

June 1984

THE TOASTMASTER



ART LINKLETTER
55 Years of Public Speaking

"I'M ALREADY SOLD"

"You don't have to sell me on Toastmasters, I'm already sold." This could be a statement made by almost anyone who has come into contact with Toastmasters. However, the remark was made to me by the Chief Executive Officer (CEO) of a major corporation in Dallas, Texas, during my visit to District 25.



This highly successful corporation realized that its most valuable resource was its employees. The company understood that people who enjoy what they are doing, have a sense of accomplishment and are properly rewarded, are more dedicated, productive and valuable.

With this philosophy clearly in mind, the company developed a strong personnel development program which encouraged employees to pursue personal growth opportunities and at the same time develop skills and qualities that would directly contribute to the goals of the corporation. The program consisted of various in-house workshops as well as opportunities for employees to attend seminars outside the company.

It paid off. However, the cost of travel, registration and time away from work totalled \$500 to \$2500 for each participant. Consequently, these activities became the first to be cut during the recent hard economic times. Still realizing the importance of employee training and development, the CEO went in search of a more cost-effective program and soon discovered Toastmasters.

The cost effectiveness of the Toastmasters program quickly became obvious. First, the company could underwrite the entire cost of Toastmasters for 25 to 30 members for considerably less than the company had been paying to send only one or two employees to a seminar or a workshop. Second, it was learned that the Toastmasters program is self-sustaining; that it requires little or no effort on the part of the company management, other than a clear signal that the company appreciates and is supportive of the self-improvement efforts of those involved. Third, because the program allowed employees to develop and practice communication and leadership skills on a continuing basis (as opposed to short-term seminars or workshops), the benefits of the program were found to be longer-lasting.

The CEO mentioned that an unexpected benefit of Toastmasters was that it helped the company overcome one of the greatest challenges that faces almost all companies—the development of cooperation and teamwork among departments and individuals.

He went on to explain that the camaraderie and friendships that are developed through club meetings carry over into the work environment. He noticed employees leave the club meetings not just as accountants, engineers or secretaries, but as members of a team with a common purpose—helping each other achieve personal growth.

In the process, they develop skills and attitudes which are not only beneficial to themselves but are also beneficial to the company. What is interesting, he emphasized, is that once the members get to know each other personally, they begin to call upon each other more readily for input on various company projects. This leads to a more cooperative and effective working environment.

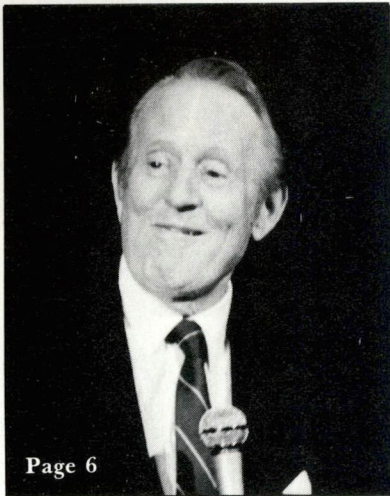
As I was about to leave he called in two of his vice presidents. I noticed both were wearing Toastmasters pins. The CEO just grinned and said to me, "As I told you earlier, you don't have to sell me on Toastmasters. I'm already sold."

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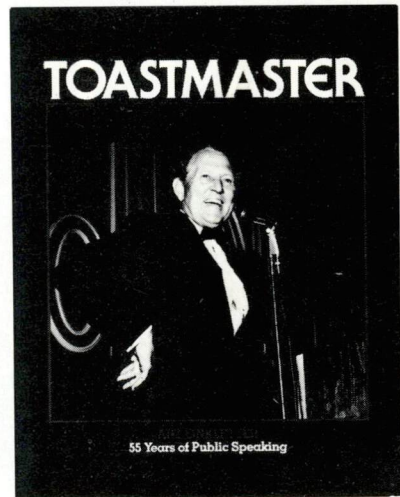
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COVER

Art Linkletter is famous for prompting kids to say the 'darnedest things' on national television during the 1960s. But his life has been filled with many other things, not the least of which is a 55-year public speaking career. To Linkletter, "speaking is the easiest form of breathing," and in this month's cover article author Marty Johnson McGinn conveys Linkletter's enchantment as she shares a recent discussion she had with him.

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5000th Club Chartered

The small town of Sidney, Montana, has earned a place in Toastmasters International's history with the charter of Toastmasters' 5000th club. Members of Sidney Club 5386-17 are excited about being part of a milestone club.

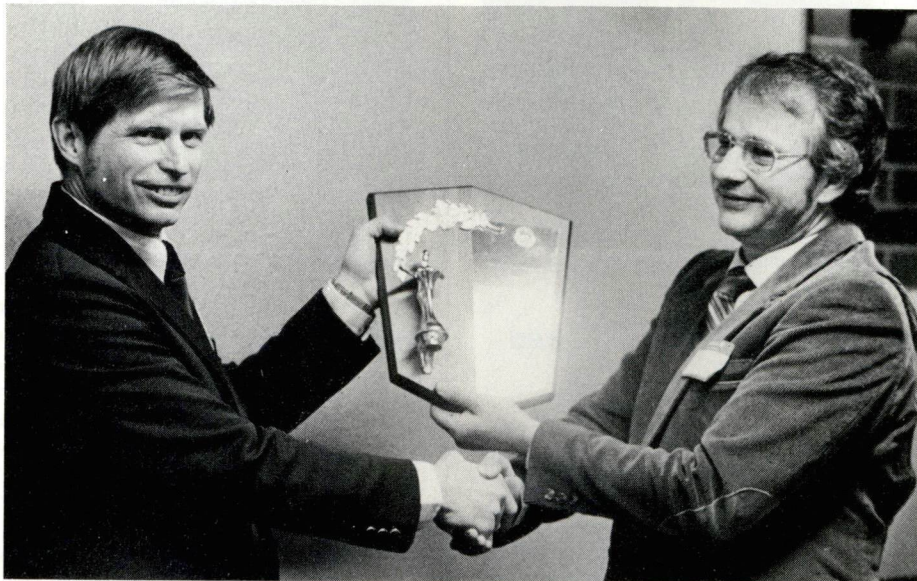
"They think it's great," says Club President Don Anderson. "Members feel that what they are doing is important." All members except two are first-time Toastmasters. Currently the group is composed of 10 men and eight women ranging in age from 23 to 55. Their occupations range from self-employed business persons to city government employees, a loan officer, truck driver, farmer and stockbroker.

Club charter ceremonies were held recently, with Area Five Governor Joe Kurkowski presiding during installation of officers. District 17 Governor Duane Ferdinand presented the club charter and some weeks later International President Eddie Dunn recognized their 5000th club status with a plaque. The ceremonies received press coverage with photos in both of the area's local newspapers.

A Community Club

Sidney, population less than 8000, is surrounded by farming and oil industry. The town had a Toastmasters club in the 1960s that thrived until 1975, when it disbanded. George Swenson, an active member of the previous club, saw a need last year for young leaders in the People's Congregational Church to gain public speaking experience. He and church officials contacted Toastmasters and formed a club, which blossomed into the non-church-related community club it is today. Members meet twice monthly at the town's Lalonde Hotel.

Since President Don Anderson and founder George Swenson are the club's only veteran Toastmasters, "this year it is most important to educate members, since they are all so new to Toastmasters," says Anderson. "We also want to solidify a strong member



Landmark Club—District 17 Governor Duane Ferdinand (left) presents 5000th Club plaque to Sidney Club 5386-17 President Don Anderson.

core, then work on membership building." Anderson's personal goal is to have 40 members by next year and he thinks it's very possible, based on interest being shown and logistics. The closest neighboring club is 57 miles away in North Dakota.

"The club's first year, member recruitment will be mainly through personal contact, which should be very effective in a small community like Sidney," says Anderson. "Plus members work in diverse areas of industry and will be spreading word in each of their fields." The press helps too, for meetings are announced in both local papers. "As a businessman," says Anderson, "I know it's important to keep our name in front of the public, so we'll continue to submit articles on our Toastmasters club."

Members' needs this year dictate that the club's major focus will be parliamentary procedure. To nurture members' interest, the club will utilize the Club Management Plan and the Orientation Program, which Anderson

found to be very effective in his previous Toastmasters experience.

Biggest Challenge

What was the biggest challenge to forming a club? "Getting everyone working together," says Anderson. "Since no one had experience with Toastmasters and George (Swenson) and I were rusty, it took five or six meetings before things started smoothing out. The worst part was that when things weren't running smoothly the meetings were not as interesting and it was more difficult to retain and recruit members.

"That's been the only problem, really," Anderson says. "To overcome this we gave constant, instant feedback to members while they were conducting meetings—we just let them plunge in with both feet and tutored them. They are coming along rapidly. They are quick learners and are doing very well."

Congratulations, Sidney Club members, for doing so well and for being Toastmasters' 5000th club!

ART LINKLETTER

Says the 'Darnedest Things'

by

Marty Johnson McGinn

The scene was Orlando, Florida. The American Congress on Real Estate was staging a three-day seminar for creative real estate investors at the Sheraton Twin Tower Convention Center, near Disney World. Master of Ceremonies, Ty Boyd, had just introduced the keynote speaker of the evening to a packed house of nearly 1000. And then the speaker entered, mounting the platform amid thunderous applause.

***LINKLETTER SAYS
THAT FOR HIM
SPEAKING IS THE
"EASIEST FORM
OF BREATHING."***



He thanked the audience and began to speak. His speech? It was entitled, "Yes, You Can." Its purpose? Motivation. And, motivate them he did. The audience loved him. Not only did he motivate them; he was also informative, persuasive and very entertaining. . . all in his off-the-cuff style.

And who was he? None other than a TV and radio personality who's weaned a generation of kids 'table topics' style, by letting them say the 'darnedest things' on national television. . . while parents looked on chuckling, sometimes cringing, at their offsprings' candor. If there's anyone who can capture an audience with a twinkling eye, three-quarter stance, head turned, hand-on-hip, and tongue-in-cheek (literally), it's the man who's freed millions of youngsters to speak their minds from an early age. . . Art Linkletter.

A 55-year veteran of public speaking, Linkletter says that for him, speaking is the 'easiest form of breathing,' though he admits that for most people, it's not that easy. So he's written a book *Public Speaking for Private People*, in which he seeks not only to alleviate the number one fear of most Americans, but to guide them as well toward competency at any speaking task. An excellent book for beginners, it's also a good reference for anyone interested in honing his or her speaking skills.

The Novice Speaker

During a recent interview, Linkletter shared some of his 'secrets' for successful speaking. He expressed a special sensitivity toward the novice speaker, and began with that in mind. The apprehension which often accompanies public speaking isn't necessary, he says, "not if you really think you have something to say that will add to other people's enjoyment or information. Then you feel that you are sharing something."

He says your attitude should be that "my point of view and my experience or knowledge or whatever I'm going to talk about is something that I believe in and feel good about. Once you think of giving and sharing," he explains, "instead of being on test or on trial, then it's altogether different."

He advises the speaker to turn his or her attention inward first, to ask, "What am I going to say when I get up and why am I up here?" "And if it's something you know, and you're full of and you've experienced, then you turn outward and say, 'I want to give this to somebody.'"

Positive Expectations

Linkletter stresses the importance of



"I BELIEVE TOASTMASTERS IS THE IDEAL PLACE TO GO (FOR SPEECH PRACTICE)."

having a positive mental attitude about the audience and their conception of you. "You have to have in your mind a picture before you get up, a positive picture, that they are going to like you and that they are your friends and they're not there to judge you. You are not competing with Ronald Reagan for Speaker of the Year. . . they're not giving you points.

"In other words," he says, you have to consider that "there's going to be a non-super-critical reception. As I said in my book, if you feel the audience is just an extension of your family and friends, you have a good feeling about it."

Starting Off Right

Getting started on the 'right foot' is very important when speaking. Link-

letter stresses the importance of having a well-prepared introduction and conclusion, even if you have to let the middle of the speech 'take care of itself.' He warns against several risky ways to begin a speech, especially if you're still relatively new at it.

"A joke is the most dangerous way to start a talk because most people can't tell a joke," he says. "Most people don't even know how to pick a joke, and after they've overcome those two problems, they don't know how to connect the joke with what they're going to say next so that it doesn't stand out like a lighthouse without any water."

And how about the dramatic beginning? In his book, he mentions a fellow who used a gun, and fired it into the air. "That's a risky thing, like the joke," he warns. "But I think it's a good thing. It's more important to have a dramatic beginning if you have an audience that is eating and drinking and you're introduced right after that and everybody isn't through.

"Most beginning speakers make the mistake, in a situation where there is some noise and confusion, of starting their talk over all that confusion. . . and trying to get the audience's attention. I would never do that," he vows. "I would either stand there quietly and just look around until there is silence, or I would do something that would be dramatic."

Then how can speakers begin on relatively safe ground? "They should start with something interesting, that's personal and relates to their talk," he suggests, "whether it's how they happened to be picked or why this topic fell into their personal horizon or whatever."

Holding Their Attention

Linkletter is extremely 'well-heeled' in methods to get and keep the audience's attention. First, he makes a habit of letting nothing come between him and his audience. He gets out in front of the lectern, where he's free to move.

"I want to demonstrate without saying in so many words, that I'm not using notes, that I'm not hiding behind anything," he explains. "A lectern is something you hide behind. There are times you can't help it, because it's built into the physical presentation—like a lectern on a dinner table where you're in the middle and you can't go out in front of it, or to either side. . . so you *have* to stand behind the lectern. But if there's a choice, I move out in front and I insist upon having a light on my face. That's very, very important. And most small dinners at

most hotels unfortunately don't even have any spotlights."

Do spotlights ever present a problem with being able to see the audience? "There are plenty of times when you can't see because the spotlight is so strong," he says, "and that's where I couldn't see three feet, the lights were so bright. It was just solid black. But I know the audience is there. And I know what they look like, and they can see me and that's more important."

Giving It a Personal Touch

Linkletter believes in quickly letting the audience know what kind of speaker you're going to be. "When I get up, you see, I have to do two things. First, I have to relax everybody and reassure them that this is not going to be a formal, hard-hitting talk.

"I'm a conversational, story-telling personality. I want everyone sitting there to have the feeling that I'm talking to him personally. I'm not talking at the audience," he says, "I'm talking to people. I'm looking around. That's why eye-to-eye contact with plenty of lighting is very important."

Linkletter firmly believes in the value of personal stories. "I believe, like the Bible, that the greatest way to preach or to teach is by parable, by stories. If you just give somebody a set of rules by which he can become better, that's not usually absorbable. But if you illustrate each of the points with a person or an event in your own life or with a story, then the point becomes illustrated.

"An illustration is what everybody wants," he affirms. "It's a direct communication that causes your listener to have mental pictures. If the person is with you, he is visualizing what you're saying. Once he's doing that he's participating. He's part of the act. In his mind he has all these things that you're conjuring up, and he is providing the details while you're making the broad brush strokes."

Bring the Audience In

Though Linkletter claims his speeches are purely spontaneous, because he has such a wealth of material and speaking experience, he always manages to bring the audience in. "I envelope them," he says. "I just automatically know what to do even though I'm ad-libbing."

He cited a recent presentation. "I explained to this audience what kind of an audience they were, why they were different from TV audiences and why they were different from motion picture audiences. It flattered them in that it gave them a sense that they were there for a purpose and were

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motivated, which makes them feel good about themselves. But it also explains why I am there and anxious to please them and contribute something."

Handling Special Situations

The Disarmament Plan. Naturally there are going to be times when unexpected problems arise—for example, the hostile audience situation. Since Linkletter speaks frequently on drug abuse to student groups, he's familiar with this possibility. "But they're not hostile two minutes after I'm on stage," he says. "I disarm them. I tell them why they're hostile and why they shouldn't be. I bring it right out in the open. I say, 'You don't want to hear this. You're here because a lot of you don't believe me. You don't even think that I should be here. I'm not here to tell you not to use drugs. I'm here to tell you about drugs, so you'll have a better choice of whether you should use them or not.' How can you be mad at anybody who says that?" he asks.

The Self-Chuckle. What about those inevitable embarrassing things that can and do happen? He says everything

mentionable has happened to him at some time or another. "People are going to occasionally make slips. I make slips like everybody else," he says. "For example, if you thank the chairman for his nice introduction, and you mispronounce his name, which everybody does a time or two, and the audience laughs... and you realize you've said his name wrong, you say 'Now he knows how I do it!' or, 'Now he knows how I felt the first time somebody came into the studio and asked for Mr. Tinkletitter!'"

Remember the Mike

"Speaking has changed in the last hundred years," Linkletter reminds us, "because of very important mechanical reasons. A hundred years ago, there was no public address system, no radio, no microphone. If you had an audience of more than forty or fifty people you had to raise your voice considerably, almost to a shout. You also had to make broad gestures because that went with a loud voice. When you raised your voice, you automatically moved more slowly and more dramatically because you were speaking more slowly."

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He likens it to speaking from the back of a train or from a pulpit, and deepens his voice, becoming dramatic to illustrate his point. "Your voice gets Victorian, and you speak like this," he booms. "Well nobody speaks like this when he's talking to a person like I'm talking to you right now... conversationally. So the whole conversational way of public speaking never originated until the invention of the microphone," he explains. He says some speakers don't realize this and begin an affected way of speaking the minute they're confronted with a crowd of any size. And basically that's all wrong. But he does allow for speakers who are just naturally dramatic.

Above all, you have to be yourself, he concludes. "You should go with what's inside you. Some people are excitable, some people are calm. Some people are philosophical-sounding. Others are sales-manager types. You should be what you are, do what is natural and say what you know."

The Final Key: Practice

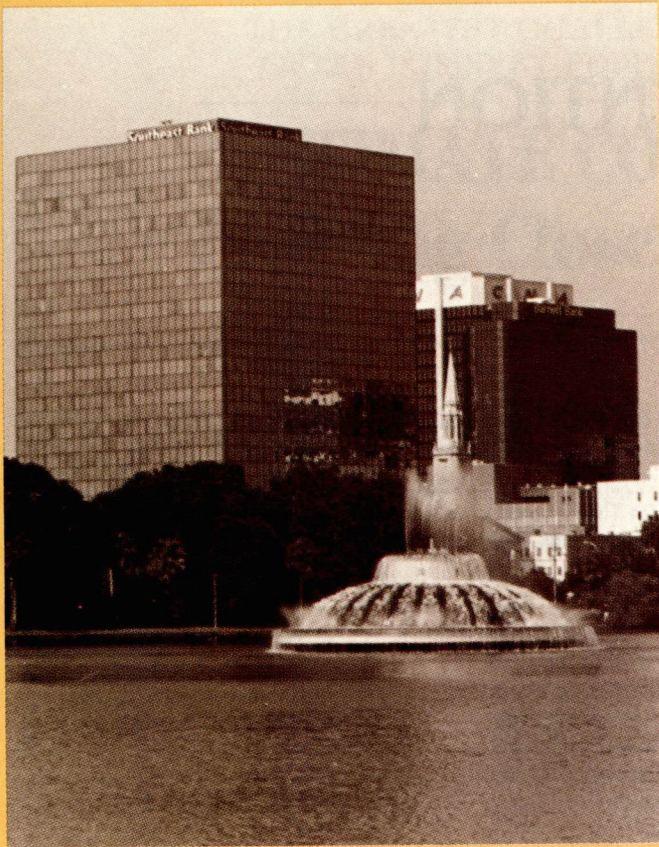
How can one best improve his or her speaking ability? In his book on public speaking, Linkletter suggests that beginners should practice their speaking in the shower because as he says, "People say things and sing in the shower because it's the most private of all places." He thinks a moment. "Demosthenes (the legendary Greek orator) suggested going out into the wilderness. He would walk up and down the beach and put pebbles in his mouth and practice articulation."

Well how about going to Toastmasters meetings? "Great," he says. "I said that in my book and I believe it. I believe Toastmasters is the ideal place to go... it's a friendly yet critical place. They're criticizing in a constructive way."

If he offered one key piece of advice, what would it be? "The key secret," he reveals "to being a speaker is to SPEAK... under every possible condition, everywhere you can edge your way in front of audiences. There's no way to teach public speaking that is not dependent upon practice and experience. Get out there and do it as often as possible. That's the key. Do it." 



Marty Johnson McGinn is a writer, columnist and ad agency director. She is a member of Salisbury Toastmasters Club 2380-37 in Salisbury, N.C.



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THE GREATEST CHALLENGE TO COMMUNICATION IS
OFTEN POSED BY PEOPLE YOU CARE ABOUT MOST.

INTIMATE COMMUNICATION: Creating Closeness with People

by Paul W. Swets

This article is excerpted from Chapter Nine of Paul Swets' book, The Art of Talking so that People Will Listen, © 1983, published by Prentice-Hall, Inc., Englewood Cliffs, N.J. 07632.

"We glide past each other... because we never dare to give ourselves."

DAG HAMMARSKJOLD

In the hospital corridor a young man cried softly. Not until his father died did he learn from his mother how much his father had loved him. Of course, the young man was expected to have known, somehow. But the real hurt now was the realization that he knew his father better at the moment of his death than he did when he was alive. During his life the barriers had been kept too high, the distance too great.

Intimacy means "within." It refers to a relationship that allows another person to cross the normal boundaries of defensiveness and enter into that space where we are most truly ourselves. Although most of us desperately want intimacy, at the same time we fear it.

The risk in intimate communication is that the other might not accept us after we have shared our deepest feelings. But the alternative is aloneness—the failure to know another's love or deep respect even when it does exist.

Communication is the key to intimacy, for it is only through the exchange of meaning and the sharing of feelings that deep understanding and psychological closeness can be achieved.

Intimacy is not necessarily sexual. In fact, sexual relationships might not be intimate at all except in a purely physical sense. Intimacy is experienced among friends, relatives, even business partners. When intimacy develops we experience a sense of relatedness, belonging and acceptance that is extremely satisfying.

Why Intimacy Is So Crucial Today

Parents, family, friends—what

would our relationships be without them? How crucial is our support of one another, how necessary to our mutual happiness that we share the pain and joys of life together, how vital the smile, the phone call, the kiss and those words without price, "I love you!"

Intimate relationships are our means of transcending ourselves, of breaking out of the loneliness and ugliness of the egocentered prison. When we come to a loved one's deathbed, then we know intuitively that things do not matter, people do. We know that although ambition, success and the pursuit of excellence are high values, the greatest of all values is love. Love builds up the other person as well as ourselves. For these reasons, people hunger for love.

Why Intimacy Is so Hard to Find

Listen to one married couple tell their stories.

Mike: I'm intimidated by Susan. She's beautiful and I'm so lucky to have her. But I don't know how to talk to her. I love her and try to show it in many ways. When I putter around the garage or fix things in the house, it's because I love her. I built this house for her because I love her. I bought her an expensive coat and ring because I love her. I will do anything to make her proud of me. The real questions are, "Does she love me?," "Will she try to put our marriage back together?"

Susan: We have not communicated well for ten years. It's not just one thing, but many things. We have built a wall between us, one brick at a time. That's why I've been meeting Roger. He knows what I feel. I can tell him anything and he understands. Mike never had any sisters. He doesn't know what women feel or what they like. He doesn't

touch me affectionately or seem interested in really understanding me. He seems to be married to his work. Although he wants sex, our sex life is not good. We don't have a common outlook. We don't feel a unity.

Susan mentioned that she and Mike had built a wall between them one brick at a time. If we are to experience intimacy, we need to look at these "bricks" that eventually create barriers.

The first brick is *fear*. Mike never revealed who he really was to Susan because he was afraid of her reaction. He was afraid that his weaknesses and faults would be discovered. That kind of fear is a barrier to intimacy, an enemy of love. Afraid to let our defenses down, often we communicate on the surface and with thousands of devious disguises of our true feelings. We isolate and insulate ourselves so as not to become too vulnerable. In fact, by these actions, we actually pursue loneliness.

A second brick closely related to the first is *insecurity*. Because Susan did not sufficiently assure Mike that he was loved, he began to doubt his own lovableness. Insecure and defensive, he developed self-protective games, or what psychoanalyst Harry Stack Sullivan called "security operations." He became "married" to his work. His will to relate and desire to love operated under heavily guarded conditions. The thought and energy expended to protect his fragile ego prevented its strengthening through genuine contact and honest interaction.

A third brick that builds a wall between a couple is *focus on being loved*. Because Susan was so intent on being loved her way, she missed the hundreds of ways Mike tried to show his love. She was not free to help him express his love in mutually acceptable ways. She became resentful that her needs were not being met and bitter as she counted all her grievances.

A fourth brick is *game playing*. In interpersonal transactions, games are

substitutes for intimacy. They include ulterior motives and manipulation patterns. Susan's affair with Roger is an example of the game "You Hurt Me, So I'll Hurt You." Some games provide mutually accepted patterns for dealing with frustration, aggression and even the desire for closeness. But deep down each partner knows the games are not the real thing. Manipulating, hiding and emotional distance go together. The games are maintained because of the fear of real intimacy and mutual transparency.

Repressed Emotions

A fifth brick is *repressed emotions*. Repression is the process by which we hide our emotions not only from others, but ourselves as well. We repress emotions because they tend to be so powerful, so often misunderstood, so elusive of the control of reason.

About nine-tenths of an iceberg remains submerged. A similar ratio has been suggested in regard to emotions. In one counseling session, Mike indicated that he was beginning to feel emotion for the first time, but didn't know how to express it because he had repressed it for so long.

A sixth brick is *fatigue*. Mike never showed Susan his best self. In the morning he was in a rush to get to work. In the evening, he worked at odd jobs about the house. When he finally went to bed, he was exhausted. In Susan's words, Mike was a "workaholic."

When a person experiences fatigue, his mind and body are intent on self-preservation, on conserving what little energy is left. He is not able to listen well or share deeply.

A seventh brick is *time pressure*. Often we hear someone say, "I don't have time to talk about that now." Pressured by a hundred and one things we think we need to do, we cut out the joy of intimacy. We treat intimacy as a luxury, a quality to cultivate when we "have time." Of course, we will never have time unless we make time to develop the kind of relationships we really want with each other.

Ten Commitments

Commitment is a personal matter. Reading the following commitments will not do a thing for you unless you choose to make them your own. Further, intimacy, like all effective communication, is a two-way street. If the other person does not care about you, intimacy will not occur. But caring is related to knowing, and knowing is related to sharing and sharing yourself well is something you can do.

1. *I will be a friend.* If you want to

have a friend, be one. Think about all the qualities you want in a friend. List them on paper. Ask yourself which of those qualities you need to work on. Then commit yourself to improving those qualities.

2. *I will make the satisfaction,*

THE RISK IN INTIMATE COMMUNICATION IS THAT THE OTHER MIGHT NOT ACCEPT US AFTER WE HAVE SHARED OUR DEEPEST FEELINGS.

security and development of my friend as significant to me as my own. This is an adaptation of Harry Stack Sullivan's classic definition of how love acts. It has dynamite power in destroying barriers and creative power in building togetherness. It is the best way to be a best friend.

3. *I will make time for togetherness.* One study shows that married couples spend, on the average, only 27.5 minutes out of every 24 hours talking to each other, but more than six hours per day watching TV. Love needs time to act. Friendship needs time to develop. Emotions need time to become clear and be expressed. Thoughts need time to be collected, sifted, organized and articulated. Time is necessary to express thoughts and feelings that are consistent with one's real intentions.

4. *I will celebrate the uniqueness of my friend.* A true friendship encourages each one to be himself, to be free, to be different. Resist the drive to create a replica of yourself for the sake of security or for any other reason. Be patient regarding all that is unresolved both in yourself and in the other. View differences as a challenge to your verbal skill at achieving cooperation. Develop the attitude that differences in those close to you are complements that add to, rather than detract from, your identity. Encourage differences in others that represent worthy values and you will at the same time be drawing out the best in yourself.

5. *I will avoid criticizing, condemning and judging the other person.*

This attitude is sensible and necessary because none of us is perfect. The "law of mutual exchange" is clear: If you judge others, you too will be judged. Keep clearly in mind the distinction between a person and his action. You can support the *person* even when you cannot condone his *actions*. This distinction will be conveyed in the tone of your voice and your body signals. An attitude of personal support also provides the best climate for negative behavior to be transformed. It motivates positive change.

6. *I will initiate compliments.* When two people have limited inner resources of self-esteem to draw on in a crisis, cycles of mutual retaliation often develop and whirl on with increasing momentum. The "mutual exchange principle" here proceeds like this: "If you hurt my feelings I'll hurt yours. If you say mean things to me, I'll say them back to you." Practice since childhood makes us experts in using this principle. But the mutual exchange principle can work just as effectively in positive interaction as it does in retaliation. Compliments are strongly evident in healthy marriages and friendship. Each is motivated by the exchange principle to draw out the best in the other.

Complimentary exchanges don't continue effortlessly. Stress, frustration, overwork, time pressure, fatigue—and perhaps a hundred other daily pressures—do their work in breaking the flow of positive statements. Someone must take the initiative, break the deadlock of silence and squelch a cycle of retaliation.

Initiatives such as the following often have simplicity that belies their power to gradually narrow emotional distance and produce an interlocking of personalities. For example:

"I like the way you think."

"I like the way I feel when I'm with you."

"You make my day."

"Your friendship is valuable to me."

"You light up my life."

7. *I will listen for and respond to feelings as well as thoughts.* Clinical experience shows that when feelings receive special attention without judgment, they are powerful motivating factors for stimulating conversation. So listen for feelings... feelings of hurt or failure, but also feelings of optimism and victory. When a husband relates that he gave his best report ever to the board, the wife could say, "Wow! That must have felt really good!" instead of "Will they give you that raise now?" Listen for feeling words. Un-

tangling the logic, clarifying the facts, moving on to discuss your thoughts—all that can come later. If you do not pick up on feelings when they come, the rest of your conversation will be next to meaningless. Feelings expressed in close relationships are almost always more important than the thoughts that surround them. Zero in on the feeling. . . and your friend will know you as a friend.

8. *I will seek not so much to be understood as to understand.* To understand means to stand on the same "ground" where the other person is standing. It means to "walk in the other person's shoes," to see reality through his or her eyes. We can never understand another perfectly because reality is always perceived by our own unique framework for making sense of it. But we can come close. For the moment we can disengage our minds from our own interpretations and try to see an issue from the other's viewpoint.

Each moment of conversation requires new effort. Understanding in past moments helps, but it does not automatically extend into present. Because thoughts and feelings change constantly, a concentrated, determined effort to listen actively is necessary in each new conversation.

9. *I will fight for intimacy.* When most fights occur, the pattern is too familiar: Two different worlds of thought and feeling colliding, then an explosion of hostile words or actions, followed by hurt feelings and psychological distance. But there is a style of fighting that results finally in intimacy rather than distance, a fight that both partners can win. For this kind of fight, there are only three rules.

a. Yelling, insults, lies, deceit, name calling and bringing up mistakes are all "below-the-belt" and must be avoided.

b. Each participant must verbally reflect the other's feelings about a point, *to that person's satisfaction*, before arguing his own point. For example, a husband might say: "You feel embarrassed that I made such a fool of myself at the party last night." The wife then accepts or corrects that interpretation and the husband goes on to make his point.

c. The goal of the fight is understood to be intimacy, understanding and closeness—not distance, competition or winning at the expense of the other.

What a difference following these three simple rules could make in our fighting! Of course, there might be

hurt feelings, defensiveness, insecurity, anger, a need to change behavior. But the really damaging punches would be eliminated.

10. *I will ask the greatest healing question.* There is one question that when asked in all sincerity, produces

ALTHOUGH MOST OF US DESPERATELY WANT INTIMACY, AT THE SAME TIME WE FEAR IT.

miraculous healing in relationships. Some people seem to have trouble asking it because they grew up with the idea that they always had to be right. They believe, probably unconsciously, that to be proven wrong on some point of thought or behavior is an indictment against their very *self*—not just an indictment against some perception or action. They seem not to have built up a generalized sense of worth.

But when one grows out of such ridiculous notions, when one becomes convinced that his personal value will remain even if he admits a mistake, then he can ask this healing question—"Will you forgive me for what I've done, for my contribution to our problem?" Mountains of bitterness can melt in a moment. A thousand-mile gap of psychological distance can be closed in a second. Skeptical? Check with couples and families where the question is asked. Analyze relationships where forgiveness is practiced. You will find miraculous healing.

When I ask the question, I am not assuming all blame. I am not deciding who was "right" and who was "wrong." Blame is never that one-sided. "It takes two to tangle." But the question communicates: "I acknowledge my part in the problem. I am asking you to take me back into your love from which I feel separated."

Exercises for Intimacy

The following questions get to the heart of our thoughts and feelings. They will encourage intimate conversation if you ask them in love and listen in love. Timing is important. Choose an appropriate time with your spouse, family members or friends. Don't hurry through all these questions at one time. Concentrate on the questions that seem most intriguing, or make up your own list of questions. Approach

each conversation as an opportunity for creating closeness.

- What makes you happy?
- What do you feel anxious about?
- When do you feel most secure?
- When do you feel most alone?
- What do you think is the most critical problem in our relationship?
- If you were sure you could not fail, what would you attempt to do?
- If you could live your life over, how would you choose to make it different?
- What qualities do you look for in a friend?
- If you had one month to live, how would you choose to spend the time?
- What gives you a feeling of hope?
- What would have to happen for you to feel really fulfilled?
- How can we reach our realistic goals together?

Action Steps: Winning Self-Direction

1. With your spouse or close friend, share your thoughts about the seven "bricks" discussed in the article that create barriers between people. For example, which bricks are most troublesome in your relationships? How did they get there? How can you eliminate them?

2. Avoid speaking only about the problems in your relationships. Also share some of the vitality and the reasons that you are attracted to each other.

3. Tell your conversational partner of your commitment to a positive, mutually satisfying relationship. Use the strengths in your relationships and the "Ten Commitments for a Close Friendship" to reach your relationship goals. Keep choosing manageable-size goals—steps you can take in the next twenty-four hours to increase understanding and create closeness.

4. From the section "Exercises for Intimacy," select three or four questions from the list of questions that you and your partner want to focus on and write your answer on a piece of paper. Thousands of couples in marriage encounter seminars have found exchanging written answers adds a surprisingly helpful dimension to their communication. You will, too. 🗣️



Paul W. Swets is a Toastmaster, and Pastor of Christ Community Church in Palm Springs, Florida. He conducts communication seminars and has taught college communication and American literature classes.

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HOW TO BE A WINNING NEGOTIATOR

by Freda Grones

How frequently do you negotiate? Some 100 people were asked that question at a recent Southern California seminar. The answers they were given to select from included *often, seldom and never.*

It was a trick question. The correct answer, said the instructor, was *always.* He had used the question merely to point out that while most of us are engaged in some kind of negotiation almost all the time, few of us recognize this activity for what it is.

"Yes, that's probably true," says Bonnie Castrey, a commissioner with the Federal Mediation and Conciliation Service. Castrey is one of 240 commissioners, only 13 of whom are women, whose job it is to mediate negotiations between major organizations such as labor unions and corporations.

"Everyone negotiates much of the time—with spouses, children, parents, co-workers, bosses, store clerks—the list is almost endless," says Castrey.

Negotiating is an important part of our daily interaction with others and as with other skills, it can be learned and improved, according to Castrey.

Four Outcomes

She says that all negotiations end in one of four ways: win/win, win/lose, lose/win or lose/lose. "One reason people are often unsuccessful is because they go for a win/lose outcome. They

probably feel that nothing short of a total victory for them and defeat for the other person will be satisfactory.

"In reality," Castrey says, "a negotiation is most successful when it ends win/win. That is, both parties get something they want, both feel satisfied and each will be willing to nego-

ONE OF THE KEYS TO SUCCESSFUL NEGOTIATION IS COMPROMISE.

ciate again with the other at some future time. So one of the keys to a successful negotiation is compromise."

But another such key is knowing your goals and your bottom line. "It's imperative to know where you're headed," Castrey says. "You have to know your overall goals and exactly how much you can give up yet still get what you want. That's the only way you can develop your information and your strategy."

Goals should be neither too high nor too low. Setting your aspirations at a low level might psychologically tumble you into the 'I'm-a-loser' pit while aspirations that are too high will probably have you struggling for a win/lose

outcome.

"It's best to be realistic about goals. For example," Castrey explains, "in today's economy it's unrealistic to try to negotiate a 10-percent salary increase. Yet several years ago, when we had double-digit inflation, such a goal was realistic. Today a four-percent increase should be reasonable."

Know the Other's Goal

It's equally important to know the other party's goals and bottom line—especially if you're negotiating on behalf of another person or organization. "You can't hope to persuade others to give you what they might not be authorized to give," Castrey says. "That type of strategy will probably result in a lose/lose outcome or deadlock."

For example, Castrey says, a union negotiator once attempted to persuade a corporation's representative to include private rooms for hospitalized employees as part of the company's medical benefits plan.

"That negotiation was doomed," Castrey says. "There was just no way the union could get the private room benefit because it was not within the corporation representative's power to give. But the union man should have known that."

According to Castrey, the more we know about our fellow negotiators, their goals, limits and the organiza-

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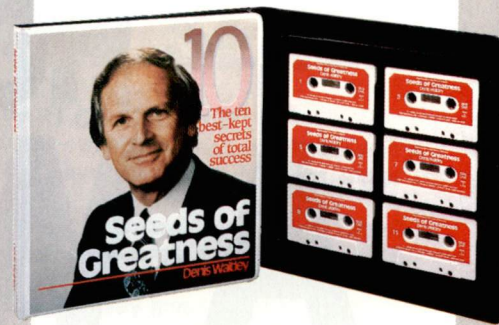
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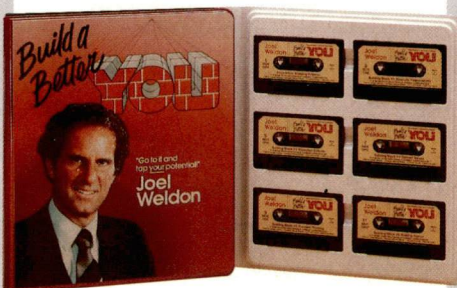
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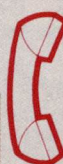
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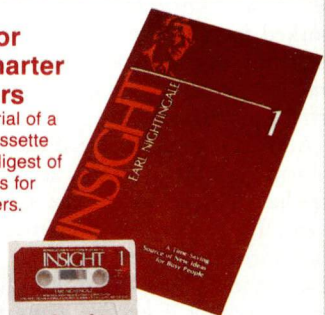


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tions they represent, the more successful we are likely to be.

She says, "You always have an advantage when you know something about someone. If I were going on a job interview—which is one type of negotiation—I would want to know as much as I could about the company and about the person I was interviewing with. I'd probably try to talk with people who knew the interviewer or worked for the company, and I would certainly look the company up in *Dun and Bradstreet* and try to find some articles about it."

Admittedly, there are those who seek information about others so that they can have something to use against them. But win/win negotiators shun such tactics. Castrey says, "It's simply easier and usually more pleasant and productive for everyone when negotiators know each other.

"Besides," she smiles and continues, "there's an old saying among professional negotiators, 'I don't get mad—I get even.' And that's really the reason why successful negotiators will always go for a win/win. If you get a win/lose where does it leave you the next time you have to negotiate with that same person?"

Role Playing

Knowing your opponent includes

putting yourself in the other person's shoes. "Part of my preparation is role playing," Castrey says. "Before an important negotiation, I try to imagine myself as the other person. I ask myself, 'What am I after? What am I

during the negotiation itself.

Body Language

"It's very important to observe and really listen to the other person," Castrey says. "Listen to body language as well as to spoken words. Par-

MEETING ON YOUR OPPONENT'S TURF MAY MAKE HIM OR HER MORE AGREEABLE.

willing and able to give? What will my strategy be?"

People who fail to prepare properly are more likely to make a major mistake or paint themselves into the proverbial corner.

Castrey says, "Once that happens, it may be difficult or impossible to get out. In such a situation, the entire outcome may depend on how well you know the other person and what your relationship is with him or her. If the rapport is good, you might be able to get out of it by simply being honest. Even if it's bad, honesty about the predicament is probably your best alternative."

The information-gathering process should not only precede but continue

ticularly note what it is you say that might make the other person lean away from or toward you, flinch, grimace, smile, reach for a cigarette or unconsciously make a fist."

Such gestures are usually reliable indicators of how a person is consciously and unconsciously reacting to you and in negotiations can indicate what type of strategy he or she plans to employ.

For instance, the body language of negotiators who are after a win/lose will probably be as negative and demanding as their words. They are more likely to sit with arms folded across their chests, lean away from you, slam a fist into the table, point a finger when they speak and use phrases such as "you must" and

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"unless you do."

"You may employ a win/win style when you negotiate, but it's just as important to know what kind of style your adversary usually employs," Castrey says. "If you haven't got a clue before the negotiation, you will have to work that much harder during it."

On the other hand, it's generally unwise to quickly stereotype opponents since they might surprise you. The lamb may very well turn into a wolf in sheep's clothing.

"You can never totally know the other person," Castrey says. "To do that you would have to know the person's value system, pressures and the input he or she received from others. So it's best to observe closely and remain objective."

Three Stages of Negotiation

That course should be followed through the three stages of a negotiation: 1) posturing—each party presents its demands and an agenda is agreed upon, 2) problem solving—parties ask questions and gather information, 3) agreeing.

"But agreeing," Castrey says, "often means agreeing to agree on only some of the points, and agreeing to disagree on others."

Other factors can also influence a negotiation. For instance in business negotiations the image negotiators project and first impressions they create become especially important. Negotiators who use a win/lose style often dress flamboyantly while win/win negotiators generally dress more conservatively.

Time and Place

Time and place should also be considered. Win/win negotiators usually try to make all meetings as convenient as possible for everyone concerned. They will often agree to meet on neutral ground, such as a restaurant, or on the other person's turf, since such a choice will probably make the opponent feel more comfortable and possibly more agreeable. Meeting on the other person's turf also makes it easier for you to conclude.

Generally, morning meetings are better since most people are fresher, more open and energetic between 8 and 11 a.m. Especially poor negotiating times are lunch, when blood sugars are low, and near 4 p.m. Similarly, Tuesdays, Wednesdays and Thursdays are usually favored over Mondays (cool-off and catch-up day) and Fridays (clean-up day).

However, the choice of time and place should depend on what you're after. Castrey says, "If I had to

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negotiate with the IRS, I would probably try to make an appointment for 4:30 on a Friday afternoon. If I were negotiating for a raise, I would make an appointment at any time convenient to my boss. But if I were negotiating with my husband for a new car, I would probably broach the subject just after a gourmet dinner while we were sipping some delicious wine."

With some planning and a little forethought negotiations in all areas of your life can be more successful and

fulfilling. You can become a 'winning' negotiator, in the fullest sense of the word! 

Freda Groner is a writer, editor and creative writing instructor in Orange County California. She is president of The Write People, a firm specializing in public relations, resume writing and editing.

1984-85 Officer

A leader is "... a person who by force of example, talents, or qualities of leadership plays a directing role, wields commanding influence, or has a following in any sphere of activity or thought," according to Webster's Third New International Dictionary. Toastmasters International's directing roles are once again open to new talent, and this year's officer candidates have "qualities of leadership" that more than match Webster's definition.

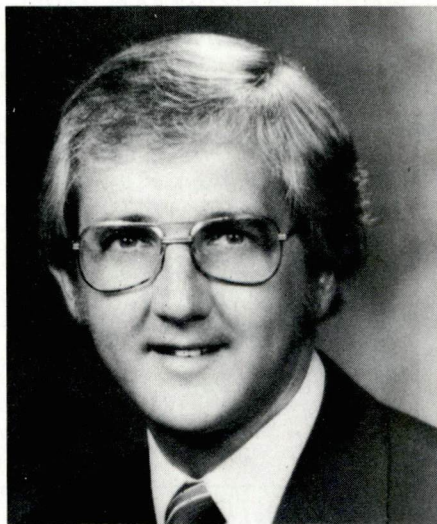
Officer candidates for 1984-85 have honed their leadership skills through participation at all levels of our organization as well as through involvement in outside activities. The success of Toastmasters' leadership training is evident when reviewing the slate of candidates and their accomplishments.

Candidates were nominated for the positions of president, senior vice president, second vice president and third vice president by the International Nominating Committee. The committee's selection is presented here in accordance with Article VIII, Section 1 of Toastmasters International's Bylaws. The officers will be elected August 23 during the 1984 International Convention in Orlando, Florida.

It is the duty of all clubs to participate in the vote either by proxy or through their representatives at the Convention. All members are urged to give careful consideration to the qualifications of each candidate.

(Additional nominations for international offices may be made from the floor at the annual business meeting. International director candidates will be nominated at the eight regional conferences to be held this month.)

Nominating Committee—Patrick A. Panfile, DTM, chairman; William D. Hamilton, DTM; Eric K. Stuhlmüller, DTM; Ronald I. Wallace, DTM; Vit Eckersdorf, DTM; George J. Ott, DTM; Lou Novak, DTM; Loring Dalton; Nancy Ellen Scott, DTM; Richard B. Pyra, ATM; Jay Nodine, DTM.



For President

John S. Latin, DTM—Senior Vice President, Second Vice President and Third Vice President of Toastmasters International and an International Director from 1977 to 1979. He has been a Toastmaster for 15 years and is a member of three clubs: Downey Space 513-F and Downey Breakfast Club 2741-F in Downey, California, and Professional Speakers Club 9-F in Santa Ana, California. Mr. Latin is a business development manager in the Space Transportation Systems Division of Rockwell International. He is a member of the Institute of Electrical and Electronics Engineers; the National Space Institute; the Society of Logistics Engineers; the Technical Marketing Society of America; and the National Management Association. Mr. Latin is the recipient of NASA's Apollo Achievement Award, The National Management Association's Leadership Award, and the Space Administration's "Silver Snoopy" Award. Mr. Latin is listed in *Who's Who in Finance and Industry*, and is a lector at his church. He lives in San Dimas, California.



For Senior Vice President

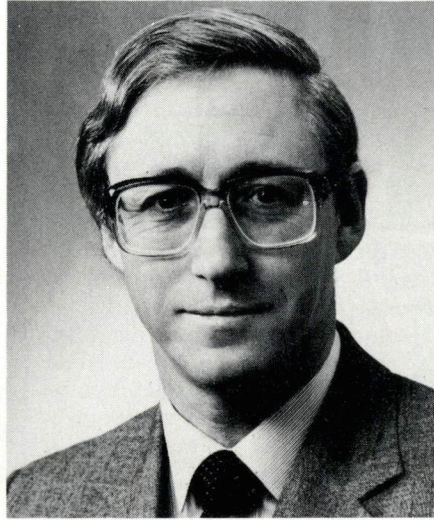
Helen M. Blanchard, DTM—Second Vice President and Third Vice President of Toastmasters International and an International Director from 1978 to 1980. A Toastmaster for 14 years, Mrs. Blanchard is a member of Naval R & D Club 2539-5, Undersea Club 888-5 and Excelsior Club 699-5 in San Diego, California. She is head of Visitor Information and Presentations for the Naval Ocean Systems Center. Mrs. Blanchard is a member of the National Speakers Association, Professional Speakers Association, the Navy League of San Diego, the United States Naval Institute and the Save Our Heritage Organization. She was named the Navy Electronics Laboratory Center's Woman of the Year and was a NAVMAT nominee for the Federal Woman of the Year Award. She has received awards for conducting a special study in the United Kingdom, instructing NATO engineers in fleet sensor testing and reporting in Norway, and for developing and conducting workshops for NOSC scientists. Mrs. Blanchard lives in San Diego.

er Candidates



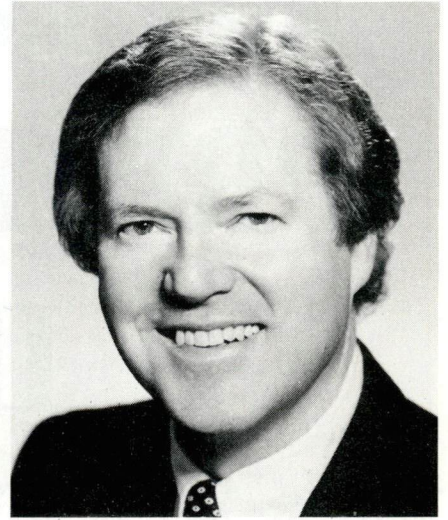
For Second Vice President

Theodore C. Wood, DTM—Third Vice President and International Director from 1979 to 1981. A Toastmaster for 17 years, he is a member of two clubs—Kritikos 1686-18 and Meadeators 1746-18 at Fort George G. Meade, Maryland. Under his leadership his district received the Distinguished District Award and he himself is the recipient of seven Distinguished District Service awards. In addition, he has received the District Toastmaster of the Year and two Toastmaster of the Year awards, the Exceptional Service plaque from the Region VII districts, and several Civilian Outstanding Performance awards. Mr. Wood is a Foreign Relations Officer for the U.S. Department of Defense. He is a member of the National Speakers Association, the Ft. Meade Officers Club Advisory Council, and the Chillum Community Association. Mr. Wood is Chairman of his church's Pastor-Parish Relations Committee and Director of its Young Adult Choir. He and his wife Inez live in Hyattsville, Maryland.



For Third Vice President

John A. Fauvel, DTM—First International Director-at-Large from 1980 to 1982. A Toastmaster for 14 years, Mr. Fauvel is a member of Auckland Club 3593-72 and AM Club 4594-72. He has served as Divisional Lt. Governor; Administrative, Educational Lt. Governor and District Governor. He received the District Communication and Leadership Award in 1980, was Outstanding Area Governor of the Year in 1974-75 and Outstanding Toastmaster of the Year in 1974. Mr. Fauvel won District Prepared and Impromptu Speech contests and the District Most Entertaining Speech Award in 1976 and 1983. He is Chief Executive of A. T. Fauvel Ltd. in Auckland, New Zealand. He is an Associate of the British Institute of Chartered Shipbrokers, an Associate of the British Institute of Arbitrators and an Associate of the New Zealand Institute of Management. Mr. Fauvel is also a Freeman of the City of London, a Liveryman of the Worshipful Company of Shipwrights and lives with his wife Pamela in Auckland, New Zealand.

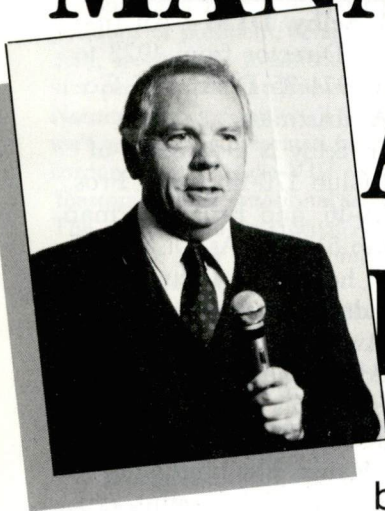


For Third Vice President

Larry C. Selby, DTM—An International Director from 1978 to 1980 and 1974-75 District 16 Governor. A Toastmaster for 15 years, Mr. Selby is a member of Edmond Club 170-16, OKC Pros Club 3220-16, and Bruce Norman PDG Club 5181-16. As District 16 Governor, he led the District to its first President's Distinguished District Award in 1975. Mr. Selby has served as Chairman of the Membership and Club Extension Committee, two terms as District 16 Long Range Planning Committee Chairman, two terms as District 16 Advisory Committee Chairman and one term as Nominating Committee Chairman. He has served as New Club Mentor, Club Rescue Specialist, Speechcraft Coordinator and Keynote Speaker for Club Officer training sessions. He is a partner with Boyd Crutchfield & Associates, manufacturers' representatives. He received the 1982 Best Individual Sales Performance—Western Region Award from Monsanto Astroturf Consumer Products Division. He and his wife Marcia live in Edmond, Oklahoma, with their daughter.

A TOP MANAGEMENT CONSULTANT TELLS HOW HE SMOOTHED HIS OWN TIME TANGLES.

EFFECTIVE PRIORITIES IN MANAGEMENT AND LIFE



by Bill Johnson

As an active Toastmaster you have revealed a hidden clue about your life and the pressures that fill your day. Over the years I have observed that people in great organizations are usually very active people. My clue is that you are not only motivated but probably a leader. Those in leadership and active roles have a much more difficult time setting priorities than the less active of our society. With that in mind, I want to share with you what I have learned as my work put me in the company of so many leaders the past several years.

Allow me to share my background to put the information in perspective

for you. My thirty-year career in the recording industry began in the warehouse at Capitol Records while I was a student at SMU. After almost ten years with that company, mostly in sales, I spent the next eleven years with Ampex Corporation. During those years it was interesting to observe leaders in the fierce pace of the recording industry boom.

My major opportunity to deal with significant individuals began during the next ten years, while I was President of General Cassette Corporation. We had the privilege to produce, market or record audio and video programs for such prominent names as

Cavett Robert, Dr. Norman Vincent Peale, Joel Weldon, Og Mandino, Zig Ziglar, Art Linkletter, Dr. Charles Jarvis and many more outstanding speakers and leaders.

It has oft been said that "the bigger they are, the nicer they are," and this certainly held true in my experience. The prominent gentlemen I met through my work at General Cassette each exudes an admirable amount of warmth and a notable lack of stress. How do they achieve this posture? I am convinced it is due to their skill in managing priorities.

Lack of Planning

*JUST 15 MINUTES
SAVED PER DAY
YIELDS A FULL
TWO WORK
WEEKS SAVED
PER YEAR.*

Let us examine the major reason we get ourselves in a bind for more time. Would you agree it is mostly due to lack of planning? Some may prefer to use lack of goals or priorities as the major reason for stress and frustration. The popular author, Alec Mackenzie, says "Crisis Management" accounts for the second largest amount of time wasted by managers in the United States. Need I tell you that the telephone is number one? The true paradox is that our best "time-saving" device can also be our number one time-waster.

In the late 1970s my responsibilities included managing the business and conventions of the National Speakers Association in addition to my work at the Cassette Company. It was at this time things became difficult due to lack of priorities in my work and life.

Fortunately for me, one of my projects was to record a cassette learning program for Dr. Rob Rutherford. Rutherford was conducting a seminar on time management in Los Angeles. During the session I began to consider new alternatives for managing my time and priorities. Hopefully you will consider some for yourself.

Three-by-Five Cards

At the first opportunity it is suggested that you obtain a nice stack of three-by-five index cards and place them in your shirt and coat pockets or purse. More should be handy in your car with a pen. Put a few more index

cards with another pen on your dresser. With these simple tools you are going to put a full week under a microscope.

As you make every move you will want to consider its importance to your goals and whether that activity might be handled in some way that is less time-consuming. Please keep in mind that just 15 minutes per day "saved" yields a full two work weeks saved per year!!

I hope you can handle a couple of seemingly ridiculous examples that I give for me. Since a trip to the dentist is very time-consuming, you appreciate that clean teeth do not decay. Hopefully, you floss and brush as an excellent way to reduce those dentist trips. I discovered that my teeth could be flossed in the car at stoplights (when *alone*, of course). Since it takes me about 40 seconds to floss, that saved me a GIANT three hours per year!!!

This somewhat silly example is just one thought that came to me during the first couple of days when I was analyzing each activity. As a matter of interest, that was almost ten years ago and now there has been an entire work week saved by flossing in the car.

The Newspaper Ritual

About the same time, it was brought to my attention that the newspaper-reading ritual was consuming about 15 minutes daily. Many people, of course, spend up to an hour reading news and my question is why? It has been eight years plus since I quit the newspaper... cold! But I do look at the front-page headlines to reduce the risk of embarrassment at the office! My TV viewing went the way of the newspaper except for morning network news (while doing warm-up exercises).

I can honestly and objectively say that the newspaper has not been missed for one minute. I will admit that it is the job of my teenage son to keep me posted on major sports happenings. By the way, that same son is in charge of making sure the car gas tank is always between full and half-tank and that the oil is checked. That is a way I add another 10 to 15 minutes per week for more important priorities.

Hopefully, by now you can appreciate how much help it is to put each activity under your own mental microscope. Give every activity a hard look. You may be surprised at the number of activities you decide to STOP completely. We do so many things as a force of habit and they seem to accumulate as we grow.

Let's move on to some specifics I hope will be helpful in your own time

Continued on page 26

JUST for LAUGHS

Humor Belongs in Every Speech and Every Convention

by Gene Perret

Each of you is gainfully employed either by an employer or by yourself. You receive a considerable amount of money for doing something. Think for a moment. What is the single most important thing you do to earn your money?

Generally, at my talks, I'll ask the attendees to think about that question. After they've struggled with it for awhile, I offer my bizarre answer. The most important thing that any of you do is **SLEEP**.

SLEEP? Sure. Because no matter what other contribution you make, you can't do it for more than three days without some shuteye.

Since I'm a writer, I spend much of my time in my office, with my feet up on a desk and my eyes closed. When my wife sees me like this, she sometimes thinks I'm sleeping. I explain patiently to her that writing is creative work and what I'm doing at that moment is thinking. I ask her to please leave me alone and let me continue my thoughts. However, I do tell her that if I'm still thinking at dinner time, she is to wake me.

Your rest refreshes you physically and mentally, so that whatever you do you do better when you're refreshed. The more important your work is the more important is your rest. Employers know this. When they schedule a three- or four-day convention, they always hold it at a hotel where the attendees can get a pleasant room and a comfortable night of slumber.

Laughter is just as important because it refreshes and rejuvenates our outlook. A sense of humor gives each of us a broader and wiser look, not only at our own life, but also at the problems that face us in our work.

We lose our sense of humor when we get too close to a subject. We get narrow-minded. Each of us may get narrow-minded about different things—money, for example. A friend of mine is so frugal that we say he not only still has the first dollar he ever made, but also the arm of the man who handed it to him.

By keeping our wit about us, we keep our wits about us. This not only makes our life more cheerful, but it enables us to think more rationally. What employer doesn't want workers who are exuberant and logical?

Many times I hear program planners say things like, "These executives are too prestigious to want humor." That's nonsense. That's the narrow-minded, frightened view of a program planner who is not speaking for the people he is serving.

One of the worst condemnations we can make of a person is that he or she doesn't have a sense of humor. Everyone enjoys a laugh at the right time and place. A good program planner will find the right time and place for tasteful humor.

In fact, this is a compliment to the program attendees because the harder people work at a convention, the more they need the refreshment of an entertaining speaker. A laugh break in the midst of a convention that is loaded with seminars, workshops and educational lectures can refresh and clear the mind so that more of the information is absorbed.

Each speaker, too, no matter how significant the message, should add some light-hearted moments for the benefit of the listeners. In fact, the more momentous the subject matter, the more important it is to have some laugh breaks. An important message is a strain on your audience. They want to hear all you have to say, so they work hard at it. It's tiring. Somewhere along the way, they might reach the saturation point unless you sprinkle in some refreshing humor.

If your message is important, it should be heard and remembered. You'll accomplish that much more effectively if you give your audience some revitalizing chuckles. Keep them amused and they'll listen.

Gene Perret is an Emmy-winning comedy writer based in San Marino, California. He's written for Bob Hope, Phyllis Diller and Carol Burnett and publishes a newsletter, "Round Table," for comedy writers and humorists. Toastmasters with questions about using humor in their speech may write to Perret in care of THE TOASTMASTER, P.O. Box 10400, Santa Ana, CA 92711. All responses will be handled through his column.

Say It with Slides

by Leonard M. Serafino, Jr.

More and more today, managers faced with the task of making a business presentation are using 35mm slides to add punch to their presentations and to highlight complex or important points in their speeches.

According to Chris Carver of Interactive Graphics Incorporated in Wayne, Pennsylvania, the number of firms producing computer-generated slides has grown from three to eight in only five years in the Philadelphia area alone. Slide production has become a multi-million-dollar business nationwide.

One reason for this growth in the use of slides is that we are no longer limited to slides made from photographs. Computer-generated slides are now available in attractive and clever visual designs, at prices ranging from as little as \$10 upward to \$100 or more per slide.

"People see sophisticated slide presentations at conferences or business meetings and very soon they want to do some for their presentations," says Carver. "The fact is that in a TV age our society is comfortable with visuals and accustomed to absorbing data through a visual medium."

Important Factors in Preparation

While slides can enhance most presentations, there are several important factors that you should consider in preparing a slide presentation. Slides are never a substitute for the preparation of your speech. Remember that you are the focal point of the speech and you must control the pace and flow of information to the audience. The slides provide support for your speech and not the other way around.

It is advisable to prepare your talk

in the same manner as you would any speech, by organizing your topic and selecting the key points you wish to make. When making a slide presentation it is important to remember that you are utilizing two means of communication, verbal and visual. Therefore, just as the speaking portion of your presentation must have an opening, body and a close, the visual portion of your speech must also have these elements.

INADEQUATE PREPARATION IS THE BIGGEST DANGER TO A SLIDE PRESENTATION.

Your opening slide should set the theme of your talk. While this is largely a matter of style, you should realize that like any other talk, you will want the audience to understand your purpose as soon as possible. If your opening slide is wrong for your talk, it can throw your audience off and they may miss important points in your presentation while they are sorting out the mixed messages.

For example, if you are making a serious speech it would be counterproductive to open your presentation with a slide that is intended to get a laugh (or worse gets one accidentally).

Support the body of your speech by choosing slides that dramatize, clarify

or highlight your key statements. As a participant in a recent presentation in favor of health promotion at the worksite, I wanted to dramatize the fact that poor health has a serious effect on employee absenteeism. The text of my presentation stated:

"Employers spend \$17.8 billion dollars on absenteeism annually. \$2.8 billion of this expenditure is in wages, the rest and by far the larger portion is allocated to fringe benefits, overtime for other employees and reduced productivity. Fully two-thirds of all absenteeism is caused by illness and injury."

The accompanying color slide (Figure 1) portrayed an empty workstation and the important number—\$17.8 billion. Notice how the picture crystallizes the abstract concept of an absent employee.

Later in the presentation, I wanted to clarify a very important point. While I addressed the point at some length, the message on the screen (Figure 2) stated "CHANGING BEHAVIOR REQUIRES COMMITMENT." Thus the crux of my point remained in full view, supporting the content of my talk. Other techniques including colorful bar charts, graphs and pie charts (Figure 3) can also enhance your ability to reach your audience.

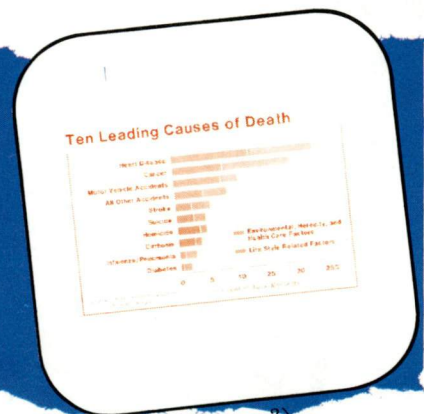
It is also important to choose a final slide that clearly indicates that your presentation is over. Options range from simply using a slide that reads "THE END," to a short statement of your central theme. In our presentation on worksite health promotion, the final slide stated our central theme:



(Figure 1)



(Figure 2)



(Figure 3)

WORKSITE HEALTH PROMOTION IS GOOD BUSINESS.

An alternative close which can also be effective if you have a particularly strong summation is to have the screen go black. This will automatically focus attention on the speaker. After a brief pause to make certain that all eyes are on you, you can deliver your close in the same manner as any other speech assured that you have the full attention of your audience.

Once you have selected your slides, you should review your text again to make necessary adjustments that will smooth the verbal transition from one slide to the next. To make sure that you have plenty of time to rehearse your presentation, be sure to determine well in advance how long it will take for you to receive your slides once you have ordered them from the slide production company. Some firms charge a premium for priority service. A slide that costs \$30 can double in price if you must have it within 24 hours. The best way to avoid this problem and keep costs down is to plan ahead.

There are several common mistakes that should be avoided when making a slide presentation.

• Too Many Slides

There is a tremendous temptation to use more slides than are necessary because they tend to serve as handy and attractive notes for the speaker. But too many slides can result in a presentation that is too long, thus reducing the effectiveness of your speech. Remember that the audience is in semi-darkness and may become restless if forced to remain in that situation too long. As a rule of thumb,

plan to show one slide for no more than two to two-and-a-half minutes per segment of your talk.

• Crowded Slides

Often a speaker will crowd too much information on a single slide. While this may be comforting to the speaker, it can be disconcerting to the audience. They will be torn between listening to what you are saying and reading the data on the slide. In addition the temptation for you to read the material

IN A TV AGE, OUR SOCIETY IS ACCUSTOMED TO ABSORBING DATA THROUGH A VISUAL MEDIUM.

to the audience can become overwhelming. Reading rarely does justice to you or your listeners.

• Unattractive Slides

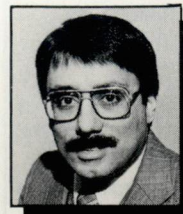
A reputable slide production firm should be able to help you avoid problems with unattractive slides. However, don't assume that they will automatically color-coordinate your slides or blend colors that are attractive to the eye. I once had to use a slide of a bar chart with red and purple bars. Not only was it unappealing to the eye, but the intended contrast between the bars was diminished greatly. Discuss color choices with the slide production firm representatives. If you keep in mind that the visual portion of your presen-

tation is every bit as important as your verbal presentation you should be able to avoid this pitfall.

• Inadequate Preparation

Inadequate preparation is the biggest danger in deciding to make a slide presentation. Preparation for a slide presentation requires the same vigorous practice as any talk. It is essential that you make yourself fully aware of what message each slide is likely to convey and that the slides accurately support the points you are making in your speech. Make it your business to know what is on each slide so that you can face the audience with confidence rather than staring at the slides with them as you talk. It is also a good idea to become familiar with the projector and screen so that you won't be fumbling with them when it is your turn to speak. Better yet, arrange to have the projector and screen set up well in advance of your presentation.

A slide presentation offers a genuine opportunity to inform, persuade and entertain your audience in a highly professional manner. Slides allow you to stimulate the eye as well as the ear. This means more of your talk will be retained, which is after all your objective.



Leonard M. Serafino, Jr. is a member of Moorestown Toastmasters Club 4887-38 in Moorestown, New Jersey, and is a Health Care Development Manager with Blue Cross of Greater Philadelphia.

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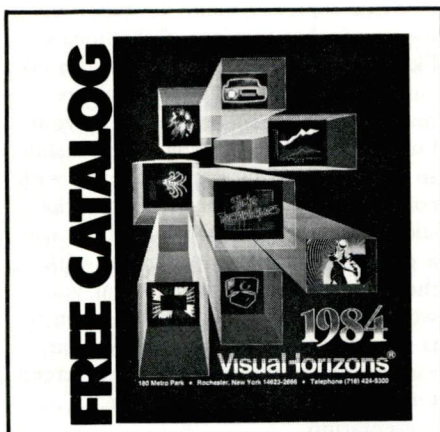
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audit using the three-by-five cards. Of course, the cards and pens are to list items you think of as time-savers or ideas you want to consider. Writing them down for review is very effective.

and SECOND PARTY is for those items pending action by others. The latter may be just a slip of paper with a name and date that will instantly trigger a follow-up in my mind. These

DURING PHONE CALLS, USE AN EGG TIMER AS YOUR VISUAL REMINDER OF THE FAST-MOVING MINUTES.

To Do List

A surprising number of attendees at seminars I present admit lack of an "honest" daily "to do" list. This is the most basic of priority planning tools. Be sure your daily priority list is prepared *prior* to arrival at your work place. Many leaders like to list their top priorities for the next day just before leaving the office. This is a good suggestion since priorities are fresh on your mind at the end of a day. It is also important that the priority list be IN ORDER of importance so you may focus on "No. 1" until it is complete.

Our work desks sometimes become major enemies. Each person has his or her system and the one I like best has served me faithfully. Thanks to Dr. John Lee's book, "Hour Power," I became an advocate of his rule of the "FOUR Ds." When we pick up a letter or memo the *first* time, a decision must be made to either Do, Delegate, Delay or Destroy it. It is so easy to become a victim of the 'stack' of items to review over and over again. Try the FOUR-D plan—it isn't easy but is very effective. (Remember: Delay does not mean procrastinate; it is a legitimate delay).

Demands and Interruptions

Dr. Dru Scott's book, "How to Put More Time in Your Life," is also full of some excellent ideas. She mentions keeping a list of demands and interruptions (D&I list) as a method of analyzing those recurring events when others take away your time. Sometimes such a list will give you the motivation and some factual back-up to confront a boss, subordinate or even your children with excesses that disrupt your focus on main priorities.

In order to prevent a stack from accumulating on my desk, each odd item goes in one of two folders which doubles as a follow-up file. One is marked "LATER" and the other "SECOND PARTY." The LATER folder receives those papers in the DELAY category of the "FOUR Ds"

two folders are reviewed only on Friday afternoon and do not clutter my mind or desk. Any item on my desk is for action *that* day!

The Telephone as Stumbling Block

Earlier mention was made of the telephone as a stumbling block in our management of priorities. Let me share a couple of effective tools that are employed by some industry leaders. Use an egg timer as your visual reminder of the fast-moving minutes. At the beginning of a call it is a good idea to subtly say something like, "I am under a deadline now and wonder if this is a convenient time for you to answer a couple of quick questions?" (Notice the words "deadline" and "quick"—they are important.)

If you are involved in a call that has exceeded your time allocation it is helpful and diplomatic to interrupt *yourself* in the middle of *your* own sentence. If your work entails long distance calls, it is a good habit to work eastern calls early (I like to make them from my home in the West), and my far-west calls are placed at the end of the day when the office is quiet and California is still at full speed.

Time as Priorities

You can enjoy the challenge of managing your priorities. Let me leave you with the profound words of management expert Peter Drucker: "Time is the most inelastic element in our society. If you can't manage time, nothing else can be managed." We could change the word "time" to "priorities" and the impact would be even greater. Get out your mental microscope and start today!

Bill Johnson is president of his own management and consulting company in Phoenix, Arizona. He served as Executive Vice-President of the National Speakers Association for seven years and now serves as an agent for some top speakers. He conducts seminars on management enrichment and will be on the program at the Toastmasters International Convention in Orlando, Florida, August 21-25.

A CHECKLIST TO HELP YOU PLAN THE
EVENT, BUILD ENROLLMENT AND MEET
THE EXPECTATIONS OF ALL PARTICIPANTS.

HOW TO PRODUCE A SUCCESSFUL SEMINAR

by Donald Kirkpatrick

A successful seminar doesn't just "happen." It's produced by people who have spent many hours organizing it and making sure their plans are carried out. When it's over, success comes as no surprise to those who have been preparing well in advance of the event.

You can judge the success of a seminar by evaluating the financial outcome and the response of the participants.

Financially, your income should exceed expenses by whatever amount you have set as your goal. Some seminars are planned to make money for the organization. Others are planned to break even. Occasionally, a seminar is designed to lose money and be subsidized by the organization.

You'll know your seminar has been a success if you reach your financial goals—and hear participants saying, "I'm glad I came. I'd like to attend another seminar in the future." Also, the reaction of those who conducted the seminar should be considered. They should be glad they were in charge, and they also should want to participate in future seminars.

It's pretty obvious that these two criteria are unrelated. A seminar could be run at a huge financial loss and still receive an enthusiastic response from participants. Or a seminar can attract a large crowd and make a lot of money and still be a disappointment to those who attend. The idea is to accomplish both objectives through effective planning and implementation.

In the planning stage, you should consider the following factors:

• **Target Audience**—The first decision is to identify the target audience. Who is the program aimed at? Is it for first-level shop foremen, office supervisors, middle-level managers from both the shop and the office? This decision is basic to the rest of the planning.

• **Objectives**—What are you going to try to accomplish? Are you trying to

improve knowledge, develop skills, change attitudes or do you have a combination of goals?

• **Date and Time**—When the target audience has been identified, the most convenient date and time should be selected. For example, is a Saturday the best time or should the seminar be held on a week day? Should it last all day or just for an afternoon or evening?

• **Location and Facilities**—When deciding where to hold the seminar, you should consider not only what will be convenient for participants but also what will be most suitable for a successful event. Cost also should be a factor, but the quality of the facilities is most important.

• **Subjects**—Topics should be carefully selected to reflect the interest and needs of the participants. If it's up to the participants to decide whether or not to attend, their interest should be the main criteria for subject selection. If their bosses make the decision, then needs as well as interests should be considered. Obviously, it would be best if subjects meet both the interest and needs of participants. A survey usually is the best way to identify what employees and employers want to gain from the seminar.

• **Speakers**—This decision is probably the most important, and great care should be taken to select the best possible seminar speakers. Their financial requirements must be considered so the seminar is a financial success, but the goal of pleasing participants is just as important.

When choosing speakers, *be very selective*. Try to hear the person yourself if possible so you can make a first-hand judgment. Be very cautious about taking the recommendations of others. And be *extremely* cautious about accepting volunteers.

This doesn't mean you should never accept recommendations. But try to verify recommendations by checking with several people who have actually

heard the speaker at a seminar. Remember that you are looking for someone who knows the subject and how to teach it effectively in a seminar setting.

Don't let the financial requirements be the final criterion for selection. Some leaders who charge a high fee aren't worth it. And some "freebies" are excellent. But do have some money in the budget to pay for one or more featured speakers. Don't try to get by with a policy that says, "We don't pay anyone a fee." Very few seminars succeed when this policy is enforced.

• **Meals and Refreshments**—These are the extra things that help make a seminar successful. The small extra cost of rolls or donuts in the morning and dessert at lunch is well worth the money. Good meals and refreshments can't make a seminar successful, but poor meals and no refreshments can make it unsuccessful.

• **Schedule**—The proper schedule for a program should take into consideration the subjects covered, the effectiveness of the speakers and the comfort and desires of the participants.

Refreshment and lunch breaks should be long enough for relaxation. The larger the group, the more time you will need for breaks. As a rule of thumb, refreshment breaks should last about 20 minutes and lunch should take an hour to 75 minutes.

The length of time for speeches and workshops will vary. If much participation is included, the sessions should be longer. In general, 45 minutes is usually about right for a speaker while 60 to 90 minutes should be allowed for "workshop" sessions.

Starting and quitting times should be set for the convenience of participants. If the seminar is on Saturday, an earlier quitting time is desirable.

As with meals and refreshments, a well-planned schedule can't make a seminar successful. However, a poor schedule can help to ruin it.

• **Handouts**—Participants like to be

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given materials to take home. This means that folders or notebooks with blank note paper, schedules and other pertinent information are necessary. The folder also gives participants a place to put handouts from the speakers.

Each leader should be encouraged to provide handouts. But one word of caution: try to prevent seminar speakers (especially consultants) from distributing handouts that are strictly promotional. Be sure the handouts have educational value.

• **Audio-Visual Aids**—These aids have two purposes: they get and hold the attention of the audience and help the speaker communicate. The second purpose is the most important.

Seminar speakers should be encouraged to use some type of audio or visual aid. The most common and easiest to provide are overhead projectors, flip charts with blank paper and chalkboards. Also, speakers should be encouraged to use movies, slides, prepared charts and other types of aids to help them communicate.

Great care should be taken to establish good communications between

seminar planners and speakers to be sure the aids are appropriate and work properly.

- **Finances**—Questions to be answered include:
 - How much money must we spend

AN EVALUATION OF THE SEMINAR IS MOST IMPORTANT.

to have a successful seminar? (Consider the cost of speakers, materials, audio-visual aids, promotion, food and refreshments.)

- How much money do we want to make?
- How many participants do we expect?
- How much should we charge each participant? (Remember, the amount of the enrollment fee may have a big impact on attendance.)

• Should we allow discounts for early enrollment and/or for multiple enrollments from the same organization?

When these decisions have been made, budgets should be established and strictly controlled.

• **Publicity and Promotion**—Always promote more aggressively than you think you need to. It is much easier to turn down enrollments than to have to find more at the last minute. This phase of planning should be taken very seriously and properly controlled to be sure it's done right. Many well-planned seminars have been unsuccessful because of poor publicity.


• **Evaluation**—Finally, plans should be made to evaluate the seminar. It will be very easy to evaluate the financial success by counting enrollments and money. It isn't as easy to evaluate the response of participants.

One of the simplest (and best) methods of determining the response is to have each person complete a reaction sheet before leaving the meeting. A question-answer form should be included in the folder of materials and its importance should be emphasized in introductory remarks.



If several speakers participated, make sure you get reactions to each. Criteria for evaluation of speakers might include motivation communication, time management and assertiveness.

Remember, it isn't enough to simply ask: "How did you like the seminar?" It's important to evaluate the various

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ingredients of the seminar to identify its specific strengths and weaknesses. This is necessary if you want to repeat the strengths and eliminate the weaknesses in future seminars.

If you consider all these factors when preparing for your seminar you'll have a well-planned event that will run smoothly without too much effort on the day of the program. A poorly planned seminar can't be saved by frantic last-minute efforts. To be sure your seminar runs as planned:


- **Stay on schedule from beginning to end.**

- **Provide coordinators who are responsible for taking care of the speakers.** Be sure that the coordinators help the speaker with room set up, audio-visual aids, handouts and any other needs. Also, the speaker should be properly introduced to the audience with a brief explanation of why he has been chosen to cover his subject.

- **Be ready, willing and able to handle any emergencies that might occur.** These might include faulty visual aids, a cold room, a shortage of coffee, a cancellation from a speaker.

In addition, those responsible for the seminar must be sure that persons with specific jobs understand what is expected of them. Also, you must make sure each person does what is expected. If someone is not performing, immediate action should be taken to see that the person does fulfill his responsibilities. If this can't be done, the person should be removed and the job assigned to someone who will do it.

Running a seminar is serious business. The success of one will be instrumental in determining the success of the next one. People who have spent time and money to attend a poor one aren't likely to come back, and they'll probably tell others about their bad experience.

I am in the seminar business at the University of Wisconsin's Management Institute, and I've learned that our seminars must be successful. My job depends on it. When you plan and run a seminar, you also should act as if your job depends on it. Then you'll be successful. 

Donald Kirkpatrick has been a professor of management development in the department of Business and Management at the University of Wisconsin. His manual, *How to Plan and Conduct Productive Business Meetings (Dartnell)*, is considered to be one of the most comprehensive in the field.

This article appeared in the March 1979 issue of The Toastmaster.

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Estelle T. Ciriano
Pacers 2608-46, New York, NY

Alma M. Wedge
Richmond Country 3817-46, Staten Island, NY

Morris Levy
Greatest Homestead 1867-47, Homestead, FL

Dan R. Croom
Calliope 2821-47, Orlando, FL

Doris Barry
New Providence 3596-47, Nassau, Bahamas

Lilliam Lorraine Gross
Harris Uptowners 4170-47, Melbourne, FL

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

Raymond E. Herzog
ARCO 616-52, Los Angeles, CA

Lawrence H. Levy
Energy 3176-53, Wethersfield, CT

JoAnn McElroy
1960 North Houston 2659-56, Houston, TX

Paul H. Meeting
Gulfgate 2912-56, Houston, TX

Elsa Pierce
Sacbor 4988-57, Hayward, CA

Ronald A. Phelps
Greenville 964-58, Greenville, SC

Connie Shade
Kalmia 1239-58, Aiken, SC

Richard Alan Puffer
Hartsville 1598-58, Hartsville, SC

Ben A. Page
Grand Strand 5289-58, Myrtle Beach, SC

Sadanand D. Mankikar
Yonge-Bloor 1830-60, Ottawa, Ont., Can

Muriel A. How
Ottawa 1935-61, Ottawa, Ont., Can

Ronald S. Brown
Brandon 293-64, Brandon, Man., Can

John R. Forton
Lockport 4759-65, Lockport, NY

H. J. Dell
Cavalier 596-66, Hampton, VA

Paul A. Jacobi
Bellwood 3282-66, Richmond, VA

James E. Roberts Sr.
Blacksburg 3351-66, Blacksburg, VA

Frederick C. Helmer Jr.
Public Service 3174-68, New Orleans, LA

Michael C. Connor
Parlons-Nous 3939-68, Lafayette, LA

Kenneth James Stewart
Innisfail 2689-69, Innisfail, Qld., Aust

James M. Willis
Engadine District 3118-70, Sydney, N.S.W., Aust

Ian R. Jamieson
Manukau Toastmasters 3461-72, Manukau, Auckland, NZ

Mavis O'Flynn
Ballarat 3717-73, Ballarat, Vic., Aust

William A. Dolan
Ptarmigan 979-U, Anchorage, AK

Raney Colvill
Barbarossa 1807-U, Kaiserlautern, West Germany

5393-F Bourns
Riverside, CA—Wed., 7 a.m., Bourns, Inc., 1200 Columbia Ave. (781-5213).

5387-3 Toastmasters de Nogales
Nogales, Sonora, Mexico—Thurs., 8 p.m. Bandais Office, Adolfo Lopez Mateos #13414 (281-9244).

5400-3 Livewires
Phoenix, AZ—Wed., 6:45 a.m., Great Western Bank Bldg., 4041 N. Central Ave., 8th Floor Conference Room (235-8584).

5392-7 PAPSA
Portland, OR—Wed., 6:30 a.m., Blanchard Educational Services Center, 501 N. Dixon St. (277-3054).

5405-14 Kennestone System
Marietta, GA—1st & 3rd Thurs., 3:30 p.m., Kennestone Hospital-Educational Services, 677 Church St. (426-3226).

5396-15 Salty Tongues
Salt Lake City, UT—Thurs., noon, Sorensen Research, 4455 Atherton Dr. (277-0202).

5411-15 Post Toasties
Salt Lake City, UT—1st & 3rd Fri., noon, Airport Inn, North Temple (292-1031).

5415-17 Libby
Libby, MT—1st & 3rd Mon., 7:30 a.m., Forest Supervisor's Office, Hwy. 2 (293-9100).

5399-20 Federal Interagency
Fargo, ND—2nd & 4th Mon., 5 p.m., Fargo Post Office, 653 2nd Ave. North, Rm. 319 (237-5771, x 304).

5403-21 Sunshine
Gibsons, B.C., Can—Thurs., 6:30 p.m., Gibsons Building Supply "Building," Hwy. 101 (886-8071).

5385-23 High Vibrations
Albuquerque, NM—Wed., noon, Carraro's Pizza and Italian Restaurant, 108 Vassar Dr., S.E. (293-2455).

5382-24 Sunset Speakers
Grand Island, NE—Mon., 5:45 p.m., Goodwill Industries, 1804 S. Eddy (384-6677).

5391-24 Officers' Speakeasy
Omaha, NE—Wed., noon, Omaha Police Division, 6th Fl., 505 S. 15 St. (444-5774).

5409-25 Mobil 1
Dallas, TX—Wed., 4:30 p.m., Mobil Research & Development Corp. 13777 Midway Rd. (851-8459).

5413-25 R.S. & L.
Dallas, TX—Tues., 7 p.m., Richardson Savings, Farmer Branch Office, 2824 Valley View Ln. (235-4571).

NEW CLUBS

5384-F Kennedy
Monrovia, CA—1st, 2nd & 3rd Tues., 5:05 p.m., Kennedy Co., 1600 Shamrock Ave. (357-8831).

5412-28 Speakers of the House

Mt. Clemens, MI—2nd & 4th Tues., noon, Allied Automotive, BSRD, 353 Cass Ave. (469-2900).

5417-30 Montgomery Ward Insurance Group

Schaumburg, IL—Thurs., 11:30 a.m., Montgomery Ward Insurance Tower, 200 N. Martingale Rd. (490-3009).

5418-30 T.R. Toasters

Chicago, IL—1st Mon., 5:30 p.m., 3rd Mon., noon, Touche Ross & Co., 11th Floor Training Room, One Illinois Center, 111 E. Wacker Dr. (644--8900).

5422-30 Michael Reese

Chicago, IL—1st & 3rd Tues., 11 a.m., Michael Reese Hospital, Lake Shore Drive at 31st St. (791-3040).

5414-31 Articulators

Hudson, MA—Tues., 7 p.m., Digital Equipment Corp., 75 Reed Rd. (568-4915).

5408-35 Medford Area

Medford, WI—2nd & 4th Tues., 5:15 p.m., Tombstone Pizza Corp., 940 S. Whelen Ave. (748-5550).

5395-36 Walter Reed Five Star

Washington, D.C.—1st & 3rd Wed., noon, Walter Reed Army Medical Center, Rm. 2H28, Georgia Ave., N.W. (576-1600).

5424-37 ETC-ETC

Charlotte, NC—1st & 3rd Tues., 6 p.m., Ryan's Family Steakhouse, 930 Tyvola Rd. (365-3900).

5420-39 Carson Valley

Gardnerville, NE—Wed., 6:30 a.m. Sharkey's Nuggett, 1440 Highway 395, Prime Rib Room (265-2229, or 3154).

5421-39 Roast Toasties

Stockton, CA—Fri., noon, American Savings Training Facilities, 242 N. Sutter (957-6597).

5397-42 Boast

Edmonton, Alta., Can—6 p.m., Boast Office, 203 McLeod Bldg. (465-2833).

5401-42 Peace River and District

Peace River, Alta., Can—Wed., 7 a.m., The Mayflower Restaurant, Main Street (624-2574).

5381-44 Texaco

Midland, TX—Wed., 11:35 a.m., Texaco Inc., 300 W. Wall, Room - Fifth Conf. (682-0541).

5394-46 True Potential

Rego Park, NY—Mon., 6:45 p.m., Lost Battalion Hall, Dept. of Parks, 93-25 Queens Blvd. (848-0410).

3774-47 St. Augustine

St. Augustine, FL—Sat., 8:30 a.m., Chimes Restaurant, 12 Avenida Menendez (824-9141).

5390-47 Talk of the Town

West Palm Beach, FL—Thurs., 12:15 p.m., Red Lobster Restaurant, 2201 Palm Beach Lakes Blvd. (683-5500).

5404-48 Parisian

Birmingham, AL—Tues, 8 a.m., Parisian, Eastwood Mall, 7753 Crestwood Blvd. (226-2210).

5425-60 Ajax-Pickering

Ajax, Ont., Can—Wed., 7:30 p.m., Harwood Secondary School, 80 Falby Crt. (683-5269).

5407-61 Dawn Breakers

Ottawa, Ont., Can—Wed., 7:15 a.m., Telecom Canada, 410 Laurier Ave., W. (560-3946).

5410-61 "Rive Sud"

Nicolet, Que., Can—Tues., 7:30 p.m., Restaurant L'Erabliere, 1340 Rg. Ste. Marie (293-6955).

5419-62 Marshall Morning

Marshall, MI—Tues., 7 a.m., Win Schuler's, 115 S. Eagle (781-6348).

5416-64 Dryden

Dryden, Ont., Can—Wed., 6:30 p.m., Best Western Motor Inn, Highway 17 (223-4896).

5388-68 Opelousas

Opelousas, LA—Thurs., 6:45 a.m., Palace Cafe, 167 W. Landry (948-3011, x 299).

5389-73 BHP

Melbourne, Vict., Aust—2nd & 4th Tues., 4:30 p.m., Head Office BHP, 140 Williams St. (609-3730).

5423-73 Gourmet

Melbourne, Vict., Aust—First Wed., 6:30 p.m., Parkers Restaurant, 265 Johnson St. (605-3513).

5383-75P Dagupan

Dagupan City, Philippines—Thurs., 7:30 p.m., City Engineers' Office Conference Hall (33-75).

5406-75P Queen City

Cebu City, Cebu, Philippines—Sat., 6:30 p.m., Atlantis Hall, Hotel de Mercedes, Pelaez St. (83248).

5398-U Tonatiuh

Mexico City, D.F., Mexico—2nd & 4th Tues., 8 p.m., University Club, Paseo de la Reforma #150 (524-85-74).

5402-U Communicators

Mariana Islands, Guam—Thurs., 11:30 a.m., Reef Club, NAVCAMS WESTPAC.

ANNIVERSARIES

45 Years

Chiropractic 136-F, Whittier, CA

40 Years

Rochester 271-6, Rochester, MN
Pioneer 272-20, Moorhead, MN
Golden Empire 270-33, Bakersfield, CA

35 Years

South Bay 161-5, Imperial Beach, CA
High Dawn 730-7, Portland, OR
YMCA 715-11, Anderson, IN
Rocky Mountain 739-26, Denver, CO
Mile High 741-26, Denver, CO
Park Ridge 381-30, Park Ridge, IL
Kamehameha 720-49, Honolulu, HI

30 Years

1577 1577-4, San Jose, CA
Findlay 1563-28, Findlay, OH
Doylestown 1540-38, Doylestown, PA
Seven Hills 1578-40, Cincinnati, OH
Bow Valley 1494-42, Calgary, Alta., Can
Ambitious City 1586-60, Hamilton, Ont., Can

25 Years

Monroeville 2954-13, Monroeville, PA
Allegheny 2986-13, Cumberland, MD
Sub & Surface 2886-38, Philadelphia, PA
Hershey 2990-38, Hershey, PA
Chanticleer 1624-39, Sacramento, CA
Parkersburg 2891-40, Parkersburg, WV
Seaway 2959-61, Cornwall, Ont., Can
Georgetown 2687-U, Georgetown, Guya.

20 Years

Downtowners 3801-26, Denver, CO
New Berlin 3803-35, New Berlin, WI
Plaza 3776-36, Arlington, VA
Northern Valley 1040-46, Dumont, NJ
Clifton 2664-46, Clifton, NJ
Helmsmen 3764-47, Orlando, FL
Hollywood 3770-47, Hollywood, FL
St. Augustine 3774-47, St. Augustine, FL

15 Years

Maple Drive 2789-14, Atlanta, GA
Monroe 3324-14, Monroe, GA
Bien Dicho 696-23, Los Alamos, NM
West Broward 2903-47, Ft. Lauderdale, FL
Speak Easy 2832-68, Monroe, LA

10 Years

Capistrano Valley 1707-F, San Juan Capistrano, CA
New Frontier 3096-14, Atlanta, GA
Keynoters 2434-30, Chicago, IL
NUS 2408-36, Rockville, MD
Eno 1663-37, Durham, NC
Paradise 299-39, Paradise, CA
Beaches Area 2862-47, Jacksonville Beach, FL
Clear Lake 43-56, Houston, TX

What Every Club Needs

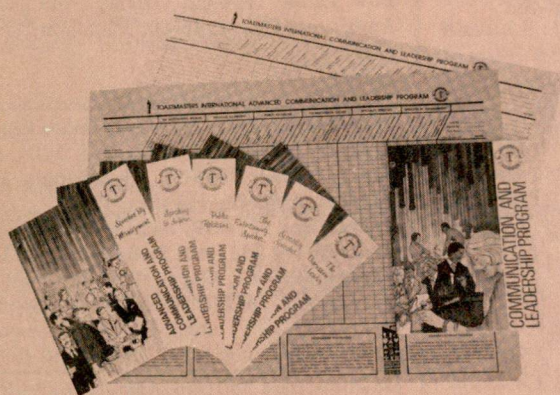
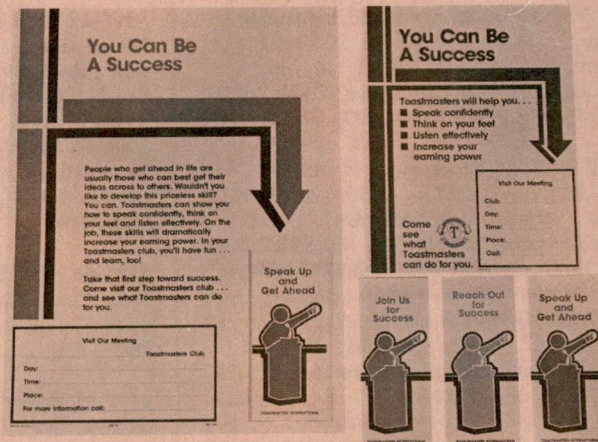
Basic tools for managing your club and meeting member needs.

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 \$13

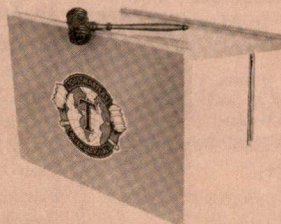
If members have already completed the Advanced C&L Manual, help them continue to grow by urging them to go through the six new advanced manuals:

- 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 \$1.50 each.
 - 226-G. Professional Speaker
- 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.

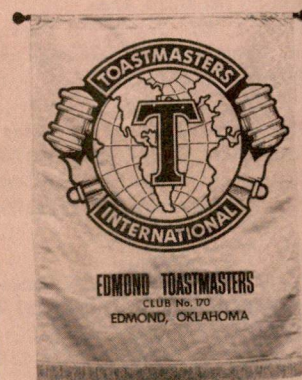
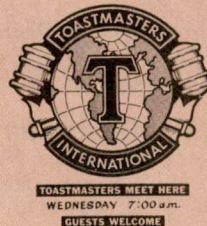
Lectern and Gavel

- 371. Portable Lectern. Lightweight steel with Toastmasters seal. \$35.00.
- 375. Gavel. Handsome wood finish. Perfect for club meetings and conferences. \$6.50.



384. Official Club Meeting Plaque. White plastic plaque, 10" square. This attractive promotional tool 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

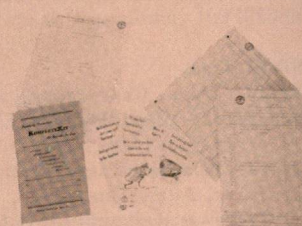


234. Club Banner. Gold satin banner 3' x 4' with blue Toastmasters emblem. Specify club name, number, city and state. \$45.00

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.

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