proper orientation to the job assigned, explanation of new terms, help in correcting mistakes and encouragement when the work was done right. With this kind of support, Mary could have adjusted to her job and gained the feeling of security she needed to perform well.

Social Acceptance

When Dale Furman was transferred to a new department while many employees were being laid off, he "bumped" one of the most popular workers in the section. The other members of the section couldn't help resenting Dale's presence. They talked to him when their work required it, but

generally excluded him from the informal contacts that occur in most offices. After this had gone on for some weeks, Dale complained to his supervisor. He said some of the other employees were picking on him and deliberately making his job harder.

But the basic cause of Dale's complaint was that he hadn't been accepted by the group. He really wanted to belong, to feel that he was a member of the group, but they blamed him for causing one of their fellow workers to lose his job.

People are essentially social, and we all want to feel that we are an important part of the groups to which we belong. In this case, the supervisor could have helped give Dale a sense of belonging by informing the group in advance and explaining the procedure

fully; telling the group who Dale was and what his qualifications were; and thoroughly orienting Dale, taking to introduce him to everyone.

Interpreting Needs

Studies of groups show that workers are more likely to be satisfied and productive if they receive recognition for their work, understand what is expected of them on the job, feel accepted as members of the team and are given opportunities to grow and develop.

Although these basic needs are common to everyone, they are not present to the same degree in each individual. Some workers desire recognition above security and others want security above all else. For example, a young bachelor just out of college may be more interested in opportunity and advancement, while an older worker with four children and a mortgage may feel a strong need for job security.

It's important for a supervisor to understand individual differences, because they affect behavior, stability and potential, it's important to consider each worker's needs in making job assignments. You would not place a shy emotional person, for instance, in high pressure jobs, and shy individuals would not be satisfactory as receptionists or interviewers who must meet new people constantly.

Attitudes, which are more often conditioned by emotion than by logic, must also be taken into account when job assignments are made. Supervisors can't change the emotional nature of workers, but by studying the individual and the situation, they can learn how to help workers adjust.

To establish a favorable work atmosphere, employees must be treated as individuals, but recognizing and satisfying their job wants is not a simple task. Workers do not come to the supervisor and say, "I want recognition," or "I want security," or "I want to be a part of the group." Rather, by their attitude, emotions and actions they reveal desires that motivate them.

And each individual reacts to each situation in his own unique way. Only by knowing his workers and their individual desires can a supervisor help them get job satisfaction. This is the key to good human relations. To guide worker actions, a supervisor must study people to determine why they act as they do. With objectivity, friendly contact and understanding, supervisors can build techniques for dealing with people which lead to success for the worker and his company. 📌

Raymond Schuessler is a writer based in Florida. He has written for American Heritage, American Legion, the New York Times, Science Digest, Newsweek, Think (IBM) and Congressional Record.

Something Must Be Wrong!

by Marshall Kulberg

When Jeff Young was named 1980 World Champion of Public Speaking, his winning entry "To Stand Before Kings" was the best in a series of motivational speeches. In fact, the last five International Speech Contest winners were motivational speeches. Since this kind of speech is rare at regular Toastmasters meetings, its prominence at contests raises some questions.

What is going on when club members speak in every mode from lecture to argument use only one style in contests? Have speakers slanted their texts to what will win? Is a motivational speech the only kind suitable for a contest, or do judges, perhaps, have a racial bias?

Dr. James Weber, ATM, past area governor and past club president once told me that, "The speeches I've used at contests were different. Each was an attempt to prompt the audience to do something to improve themselves."

Safe Subject Matter

This trend might be explained by some outdated standards for oratory, or a speaker's natural desire to be liked. The idea that fire and bombast are hallmarks of good speeches finds easy expression in motivational talks. Besides, these speeches don't threaten anyone. A speech which calls for action — even as small an action as writing your congressman — may seem irksome or offending. But a talk outlining a way to improve your life inspires in a gentler way. "Sure," you say, "that was a good speech and I'll use some of those ideas next time."

But the vapid motivational speech which leaves us with comfortable conclusions is not wholly the fault of the speaker. Judges, too, must bear some responsibility for the sameness of current speeches.

Even though subject matter is not a consideration on the judging sheet, one time, a very inexperienced judge at an contest told a contestant his talk wasn't personal enough. "That same award was awarded the points to a man from my club who spoke on "The Federal Budget." This incident points out three important weaknesses of judges at the

club level: inexperience, personal bias (including club favoritism) and concern with subject.

What is needed? Year-round training of judges and real understanding of what a speech contest is to accomplish. A formal training program for judges isn't necessary. But clubs should promote the use of the "Individual Speech Evaluation Form," TMI #165, or the "TMI Ballots and Brief Evaluations" form with sections for comment on the speech presentation.

Or the club may do as Narrators Club 1398-1 of Inglewood, California has done — modify the speech contest form slightly to use as an individual evaluator sheet. When I visited them to give a

Some judges are biased towards certain subjects.

speech, the form they gave me provided some very worthwhile pointers. The members who evaluated my speech gained, too. Breaking a speech down into its constituent parts gave them the experience they needed to become comfortable and objective speech contest judges.

Some improvement needs to be made in the manner of scoring, too. The present system doesn't work very well when there is a tie. Presently the panel of judges is set aside and a single judge, the "secret" tie breaker, becomes the sole judge of the tie — if he or she voted for one of the tied contestants. A more direct method to resolve ties is to have the judges become jurors in a closed conference, under the direction of a chief judge, dealing with only the tie.

Another way would be to use an even number of judges, equal to or twice the number of contestants. Before opening the judging sheet envelopes the chief judge would select one at random and set it aside. After the votes were counted, that reserve vote would be used to break a tie. If this still failed to resolve the dilemma, he would call all the judges together again as a jury to break the tie.

Manual Changes

Updating the Speech Contest Manual

also might improve the quality of judging. There seem to be some inconsistencies here. For instance, items that can't be carried to the lectern by the speaker may not be used as visual aids. Yet, in one district contest the winner used a 200-pound man to turn on a record! A specific rule is needed to deal with props. It might even be better to forbid their use in contests.

The Toastmasters Speech Contest is considered a part of the Toastmasters learning process, but the Judge's Guide and ballot forms are considered confidential. Review of the forms by judges and contestants together could, like a good evaluation, be most helpful to the speaker.

Obviously the need of official timers is vital in a timed presentation. But why is a set of timing lights necessary? Anyone competent to enter a contest at any level should be able to give a speech that will fit the time slot without any outside prompting. When Evelyn Jane Davis, who is blind, entered the 1977 International Contest it was suggested that the timer might issue warning signals. But she knew what she intended to say and how long it would take — no signals were necessary.

It may be that exceptional speakers will win in spite of sloppy judging. But their chances are better if the judging is improved through year-round training at the club level. Judges may see that there are poetic, contemplative or low key speeches to excel all the motivational thunder. Then we will have real speech contests with international winners presenting informational, political or humorous speeches. And about three times a century, one of the non-controversial, non-threatening motivational speeches may triumph! ♣



Marshall Kulberg is a member of Portsmouth Toastmasters Club 1094-45 in Portsmouth, New Hampshire and of Merrimack Club 508-31 in North Andover, Massachusetts.

Hall of Fame

DTMs

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

Richard L. Weiss
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Rosa H. Osborne
Newners 2593-F, San Bernardino, CA

Harry K. Wolfe
Northeast 1161-2, Seattle, WA

Bob Erickson
Eyeopener 2607-3, Tucson, AZ

Dorothy D. Wilks
YMCA 719-15, Salt Lake City, UT

Thomas T. Reed
Magic Empire 652-16, Tulsa, OK

Nicholas D. Cellino
Keystone 3139-16, Tulsa, OK

Ronald L. Saurdoff
Town & Country 402-20, Alexandria, MN

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

Charles E. Peet
Garland 1207-25, Garland, TX

George G. Crawford
Executive 1783-25, Dallas, TX

Jake Christopherson
Reedsburg Area 2780-35, Reedsburg, WI

David Dobson
Reedsburg Area 2780-35, Reedsburg, WI

W.D. Babbitt
Mercury 2864-37, Winston-Salem, NC

William J. Foy
Select 1638-38, Drexel Hill, PA

Ellis K. Hirst
State Board 2370-39, Sacramento, CA

Collin J. Kollars
Yawn Patrol 1187-41, Sioux Falls, SD

William E. Bristol
Ellsworth 3276-41, Ellsworth Air Force Base, SD

Neil M. MacLaren, Jr.
Venetian 952-47, Fort Lauderdale, FL

Robert M. Udell
Magic Circle 1458-56, Houston, TX

William J. Gardner
Consumers Breakfast 4373-60, Willowdale, Ont., Can

Harold R. Blair, Jr.
Morning Knights 2875-65, Endicott, NY

Glenn J. Snyder
Lynchburg 562-66, Lynchburg, VA

Ruth Cowern
MDI 2764-69, Brisbane, QLD, Aust

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

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Mary A. Reilly
Salesmasters 999-1, Marina Del Rey, CA

Karen M. Burr
Early Words 433-3, Phoenix, AZ

Shirley Gish-Reich
Early Words 433-3, Phoenix, AZ

Patrick W. Manion
Municipal 801-3, Phoenix, AZ

Robert D. Holtz
Sun City 1643-3, Sun City, AZ

Laurence E. Smith
Eyeopener 2607-3, Tucson, AZ

Nile O. Jones
Aztec 2531-3, Tucson, AZ

Vitale S. Butera
Fluor Mining & Metals 2881-4, San Mateo, CA

Henry E. Corey
Carlsbad-Oceanside 47-5, Carlsbad, CA

Forest G. Beyrer
Real Orators 474-5, El Cajon, CA

Graciela H. Beyrer
Real Orators 474-5, El Cajon, CA

Dorothy T. Strunk
Real Orators 474-5, El Cajon, CA

Jackson H. Bowen
Coos Bay 249-7, Coos Bay, OR

Oliver N. Massengale
MAC 3681-7, Portland, OR

John Schenk
Lorain 953-10, Lorain, OH

Dr. Patrick Y. Yank
Gaslight 3523-10, Cleveland, OH

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Twilight 3138-14, Atlanta, GA

George A. Budd
Mount Ogden 1614-15, Ogden, UT

Nancy D. Thorsen
William E. Borah 2701-15, Idaho Falls, ID

David G. Johnson
Will Rogers 1032-16, Oklahoma City, OK

W. Stuart Deans
Boot Hill 429-17, Billings, MT

Dr. Paula A. Franklin
Woodlawn Security 2929-18, Baltimore, MD

George W. Martin
APL 3624-18, Silver Spring, MD

Leo Cleeton
Capital 1412-19, Des Moines, IA

Sally Scales
Salmon Arm 2861-21, Salmon Arm, B.C.

Wilber G. Voltmer
St. Joseph 1439-22, Saint Joseph, MO

Fred W. Evans
Cessna 1543-22, Wichita, KS

Luis A. Barajas
Border Toasters 2127-23, El Paso, TX

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Transportation 633-24, Omaha, NE

Harry D. Hall
Five Flags 3229-29, Pensacola, FL

Gordon Cawood
Raytheon 2922-31, Wayland, MA

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 Turners 2918-33, Atwater, CA
 Andrew Patchan
 Turners 2993-36, Washington, D.C.
 William L. Mintz
 Turners Six-O 1312-37, Charlotte, NC
 Peter Conrad
 Turners Morning 2035-37, Charlotte, NC
 James E. West, Jr.
 Turners Morning 2035-37, Charlotte, NC
 Roger L. Tellefson
 Turners 1735-39, Sacramento, CA
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 Turners Age 2073-39, Sacramento, CA
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 Turners Person 4009-39, Anderson, CA
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 Turners Array 1008-40, Columbus, OH
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 Turners Angle 1223-40, Covington, OH
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 Turners Line 3258-41, Rapid City, SD
 Jerry Dubord
 Turners Lines 3144-42, Regina, Sask., Can
 Richard W. Finley
 Turners City 1430-45, Waterville, ME
 Robert E. Doll
 Turners Somerville 1103-46, Somerville, NJ
 Raymond E. Floyd
 Turners Deerfield Beach 3299-47, Deerfield Beach, FL
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 Turners Gasper 3668-47, Tampa, FL
 James F. Irvin
 Turners Braille 341-52, Los Angeles, CA
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 Turners Newington 3509-53, Newington, CT
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Frederick Whitlock
 Whitehorse 1060-73P, Blackburn, Vic., Can
Mary M. Scott
 Frankston 1851-73P, Frankston, Vic., Can
John L. Milliken
 Mikasa 1727-U, Yokosuka, Japan

New Clubs

4438-F Mensanity
 Tustin, CA — Wed., 7:30 p.m., Allstate Savings & Loan, 18232 Irvine Blvd. (952-0944).
4440-F Palm Desert
 Palm Desert, CA — Thurs., noon, Coco's Restaurant, 73397 Highway 111 (568-0428).
4441-F Blythe
 Blythe, CA — Tues., 6:30 a.m., Graham Chevrolet, 305 S. Broadway.
4443-F Fontana
 Fontana, CA — Thurs., 7 p.m., Fontana Area Chamber of Commerce, 8610 Wheeler Ave. (822-0581).
4470-2 Bellingham Evening Club
 Bellingham, WA — Wed., 7 p.m., Holiday Inn, 715 Lakeway Dr. (733-5573).
4456-3 Sunrisers
 Tucson, AZ — Tues., 7 a.m., Arroyo Restaurant, 4900 E. Speedway (792-5812).
4459-3 Sedona
 Sedona, AZ — Wed., 7 a.m., Poco Diablo Resort (282-1775).
4468-3 Sunset Spokesmen
 Mesa, AZ — Mon., 6:30 p.m., Smitty's Restaurant, Broadway & Country Club Dr. (833-3912).

4439-4 Rolm Forum
 Santa Clara, CA — Tues., 1:45 a.m., Rolm Corporation, 4900 Old Ironsides Dr. (748-3615).
4437-5 Guardian Title
 San Diego, CA — Tues., 7:30 a.m., San Diego Board of Realtors, 2231 Camino del Rio South (574-5985).
4458-7 Prineville
 Prineville, OR — Thurs., 6:30 a.m., Cinnabar Restaurant, 3rd St. (447-5658).
4448-8 Lewis and Clark
 Wood River, IL — 2nd & 4th Thurs., 7 p.m., 1st National Bank of Wood River (254-5832).
4473-10 Food for Thought
 Solon, OH — Wed., 5:15 a.m., Stouffer's Cafeteria, 5750 Harper Rd. (248-3600).
4484-10 BPA
 Cleveland, OH — Thurs., 6 a.m., Martin Luther King Library, 1962 E. 107 St. (751-9822).
4449-14 Cartersville
 Cartersville, GA — Wed., 7 a.m., Shoney's (386-3890).
4464-14 Carpet Capital
 Dalton, GA — 1st & 3rd Tues., 7 p.m. (278-7748).
4477-19 Ankeny
 Ankeny, IA — Mon., 6:30 a.m., Zane Smith Realty Office, 306-S Ankeny Blvd. (265-1734).
4445-21 "Alouette"
 Victoria, B.C., Can — Thurs., 7:30 p.m., University of Victoria, Finnerty Rd. (598-3729).
4467-22 Hallmark
 Kansas City, MO — Tues., noon, Hallmark Cards Inc., 2501 McGee (274-5703).
4432-25 Generally Speaking
 Fort Worth, TX — Wed., 6:45 a.m., Equitable General Insurance Co. Cafeteria, One Equitable General Place (924-9722).
4446-25 SME Toastmasters Dallas
 Dallas, TX — Wed., 6:30 p.m., Western Sizzlin' Steaks, Central Expwy. & Spring Valley (747-9675).
4450-26 Horizon
 Grand Junction, CO — Wed., 7:30 p.m., Occidental Oil Building, 751 Horizon Court (243-7518).

Classifieds

SPEAKING RESOURCES

"World's Funniest Jokes" — New joke books, professional. "Hilarious!" — Montreal Gazette. "Fantastic Jokes!" — News Bureau Canada. Free catalog. Comedy Publications, Box 760, T., Snowdon, Montreal, H3X 3X9 Canada.

EDUCATIONAL OPPORTUNITIES

INCREASE READING SPEED, COMPREHENSION, RETENTION by 8-hour program for 1 month through cassette/workbook program. Amazing results — 92% doubled reading rate in 1 week. Send \$39.95 to Power Reading, 3 Oak Parkway, Burlestone, TX 76028.

How To Become A Successful Consultant In Your Own Technical Field, \$20, Consultants, P.O. Box 19, Manchester, TN 37355.

MISCELLANEOUS

TIMING LIGHTS — For Toastmasters clubs. Battery operated. Easy to see, operate and store. Write for full description. Dave Adamy, ATM, 1587 Vireo Ave., Sunnyvale, CA 94087.

Dare to share the benefits of Toastmasters membership! If you sponsor 5, 10 or 15 new members during Toastmasters' 1981 "Dare to Share" membership program, you'll receive special recognition — automatically. A free flyer containing full details and rules is available from World Headquarters; ask for #1620.

Want to help yourself and Toastmasters, too? Start a new Toastmasters club in your community or company. You'll not only help to bring the benefits of Toastmasters to others, you'll also gain valuable leadership experience. Everything you need to get started is in TI's New Club Information Kit. It's free; write the Membership and Club Extension Department at World Headquarters.

New members add strength and excitement to any club. For a wealth of ideas and tips for attracting new members, get a copy of Toastmasters' Membership Growth Manual (#1159). Send \$1.50 plus 20% postage to World Headquarters. California residents add 6% sales tax.

Send your classified ad with a check or money order to Toastmasters International, Publications Department, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711. Rates: \$25 minimum for 25 words, 80 cents for each word over minimum. Box numbers and phone numbers count as two words; zip codes and abbreviations count as one word each. Copy subject to editor's approval. Deadline: 10th of the second month preceding publication.

4469-26 Alamosa Speakeasy

Alamosa, CO — Tues., 7 a.m., Alamosa Inn, Hwy. 160 (589-5871).

4431-31 United

Boston, MA — Wed., noon, United Engineers & Constructors Inc., 100 Summer St., 27th Floor Conf. Rm. (338-6000, x 2616).

4452-33 Golden Tongued

Bakersfield, CA — Thurs., 6:30 a.m., Bakersfield Inn, Galleria Rm., 1101 Union Ave.

4451-35 Richland Area

Richland Center Area, WI — 2nd & 4th Thurs., 7:30 p.m., Stadel's Supper Club, Highway 14 (647-6183).

4433-36 Hall of the States

Washington, D.C. — Wed., 11:55 a.m., Hall of the States, Suite 126, 444 N. Capitol St. (783-2615).

4453-36 Mt. Calvary

Rockville, MD — Fri., 8 p.m., Mt. Calvary Baptist Church, 608 N. Horners Ln. (871-8434).

4461-37 Empire

Winston-Salem, NC — Wed., 12:15 p.m., Reynolds Building, 4th & Main Sts. (777-7702).

4471-38 Toms River

Toms River, NJ — Fri., 7:30 p.m., Presbyterian Church of Toms River, Hooper Ave. & Chestnut St. (255-3642).

4457-39 Hi-Liners

Sacramento, CA — Wed., noon, SMUD Cafeteria, Sacramento Municipal Utility District (452-3211, x 665).

4462-41 Hartford

Hartford, SD — Fri., 6 a.m., West Central Elementary School (528-6111).

4463-41 Talk of the Town

Sioux Falls, SD — Mon., 11:45 a.m., Rec. Room Lounge, 500 S. 1st (336-2095).

4435-43 Blythe Speakers

Blytheville AFB, AR — Thurs., noon, BAFB Officers Club, Blytheville Air Force Base Bldg. 700 (532-5581).

4455-45 Glace Bay Coaltown

Glace Bay, N.S., Can — Mon., 7:30 p.m., Colliery Inn, Union St. (849-1128).

4475-45 Norwich University

Northfield, VT — Tues., 5 p.m., Norwich University, V.I.P. Room of Harmon Hall (229-3475).

4434-47 Sun Bank

Fort Lauderdale, FL — Tues., 4 p.m., Sun Bank Board Room, 1506 N.E. 26 St.

4444-47 United

Fort Lauderdale, FL — 2nd & 4th Mon., 6:30 p.m., Peter Pan Restaurant, Oakland Park Blvd. & Dixie Hwy.

4472-58 Palmetto Goldmine

Greer, SC — Tues., 6:30 p.m., Po Folks Restaurant, Wade Hampton Blvd. (877-6401).

4447-60 Goodyear

Islington, Ont., Can — Thurs., 5:30 p.m., Goodyear Canada Inc., 21 Four Seasons Place (626-4660).

4454-64 Swan Valley

Swan River, Man., Can — Thurs., 7:30 p.m., United Church (Basement) (734-4300).

4436-65 CTG

Buffalo, NY — 1st & 3rd Thurs., 7 p.m., Computer Task Group, 800 Delaware Ave (882-8000).

4442-71 Rank Xerox Orators

Aylesbury, England — 2nd Tues., 4th Wed 6:30 p.m., Hampden House, High Street (33123, x 2573). Sponsored by Aylesbury 762-71.

4488-71 Bray

Bray, County Wicklow, Ireland — Mon., 8 p.m., Royal Starlight Hotel (862089).

4478-U Robert Service

Anchorage, AK — Thurs., 11:45 a.m., Alaska District, Corps of Engineers (752-3224).

4481-U Evening

Vogelweh, Germany — 7 p.m., Vogelweh Recreation Center (0631-866-6227).

Anniversaries

45 Years

Bremerton 63-32, Bremerton, WA

35 Years

Corvallis 395-7, Corvallis, OR
Tuesday Y 394-11, South Bend, IN
New Albany 410-11, New Albany, IN
Dayton 405-40, Dayton, OH

30 Years

Christopher 958-6, Minneapolis, MN
Texoma 345-25, Sherman, TX
Birmingham 957-28, Birmingham, MI
Tejas 966-56, Austin, TX
Midtown 971-56, Houston, TX

25 Years

The Dalles 620-7, The Dalles, OR
Dawn Busters 2116-7, Portland, OR
Carlinville 2137-8, Carlinville, IL
Shelbyville 1113-11, Shelbyville, IN
Thoroughbred 1985-11, Louisville, KY
Penn Square 2105-16, Oklahoma City
Vacationland 2097-35, Iron Mountain
Beloit 2147-35, Beloit, WA
Federal Bar 1915-36, Federal Bar, Wash. D.C.

Air Age 2073-39, Sacramento, CA
Toastaxers 2142-40, Cincinnati, OH
Madison 2059-41, Madison, MD
Florence 2101-48, Florence, AL
Bossuet Gaveliers 2175-U, Capellen, Luxembourg

20 Years

Lighthouse 2148-2, Mukilteo, WA
Fallbrook 2335-5, Fallbrook, CA
Anoka 2748-6, Anoka, MN
Paso Del Norte 3322-23, El Paso, TX
Bienville 3226-29, Mobile, AL
HDL 3323-36, Adelphi, MD
State Health 2973-57, Berkeley, CA
Skyway 3301-60, Burlington, Ont., C.
TM Club of Mexico City 3245-U, Mexico City, Mexico

15 Years

Valley 3626-4, San Jose, CA
Pile O Bones 1862-42, Regina, Sask.
Parramatta 2274-70, Parramatta, NSW

10 Years

TGIF Management 3328-4, Santa Clara
Suburban 3613-10, Chagrin Falls, OH
Waltham Federal 2566-31, Waltham, MA

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Oftentimes, problems with microphone and PA systems seem to outweigh their advantages. But let's face it . . . you're going to have to use them!

The Microphone: Friend or Foe?

Microphones, essential tools in public speaking today, can be a friend or foe, depending upon how "PA"-wise you are. A public address system can be a friend or foe of a public speaker; it must not be a problem to you?

What are some of the problems that arise with microphones and PA systems, and how can you avoid letting them be a problem to you?

First, know how to use the microphones put at your disposal. And check and adjust the system for optimum volume and tone settings for *your* needs. It is necessary, respecting those who appear before and after you, have an assistant to reset volume and tone controls just before you speak.

You may have a lectern with a microphone attached, or you may have a fixed microphone on a table or floor stand. Microphones are highly directional in their pick up, giving maximum effort to your voice but also reducing and eliminating extraneous sounds. Other microphones pick up from a broad area from all directions (this is the "eight-microphone"). How you must speak now you must direct your speech toward the microphone is partly a characteristic of the instrument. Thus, in advance, before your presentation, with the help of an assistant, test and adjust microphone placement and the volume and tone settings on the amplification system.

Here are a few suggestions that will help you improve your use of microphones and public address systems: If you are required to use a lectern, if only one microphone is directly in front of you, imagine that your nose is touching the microphone by a few inches as you speak toward the left or right sections of your audience. Thus,

you will keep your body on a constant radius, maintaining your distance from the microphone and speaking toward it whether you are looking to the right or to the left.

- Do NOT approach the microphone and start your speech by grabbing it and resetting it into some new position. Have the microphone position planned in advance, and if you are required to move it, do it with precision and an air of "I know what I'm doing. . ." (Be sure you do!)

- If you use visuals, such as an easel set one side of the presentation area, a lavalier microphone (worn around the neck, with the long cord trailing behind you) is very desirable. Occasionally, if your presentation plan requires much movement, a wireless microphone to which no cords are attached will give you complete freedom of movements in any direction.

- Whatever microphone you use, or however the room is arranged, check everything, every adjustment, before your presentation and have assistants help you if necessary. Speak into the microphone at a volume level you expect to use during your speech. Have assistants check your voice from different positions in the room.

- "Feedback" causes that unpleasant squeal that occurs when the speaker system "feeds back" into your microphone and is reamplified. Here again, test your system in advance; have somebody standing by to make needed adjustments. Experiment ahead of time with settings of volume and the bass and treble controls in the PA system. Sometimes reduction in treble, or an increase in bass, coupled with adjustment of volume (up or down), will eliminate feedback.

- Don't touch the microphone unless absolutely necessary, never use it to give you support. Keep your hands off and away from it!

- Develop your listening capacity (could we call it a subliminal attention?) to be aware of how your voice is projecting through the PA system. Are you talking too fast for a large room, so your echo is interfering with clear speech communication? Slow down! Are you turning away from the microphone so your voice fades? Remember the string on your nose!

- If you have special, recorded sound effects, or narration or music inserts, to be played during your speech, be sure to test them in advance. Depending upon the situation, you could need assistance from local technical experts to help you set up your tape or tape-cassette machine for a sound pick up by special microphone or by "patch" into the PA system. If you have a small recorder or cassette machine, try holding it up close to your microphone. You could achieve an effective transfer of sound from your tape to your PA system. By the latter process, you can mix eternal, recorded sounds with your speech, if you wish. Remember to *try it in advance* and practice the technique.

The best rule to follow, of course, whatever technique you use, is to avoid complex arrangements. Keep the mechanics and your technical problems as simple as possible.

Reprinted from Toastmasters International's Audiovisual Handbook (1193). Copies of this excellent publication are available from World Headquarters for \$1.50, plus 20% postage and handling. (California residents add 6% sales tax.)

What Every Club Needs

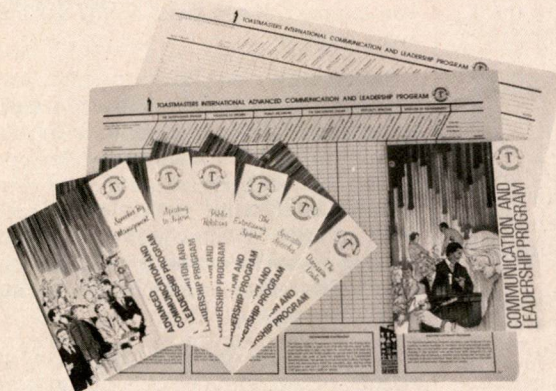
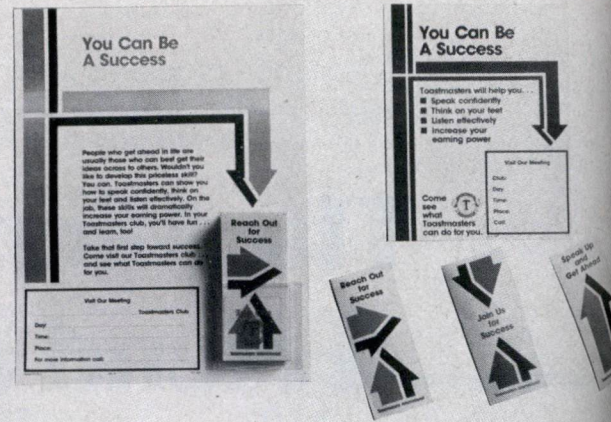
Basic tools for managing your club and meeting member needs.

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

99-101. Promotional Brochures. Toastmasters has completely revised its promotional brochures. The new brochures include *Reach Out For Success*

(99), which tells prospective members what Toastmasters is all about; *Join Us For Success* (100), which includes statements from prominent persons who have been helped by Toastmasters; and *Speak Up and Get Ahead* (101), which is tailor-made for company clubs that want to promote their programs within their organizations. Clubs may request up to 15 at no charge. Additional copies are 2 cents each. Contact World Headquarters' order department for details on quantity prices for orders of 1000 or more.

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



1555. Communication and Leadership Library Set. Every club should have basic C&L manuals on hand for new members. Set of four is \$10.

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

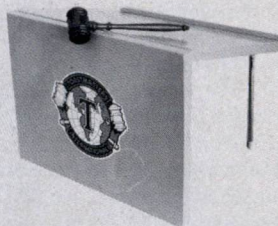
- 226-A. The Entertaining Speaker
- 226-B. Speaking to Inform
- 226-C. Public Relations

- 226-D. The Conference Speaker (The Discussion Leader).
- 226-E. Specialty Speeches
- 226-F. Speeches By Management \$1.25 each.

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

Lectern and Gavel

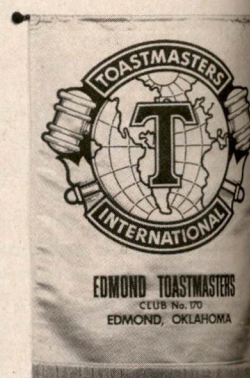
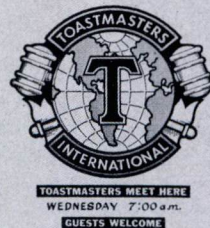
- 371. Portable Lectern. Lightweight steel with Toastmasters seal. \$35.00.
- 375. Gavel. Handsome wood finish. Perfect for club meetings and conferences. \$5.25.



384. Official Club Meeting Plaque.

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

FOR BETTER LISTENING—THINKING—SPEAKING



234. Club Banner. Gold satin banner 3' x 4' with blue Toastmasters emblem. Specify club name, number, city and state. \$35.00.

Attendance and Dues Records.

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

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



different postcards to remind members to attend meetings. \$2.00.

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