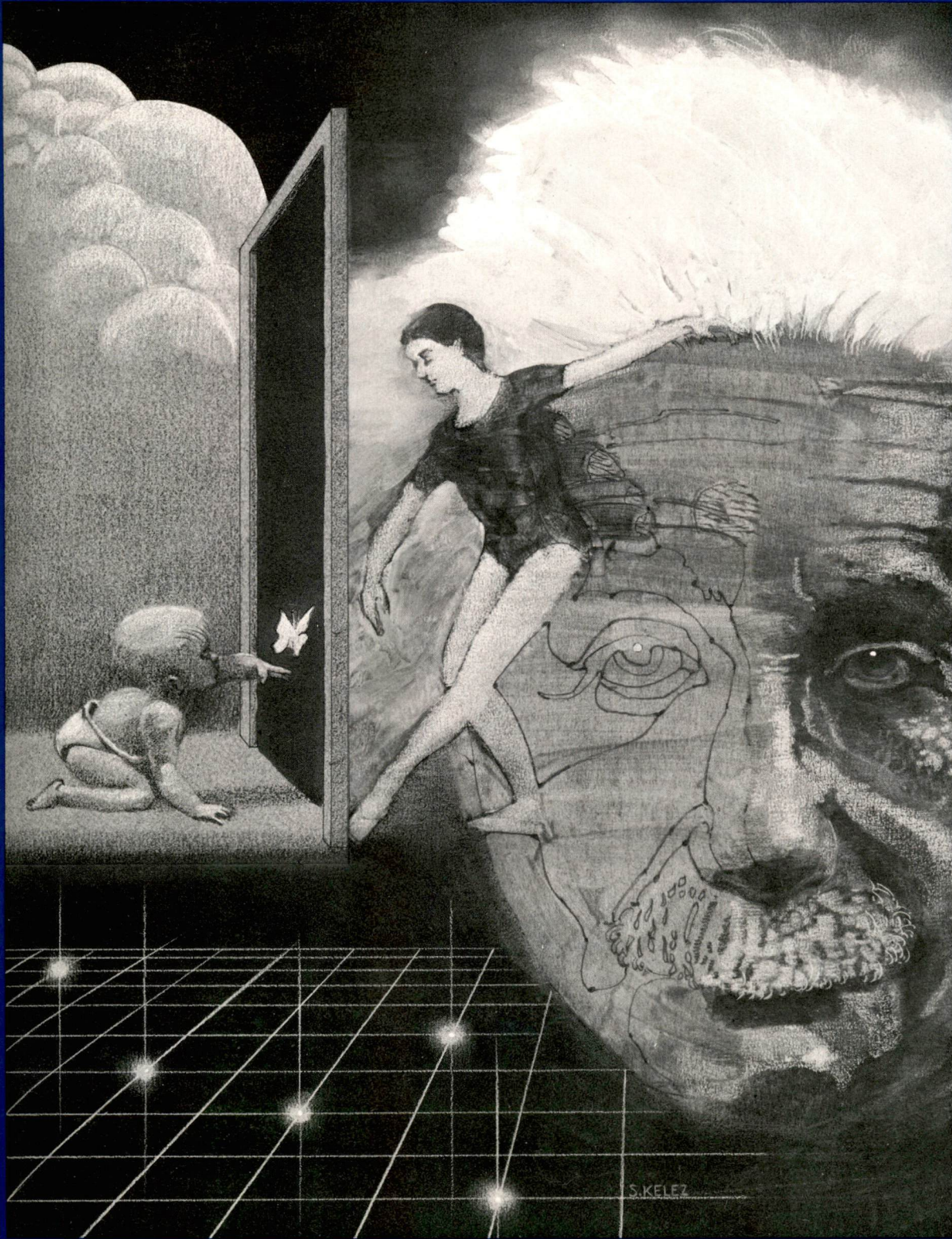


# The Toastmaster

MARCH 1981



Special Issue: **PASSAGES TO GROWTH**



## Say "I Will" and Win

Success in life is not a destination; it is a journey.

This simple fact helps us understand why at every stage in life it is important to have goals and plans for the future. We can consider ourselves successful only as long as we continue to grow and reach for new horizons.

Often we are surprised at the many successes attained by certain individuals who appear to possess only limited ability. The qualities that allow these individuals to achieve beyond the limits we would normally predict for them are worthy of exploration.

Those who are successful will say that ambitious people grow while lazy people tend to vegetate. They realize that success comes from getting ahead of themselves and not from getting ahead of others. In trying to outdo themselves, these people have much to gain. They continue to grow by doing something better today than yesterday, and by seeking new challenges that will help them reach their ultimate potential. Successful people are determined. They don't let obstacles stand in their way, and they have an "I will" attitude.

Several years ago, a team of mountain climbers decided to try to scale the north wall of the Matterhorn. Among them was an American named Harlin. Before they made their assault, each climber was interviewed and asked, "Are you

going to reach the top?" Each in turn replied, "I'm sure going to try." All except Harlin. He answered, "Sure, I will." Only one man in the entire expedition succeeded in scaling the seemingly impossible north wall of the Matterhorn. It was Harlin, the man who said, "I will."

Successful people learn how to cope with failure. They realize that they will have to face setbacks and they are willing to accept and learn from them. They also know that most people are remembered not for their failures, but for their successes. For example, Babe Ruth struck out 1330 times — more than any other man in the history of baseball — yet he is remembered for his home runs. We never think of Thomas Edison as a failure, but many of his experiments were unsuccessful. Both Ruth and Edison are prime examples of successful people who weren't afraid to fail.

From the above statements, we might characterize successful people as those who have an indomitable spirit that carries them along their journey. They are ambitious and continually work at improving themselves. They possess an "I will" attitude and are determined to succeed. And they pursue long-range goals that keep them from being frustrated by short-range failures. Most important, they recognize that success is a journey, a dynamic process that never stops — until they do.

In Toastmasters we meet many people who exhibit these characteristics — members who grow through the attainment of first their CTM, then their ATM and finally their DTM as well as individuals who take advantage of our leadership training program and run for club, district and international offices. Not all are successful on the first try. But, with their "I WILL" attitude, they eventually make it. And, of course, there are those who truly maximize their training by staying with our programs and continually applying what they learn in their personal, social and business lives. They are the truly successful Toastmasters.

Patrick A. Panfile, DTM  
International President

For  
Dr. Ralph C. Smedley (1878-

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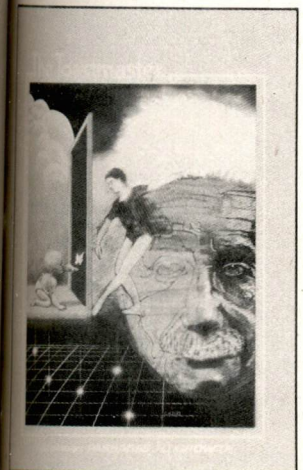
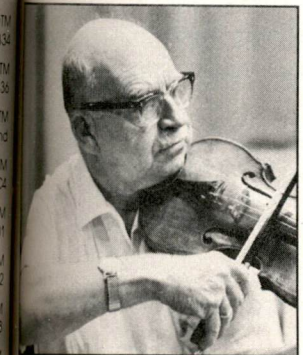
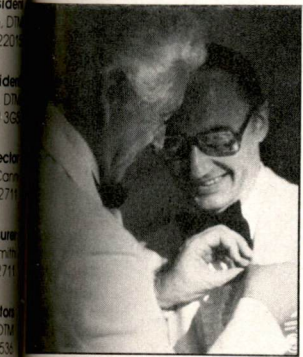
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Do you ever feel unsure of who you are and where you're going? We all face difficult periods of questioning and self-doubt, but the search for answers needn't be traumatic — and won't be once you realize that each of these introspective stages is a passage to growth. This special issue of THE TOASTMASTER offers guidelines for meeting the challenges we confront at crucial points in a life-long process of self-development. You'll learn about the importance of goal-setting, shortcuts to the top of the corporate ladder, the slump that causes temporary setbacks, the confusion that hits men at mid-life and the need for self-renewal during the retirement years. As you read, examine the way you've handled the passages in your life. Then look ahead. Maybe you can do something to make the next stage not only easier, but more fulfilling.



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## Reflections on Mirror Feedback

I've always understood that it was a good idea to practice speaking in front of a mirror. Milton Wood's June article on the public speaking simulator sure sold me, and I passed the article on to one of our new members. The other day he floored me by showing me the October issue in which Dr. Arnold Abrams advises speakers to avoid practicing in front of a mirror. When asked to reconcile these diametrically opposite views, the best I could come up with was that different approaches work for different people and that we should pick the one that seems to work best for us.

While I'm certainly not answerable for differences of opinion between acknowledged experts, I can't help feeling that I lost credibility. What should my answer have been?

Robert A. Stalknecht  
Westfield, New Jersey

*If an individual wants to become a polished public speaker (or any kind of performer), that individual must maximize the use of all sources of feedback available. This includes high quality evaluation or feedback from others and a fully developed sense of self-awareness. Dr. Abrams speaks of "self-consciousness." He infers that this is undesirable and to be avoided. Can you imagine the difficulty a dancer or actor or public speaker would have if he or she were denied what is probably the most important source of feedback, our ability to monitor and refine our own behavior?*

The main issue in our apparently opposing views is probably the level of expertise the learner wishes to achieve. If Dr. Abrams is directing his comments to the casual public speaker who is not motivated to systematically refine his speaking skills, then perhaps his advice is valid. The reason for this is as follows.

The development of any complex skill is a process involving both mind and body. In the beginning, we have a general perception of what we want to achieve, but we lack a clear set of intellectual criteria, and we have not fully developed the physical skills characteristic of professional performance. Most experts begin by imitation. They emulate the techniques of others. They explore domains of expression which are new to them. If you are learning to paint, you study the brush strokes of the master. If learning to write music, you

study the great composers. If you are learning to become an outstanding public speaker, you study the techniques of the experts. During this phase, you may well be very self-conscious. In fact, you better be or you will never develop the self-monitoring skills that are mandatory for maximum learning and skill refinement. During this period, however, we are in a transitional stage of development. Because we are exploring new techniques of expression, perhaps even directly imitating, we are perceived by others as not being ourselves. We may appear awkward. Our gestures, facial expressions, body language may not be smooth and integrated. If this is where we stop in our development process, then Dr. Abrams' comment could be valid.

My perception of Toastmasters, however, goes far beyond this stage of development, for few of us are blessed with fully developed public speaking skills. To be a top-notch public speaker, one must not only master content, but all the delivery skills as well. This means we must not only be good writers but also good actors. This is no small job.

As we continued the process of mastery, some interesting things begin to happen from both within and without. As we begin to experiment with voice, gestures, posturing, facial expression and content, we begin to feel more comfortable with these new forms of expression. We also start to get new feedback from our evaluators. (It should be noted that outside evaluation is critical for the refinement process I am describing.) As the evaluator views our efforts to improve, he now has the opportunity to provide new feedback on forms of expression which were not a part of our original repertoire. They can now comment on "overkill," lack of integration, inappropriateness, etc. From this process of outside feedback and a heightened sense of self-awareness will come the development of our own "style." At this point we will not be imitating. We will be ourselves, but with an expanded capability for expression and communication.

Specifically addressing the use of mirrors, audio tapes, television recording and the like, I can think of no better way to provide self-feedback. Nothing is more powerful than seeing (or hearing) ourselves as others see us. It may be somewhat disconcerting! It will also make us self-conscious; but, I know of no better recommendation than to become aware of yourself through every technique available. If you don't like what you see, change it. This is what Toastmasters is all about.

Milton Wood  
Phoenix, Arizona

## Does "Ms." Represent a Loss of Quality?

It was with the utmost concurrence and delight that I read Mrs. Dorrine Turecamo's article in your October issue. "Are We Losing Our Taste for Quality?" poses a question and topic most germane to our modern-day society and expresses sentiments which I have harbored for some time.

I applaud Mrs. Turecamo for her views and wonder if she will agree with my suggestion that a further item for the category of things indicative of a lack of quality would be the use of "Ms."

Glenn E.J. Sandberg  
Ontario, Canada

## Well-written Articles Influence and Inform

It is always a special event when my magazine arrives. I am particularly happy about the December 1980 issue. You have hit "1000" on this well-done and nicely illustrated issue!

The four most influential articles in that issue, for me, were "Climbing the Pyramid of Success," "How Poetry Can Enhance Your Public Speaking," "Getting the Manager Off to a New Start" and "A Matter of Attitude."

The "Hall of Fame" section is never forgotten, and World Headquarters and clubs all over the world should pat themselves on the back for helping create the proper atmosphere for such dynamic growth and progress in DTM and ATM awards and new club organization.

My special congratulations go to those who have successfully organized the new district in South Africa! Also congratulations to districts 36, 47, 70, 35, 38 for extraordinary achievements in ATM awards. Organizers of new clubs are heroes in their own right and, at the current rate, I calculated that club 5000 would be chartered in or near July 1982! What district will claim that club?

Thanks again to the writers, illustrators and editors for a great publication!

Leif A. Flugstad, ATM  
Fair Oaks, California

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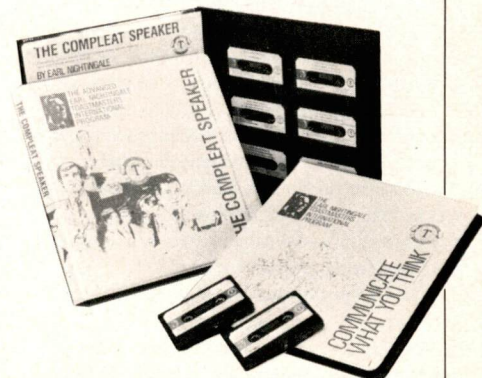
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# PASSAGES TO GROWTH

by Nina Harris, DTM

**F**ace flushed, eyeglasses askew, the student giggled uncontrollably as classmates egged her on. "Tell us more!" they cried, eager for the latest gossip about a handsome young literature instructor.

Their behavior was typical for a bunch of high school sophomores, but in this case the students were middle-aged women and the giggler a graying 200-pound grandmother. None of them had worked outside their homes or been inside a classroom in more than 20 years. I was to be their instructor in a self-development seminar, but this puzzling incident launched *me* on a new course of learning, too.

My departmental chairperson was the first to shed some light on the women's behavior. "Whenever people feel uncomfortable or threatened about a new phase in their lives, they revert to older, safer behavior," she said. "Think of all the children's cases you've had in which kids begin sucking their thumbs or speaking baby talk again during a family crisis. Adults are no different — they just revert to different stages!

"And don't forget the 'lost phase' theory," she added. "If people miss a stage or two in their lives, they'll sometimes revert to that time period again as a step in their new growth process. Sort of like a dance. One step back and two glides forward."

THAT explained the behavior of the women in my group. Many of them moved right into marriage and family responsibilities after high school. They had never really had an opportunity to enjoy being independent young adults. Very special experiences had been missed.

Though this happened almost a

decade ago, the impact was enough to alter the focus of my career. I began to study how people develop and grow, learning techniques for avoiding the pitfalls of life and special tricks for growing even more rapidly and fully.

Talented researchers such as author Gail Sheehy have shown us how each of us moves — drifting, hurtling or tip-toeing — through predictable stages of adult development. This information can help us better understand ourselves and others and give us the reassurance that we are not alone in our experi-

---

**At every stage,  
you have unlimited  
potential for growth.**

---

ences and feelings. But sociologists often fail to tell us how we can grow beyond each of those stages and maximize our individual experiences.

Let's take a look at each of the decades of our lives. As you read about each stage, think of the persons you know who are experiencing those years. What are their strengths? Their goals? Their fears? What ideas do *you* have for making that particular decade memorable?

## The First Passage

The late teens are a time for establishing your individuality. The extreme emotional conflict this process often creates is the impetus that causes many teenagers to leave home. Often, bursts of defiance or over-confidence aren't seen for what they really are — fears of facing the adult world.

Anyone involved with teens will find effective listening skills a must. You need your empathy as well as your opinions. Taking a course in listening will help you de-emotionalize conversations with teens so you can face issues and solve problems more effectively.

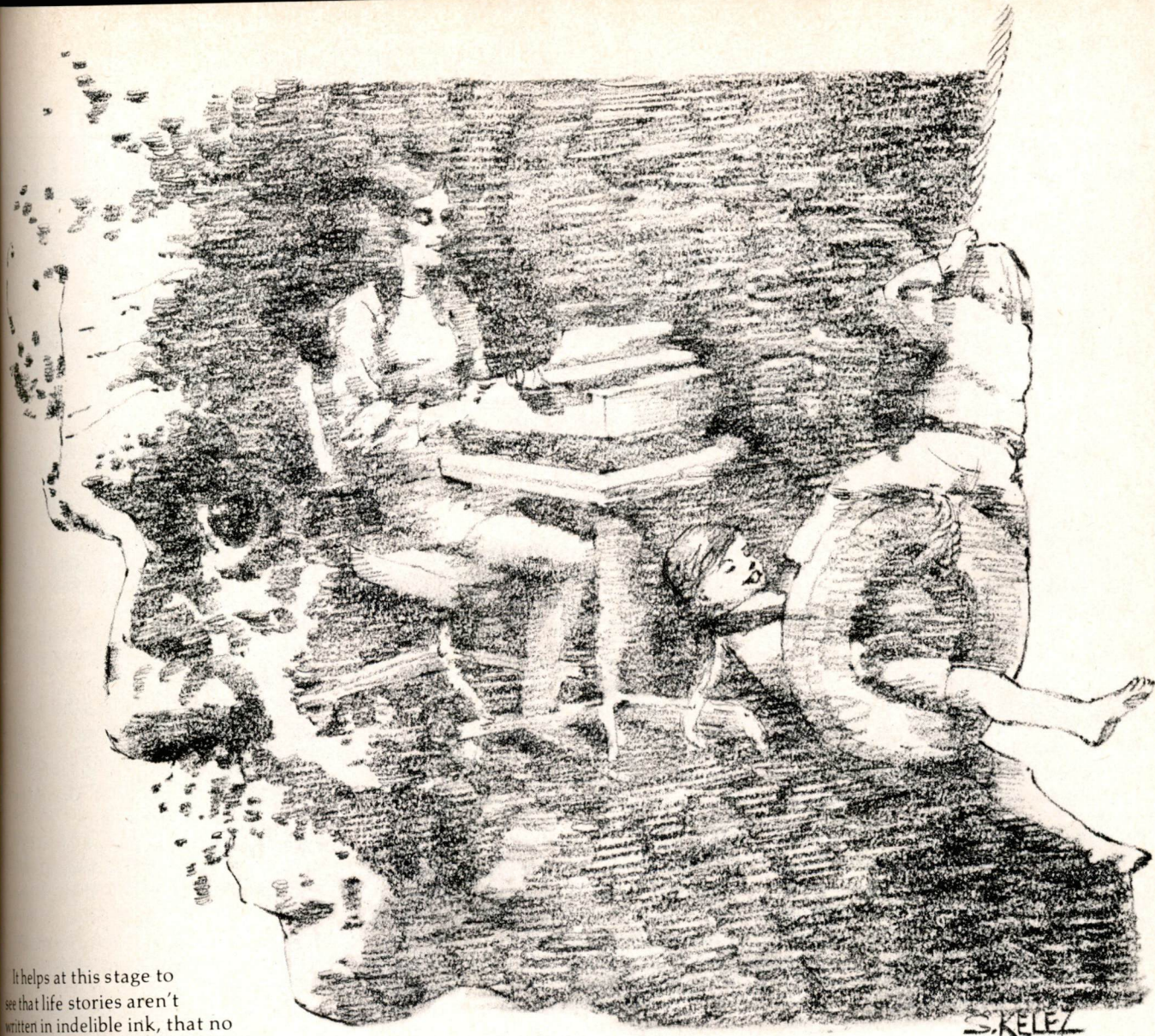
Though eye-contact is a plus in communication, looking the other way off with teens — that is, looking the other way from their dress, slang, dances and mannerisms. It's natural this age to experiment with fads, new beliefs and outrage elders. It's time when we need the support of a group, which may be found through such activities as Toastmasters' Youth Leadership Program.

Young people are naturally going to congregate. This is their time to move emotionally away from home with the help of their peer group, so constructive grouping is preferable to "hang out" or running away.

The teen years may be a time of turmoil, but a bumpy passage through this stage can make future transitions easier. If teenagers don't answer the "Who am I?" question now, they'll have to later, when the stakes may be higher.

## Testing the Waters

When we reach our 20s, we begin to test the beliefs we accepted in our teens. Two roads emerge in this stage of growth. Either we latch onto a secure structure (school, career, children and a spouse) or we opt to explore and experiment. The exciting part of this decade is that we set in motion a life pattern, based on what we see at this age as our true purpose and life.



It helps at this stage to see that life stories aren't written in indelible ink, that no decision is irreversible. People in their 20s tend to be dealing with many "should" tapes — messages that describe parental and societal values. Too often, they fail to realize that those values are not necessarily their own.

#### Filling Gaps

No matter how carefully decisions are made in the 20s decade, the person who hits 30 will probably feel restricted by them.

All of our unfulfilled dreams surface in our 30s. A new impatience encourages people to pursue careers in earnest, to revise home and family goals, to fill in areas of life that we didn't explore in our 20s.

The self has tremendous value in the 30s decade. We may have problems relating to loved ones because our decisions reflect what "I want" rather than a cooperative effort.

Reviewing decision-making techniques through a workshop or class would ease the difficulties we encounter in this phase. It's a time to clarify our hopes and dreams, perhaps with help from a professional counselor.

#### Self-Acceptance

In our 40s, we begin to see our limits.

As we face our mortality, all the stereotypical roles we cling to lose meaning. We worry about crows feet, expanding middles and fading physical powers, and unanswered spiritual questions haunt us.

This is a time for soul-searching that will lead to self-acceptance and make it possible for us to see the future as a time for new opportunities and achievements.

#### New Directions at 50

In our 50s, we may face a loss of supports. The children are grown, the career is now just a job and boredom sets in.

On the other hand, if you've already nurtured the ability to be flexible, to renew and re-evaluate your life along the way, the 50s can be a time when you find peace of mind, enjoy your privacy and feel deep inner happiness.

Establishing an independent lifestyle and developing new hobbies and interests are goals for this stage. Take college classes, renew relationships with adult children, find creative uses for leisure time and develop new skills.

Is that all there is? Not by a long shot! The exploration of ourselves is a life-long process, and developmental theory is only one tool for learning more about ourselves. There is a wealth of information available to help us through each stage of our personal development. And there are programs such as those offered by Toastmasters, which teaches us how to express the thoughts and feelings we must deal with if we are to be successful in whatever we do.

Remember the giggling grandmother? I remember her sparkle and the freedom she gave herself to grow, to become a new and different person.

There *is* life after adolescence, but it isn't an event. It's a process — a process of becoming the very best we can be! 🎤

*Nina Harris, DTM, is director of Career Consultants, a firm in Tempe, Arizona that provides communication consulting services to educational systems, private businesses and individuals. An active member of Park Central Club 3527-3 in Phoenix, she will speak at Toastmasters' 1981 International Convention to be held August 19-22 in Phoenix, Arizona.*

## HELPING OTHERS CONQUER FEAR

by Roy Wirtzfeld

I have a dream for Toastmasters in which we reach out to help more people who really need it.

But, you may say, what's new about that? Isn't that precisely what Toastmasters is all about? Of course. But I have something more in mind.

Historically, Toastmasters clubs have tended to be groups of professionals who turned to the organization to improve their communication skills and then began rising up the corporate ladder.

Toastmasters can thus be viewed basically as a self-help program for ambitious young people. There's nothing wrong with that. If Toastmasters is never anything more, it will most certainly have provided a valuable service.

But look around you. There are others "out there" who aren't well-suited junior executive types, but need the same kind of help. For instance, millions of people in this country suffer from a common and disturbing malady: shyness. Some have mild fears that are easily overcome, while others are so shy they simply can't leave their homes.

### Building Self-Confidence

In all but the most severe cases, shyness could probably be conquered in a relatively short time in the congenial educational environment Toastmasters provides. The experience of speaking before a supportive group could transform an extremely shy person into one who radiates self-confidence.

In *SHYNESS: What It Is, What To Do About It*, Philip G. Zimbardo writes: "All of us want to live a more fulfilling, rich life. But to accomplish this, we must be willing to risk freedom, to break out of our own prisons, to gamble on a new friendship. It's not always easy. But there are ways that each of us can build our own self-confidence; there are definite social skills we can learn; there are specific things that we can do to help the shy people in our lives."

That sounds to me like a prescription for Toastmasters. But let's get more specific. There are a couple of groups in

our society that could benefit in a special way from Toastmasters. I am thinking first of the thousands of men and women fighting battles against alcoholism.

In his book, Zimbardo quotes Dr. David Helms of the Washingtonian Center in Boston, who said: "It is a safe generalization that many people start to drink because of feelings of social inadequacy. However, they don't usually describe their feelings as shyness. They use much more dramatic terms: they are frightened or scared of people. They say they are afraid of letting themselves go. They are afraid they will be rejected if they do. And so they start to drink to loosen themselves up."

Zimbardo also quotes an unnamed alcoholic, who put it this way: "Everyone I met in Alcoholics Anonymous was pathologically shy. And I suspect that alcoholics do drink to begin with because they are so shy."

There's a challenge for you. Help alcoholics overcome their shyness through Toastmasters' program and you will surely strengthen them in their fight against drinking.

How can this be done? You could contact your local Alcoholics Anonymous organization, explain the Toastmasters' program and try to recruit members. If the matter of paying Toastmaster dues is a problem, perhaps the Alcoholics Anonymous chapter would help. You could also set up a Toastmasters club in one of your local AA groups, using one or more veteran Toastmasters to show AA members how to organize and conduct meetings.

I predict the benefits for them — and for you — would be enormous. Toastmasters could help these men and women rebuild their lives. And your reward would be the knowledge that you gave another human being a chance to develop his or her full potential.

### Fighting Low Self-Esteem

I also have another specific group in mind — people who have sought professional help to raise their self-esteem.

Toastmasters could be an important answer for them, too. Toastmasters builds self-confidence. We've all that in ourselves and in others. That's just what these troubled people need.

Go to counseling clinics that deal with this problem. Talk to doctors, and during group therapy sessions. Try to convince some of the bolder individuals to join your club, or help set up a club in their clinic.

I single out these two groups with hope that Toastmasters reading this say, "Yes, I see that. I think it will work. I'd like to try it."

Then you'll have the satisfaction of seeing these people start on the road to wholeness.

Toastmasters can liberate these people from their fears. We have seen it do that (though perhaps not in quite so dramatic a way) for other members for ourselves. As we took our faltering steps in Toastmasters, we grew, and we're still growing.

There's a gift you can now share with others perhaps less fortunate. Tell them about it today.

Roy Wirtzfeld is a member of K.C. Toastmasters Club 1943-6 in Duluth, Minnesota and has served as educational vice president and president. Mr. Wirtzfeld's suggestions are particularly pertinent today because Toastmasters everywhere are beginning to recognize the needs of special interest groups. Examples of unusual clubs that have been chartered include: a "silent" club for deaf students at a California university; a club for professional engineers in Johannesburg, South Africa; a "singles" club in Phoenix, Arizona; a bilingual club in the Mexican-American community in Oakland, California; an Islamic club in Baltimore, Maryland; and an advanced-study club in Atlanta, Georgia. Some creative clubs can uncover an endless string of new club possibilities. For information on how to organize a Toastmasters club, contact Tom Dell, Membership and Club Extension Department, World Headquarters.



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**BRIAN DAMEIER** is a popular humorist known for his original, clean humor. Besides his convention and banquet speaking, he teaches his "Make Them Laugh" seminars throughout the United States and Canada. He has written comedy for national television shows and performed as a stand-up comedian in Los Angeles clubs. For nine years, he was a speaker/trainer with Athletes in Action, training professional and amateur athletes for public speaking. A veteran of over 1,200 speaking engagements, he began his humorous speaking in Toastmasters.

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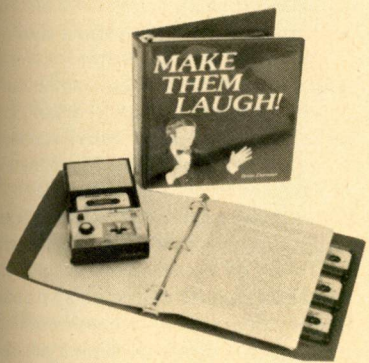
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- Rewriting & Personalizing Jokes
- Building & Telling The Humorous Story
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not only understood how to use humor better, but I have now written three of my own jokes and people are laughing at my material, at some joke book." **Don Hulen, Public Affairs Officer, California Highway Patrol**

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Goal-setting is  
a key to success at  
every stage of life.

# PLAN TO SUCCEED

by Millard Bennett

**C**an you readily answer these questions?

- What is the one most important thing you want to accomplish in your life?
- Have you set it up as your main goal and worked out a plan to achieve it?
- Are you working according to your plan every day?

Many people have vague ideas that they mistake for goals — ephemeral flickerings that cross their minds from time to time, causing them to think that some day they will do something. But they rarely do. Over the years I have

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**It isn't enough to  
possess ambition;  
it must possess you.**

---

asked hundreds of men and women of all ages where they plan to be in a year, in five years and in 10 years and how they expect to get there. I have found few people who have planned far enough ahead to be able to answer these questions.

When a ship leaves port, the captain knows where it is headed and, with compass and chart, he holds it to its course as its engines drive it forward. At times, rough seas, high winds and heavy rains may slow its speed or even cause it to alter its course somewhat, but as soon as the storm abates, it goes right back on course and finally arrives at its destination.

In our youth, we all face the question: "What do you want to do with your life?" At later stages in our personal development, most of us re-examine that question, a process that may lead to new goals.

No matter what stage of life you are facing, you need a clear sense of direction if you are to be successful. You must go to look ahead and define your goals so you can stay on the track that will give you the greatest satisfaction.

### Chart Your Course

Stop right here and get a pencil and paper and write down in one sentence the thing you would most like to achieve. Get your thinking out of the vague realm of day-dreaming and make it specific. Exactly what do you want to get out of life?

Is it great wealth, a million dollars? This is an alluring and legitimate ambition. But are you sure that you want it more than anything else?

Do you want to become famous? Do you want to leave a great name? This ambition has driven people through years of new poverty, frustration, activity, productivity and achievement to ultimate acclaim. Is this for you the one all-consuming goal for which you would be willing to sacrifice all others if necessary?

Or would you rather have power? There have been through all recorded history people who wanted nothing more than to have power over people. They have built industrial or political empires. Would this seem to you the attainment in which you would find the most complete of all possible satisfaction?

Perhaps your greatest ambition is to have a happy home. We all would like this, but how many of us can say that it truly comes first among all our ambitions so that we would, if necessary, sacrifice every other ambition to achieve it?

At this point you may well say: "My ambition is none of these. They are great ambitions on a level too high for me. I have to pitch my ambition at a more realistic level."

That's fine, but what goal are you definitely setting for yourself? To become a top executive of your company some day? To hold the position of principal of the school in which you are teaching? To become president of your Toastmasters club? To make \$50,000 a year? To own a business of your own? To be elected to the city council? To lead the sales in your company?

The important thing at this stage is not the relative level of one ambition compared with another, but knowing what your goal is.

Now take a good long look at the individual you want to be. What is your work? What special skills and talents do you have? What is your character?

## Achieve your goals by harnessing the power within you.

What qualities can put you at the top? Whether or not you become that individual depends on the strength of your determination to reach your goal.

It's not enough for you to possess an ambition. The ambition must take possession of you. And when you become possessed by an ambition, you have more on your side than if you had been born with the most brilliant talents in the world.

### Fighting the Urge to Quit

We are all human and at times the bravest of us will feel like quitting. That's the time to reach out and grab hold of something to bolster you up. During World War One I was a soldier in France. I did a lot of boxing before I went there and had been boxing instructor at Camp Upton in New York under Benny Leonard, the great lightweight champion at that time. While the purses in France were small, anything was welcome in those days. After the armistice, I had a chance to go to Biarritz near the Spanish border and box in a heavyweight bout.

When it was time to dress for the match, I discovered that my boxing shoes were missing. I ended up having a pair of bedroom slippers fastened with surgical tape to my feet. As we came out for the first round, I stepped back

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on my right foot and it slipped on the canvas. I thought I was going to fall and put my hands down. As I did so, my opponent hit me with a right hand flush on the jaw. I went down on my face. I got up dazed and was immediately knocked down again. I got up again, clinched and weathered the round. In my corner between rounds I thought of quitting. Then I recalled part of Kipling's poem, "If":

*If you can force your heart and nerve  
and sinew,*

*To serve your turn long after they are gone  
And so hold on when there is nothing in you,  
Except the will which says to them,  
'Hold On!'*

I recited those words to myself. When the bell sounded for the beginning of the next round, I was a new man. I won that fight in the fourth round. I have had occasion to recite those words many times since. They have always been a life-saver. Over the years I have learned that most successful individuals have had their moments when they, too, thought of quitting. But they always had some words that renewed their will to continue and win. So don't be ashamed if you have your moments of doubt about your ability to

continue. We all do. The winner is the person who overcomes those doubts and fears and keeps on trying.

Success is an achievement, not a gift. It comes through effort, not by magic formulas. Within you are resources of power which, as you uncover and harness them, will provide the means for achieving all your goals. Like the power of Niagara, your inner power will remain unknown and wasted until you bring it under your control. This is not an overnight process. It takes planning and effort. The crucial thing is to make sure your planning and effort follow lines that will assure the results you want. So begin now, set your goal and start on the greatest of all journeys — a life of fulfillment. 🗣️



Dr. Millard Bennett will give the keynote speech at Toastmasters' 1981 International Convention August 19 at the Hyatt Regency Hotel in Phoenix, Arizona. A noted speech consultant, Dr. Bennett lectures on human behavior, personal development and motivation and has been a platform associate of Dr. Norman Vincent Peale.

Get-ahead guidelines to launch you on the quickest route to the top.

# Making the Most of Your First Big Chance

by Michelle Cabral

**Y**ou've just been promoted to a management position in a firm that offers great potential for career advancement. This is your first big chance, and you want to make the most of it. You want to excel in your new job and then climb the corporate ladder at least two rungs at a time.

The way young managers *act* and *react* in their first job will determine how fast they climb and where they end up in 5, 10 or 15 years. How can you make that first big break count for more?

Study the successful people around you, and you'll discover that they got

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## The faster you are able to grow, the higher you'll climb.

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where they are today by planning ahead, selling their ideas, using their time well, keeping their initiative alive and continually developing their skills. They have learned to work *with* and *through* people. They've learned to manage their time so they can concentrate on teaching subordinates how to get the job done right. And they do all that without ever losing sight of their personal career goals.

To help you reach your goals, I have collected some "get-ahead" guidelines that have led many new managers to the top of their organizations. You can get there, too. But you have to think your way to the top before you can successfully make that journey.

### Becoming an Expert

As a new manager, you'll need a year's progress plan to help you stay on the right track. Whatever you include in that plan, remember that you become

more valuable to your employer when you take on the most challenging tasks — particularly those that others try to avoid. Become your company's resident expert, and people will turn to you for advice as well as information. To fulfill that role, you'll have to develop your skills in a variety of areas. And the faster you grow, the higher you'll climb.

You'll need to identify your strengths and weaknesses so you can concentrate on the areas where you have the most to offer. To assure your strengths, ask yourself these questions:

- 1) What do I enjoy most about my work?
- 2) What is my inventory of skills?
- 3) On what matters do people seek my advice?

Besides your strengths, you may have weaknesses that can set you back on the corporate ladder. Do you take too long to do some tasks and avoid responsibility by procrastinating? This kind of weakness can immobilize the young manager.

In his best seller, *Your Erroneous Zones*, Dr. Wayne Dyer stresses that you have to be a doer to get ahead. He notes that those who aren't action-oriented tend to project a negative attitude and constantly criticize. To get rid of such behaviors, Dyer says, you must recognize them in yourself and resolve to eliminate them so you can avoid becoming a procrastinating critic.

It's also important for the young manager on a journey to the top to be able to sell his or her ideas.

"Ideas are the beginning points of all fortunes. They are the launching pads for careers," observed Napoleon Hill.

How effectively do you use your imagination to generate and sell ideas? Be creative, but don't be conceited. Some managers have great ideas but

fail because they refuse to see or accept the ideas of their peers. To get ahead, you need the support of your peers as well as superiors and subordinates. Treat *every* good idea as a "blessed event."

If you really want to get ahead, you also must concentrate on keeping your thoughts and suggestions simple and clear. You can't move forward when you're bogged down in confusion. You get lost in fuzziness and uncertainty. You need to know what your objective is and how to reach it. Once the thought is formulated, it should be

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## Distinguish yourself by taking on tasks that others avoid.

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into a simple action plan. It should be stated briefly, with problems and solutions clarified in two or three sentences.

### Budgeting Your Time

As a new manager, you also need to learn to make your time count for more. Some people need 12 hours to do a task others can complete in eight. Increase your productivity by becoming a clock watcher in a positive sense. Helps to remember priorities, allocate time to complete specific projects and eliminate non-essential tasks.

In *The First-Time Manager*, Loren Belker, a successful Midwestern executive, suggests that managers use his as a tool for budgeting time. Belker has applied this approach to his own work with good results. "You're forced to plan the day's activities as you write down your objectives. That's probably the greatest value of the technique," notes.

Still, the young manager anxious to do a good job can be slowed down by time-wasters. You may be hampered by excessive complaints from staff members, idle talk in the office or on the telephone or lengthy visits from coworkers. In these cases, you need to get to the root of the problem so you can prevent it from interfering with your progress.

Another vital key to success is keeping your initiative alive. Writer Victor Karp once said initiative is "doing the right thing without being told." Those who have it, advance; those who don't, stand still.

So, from the start, you must distinguish yourself by working at a higher level than your peers. Robert Ringer, author of *Winning Through Intimidation*, says this involves "leapfrogging" over rather than through the ranks. But such leapfrogging isn't possible unless you can avoid stumbling blocks to initiative, such as confusion and uncertainty.

How can a young manager increase his or her I.Q. (initiative quotient)? By learning more from experiences on the job. Above all, the novice must not fear rejection or be intimidated. By remaining aggressive and identifying problems as they come up, you can eliminate road blocks and continue to climb upward without taking any unnecessary detours.

#### Dealing with Crises

As skillful as you might be at using initiative and keeping it alive, you still need to develop another quality that's essential for the climb upward: the ability to handle emergencies. It takes a skillful leader to stay cool in a crisis, but there's no better opportunity to prove your trouble-shooting ability. The manager who constantly asks, "What's wrong?" and "What can be done to make it better?" is likely to find innovative solutions quickly.

Finally, your success depends on the people with whom you associate. You'll reach the top faster if you surround yourself with winners. Dependable and knowledgeable people are not only good at what they do, they also make others look good.

One particularly significant winner in the young manager's life is the mentor: the successful executive who becomes a teacher and an ally. With a mentor's help, the novice can skillfully move through the system, learning shortcuts to the top of his or her field.

Still, it is up to the young manager to take the first step — to make the most of that first big chance. You can do it by following these guidelines. They'll prepare you to leap up the ladder to success.

## GET AHEAD GUIDELINES

**MAKE A YEAR'S  
PROGRESS PLAN.**

**SELL YOUR IDEAS  
AND MAKE YOUR  
IDEAS SELL YOU.**

**KEEP IT SIMPLE,  
KEEP IT CLEAR.**

**MAKE YOUR TIME  
COUNT FOR MORE.**

**KEEP YOUR  
INITIATIVE ALIVE.**

**LEARN TO  
HANDLE CRISES.**

**SURROUND YOURSELF  
WITH WINNERS.**

Don't wait for  
someone else to pull  
you up the career  
ladder you're climbing  
— promote yourself!

# PROMOTING YOUR PROMOTION

by David K. Lindo

**H**ave you missed any good promotions lately? Are you doing anything constructive to make sure you don't miss the next one, too?

Most large organizations deliberately select and hire men and women who are "promotable." But it's up to you to capitalize on promotional opportunities in your firm. If you don't, you are cheating yourself out of one of the most important benefits of working — the chance to get ahead.

Many people work strenuously to achieve that goal. Not everyone succeeds. For some, hard work just leads to more hard work. Do you know what it takes to move up in your firm?

No matter what kind of work you do, it's vital that you take action to promote yourself. To do this, look at yourself as a product that must be sold in a competitive market. Not all new products succeed. Many fail in spite of product plans, large budgets for research and development, advertising campaigns and test markets. What can you do to promote your promotion? Try these five steps: produce, decide, research, match and sell.

The first thing you must do is produce effectively in your present position. By demonstrating that you have mastered your current job, you indicate that you will be able to complete more responsible assignments. You do this every time you: generate improvement, beat production goals and targets, produce quality work, volunteer for additional duties, search for improved

methods, solve a problem, anticipate need, suggest workable alternatives, give that "little extra."

These actions all provide evidence of your competence. Employers are impressed by timely, responsive, responsible support of company goals. Excelling in your current job sets the stage for promotion.

## Finding Your Direction

The second step is to decide where you want to go — organizationally, geographically and financially. This is probably the toughest step for most people. If you are caught in this dilemma, ask yourself these questions:

1) What organization would I prefer to work in for the next 10, 20 or 30 years? Why? Where can I go in the long run? How long will it take me to get to each plateau? What are the chances the "top out" at one of them? Is that high enough to satisfy me?

2) Where would I prefer to work and live? If I could choose the perfect world, what would it be like? Does any part of the world conform to this specific ideal?  
3) How much money must I earn to be satisfied? What do I want to do with this money? Will the job I have 10, 20, or 30 years from now provide the money I'll need then?

As you form answers to these questions, write them down for future reference, and use them as a road map to your destination. To be useful, answers must be specific. For instance, "Personnel, top out in 20 years, West Coast, city under 100,000 population, large black population, with an

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 ur firm doesn't meet your a, get help from reputable job firms. Of course you may like it you are. No need to change field, ny or community. If your deci- to stay with your current firm, e to do some local research. eather you leave or stay, be sure to nswers to these questions:  
 What is your most outstanding

What two or three personal fac- ere most important in getting job s during the past year?  
 What key abilities would you bring ew position?  
 What are the strongest personal you bring to a new project?  
 Which of your capabilities are valuable when interfacing with or upper level managers?  
 rn what it takes to get ahead. You o this by studying people at your Identify those who are moving up. ne of them (or a co-worker) what she is doing to progress.  
 mon answers are:  
 "continuing his education"  
 "makes sound decisions"

## prepared to sell ur weaknesses as ll as strengths.

"creatively involves others"  
 "pre-sells ideas"  
 "takes tough assignments"  
 "has rapport"  
 "produces high quality product"  
 "supports subordinates"  
 "meets targets"  
 "good staff"

you research available jobs, bosses fast-moving co-workers, don't look yourself. Create a list of your ngths and traits. Then develop a telling you what you still need to get a promotion. Your per- lized developmental program t include the following items:

### On the Job

Obtain special assignment outside rmal duties.  
 Perform manager's job in his/her nce.  
 Delegate greater responsibility and ority in one area of present job.  
 Serve as a group or project leader.

### Coaching Opportunities

Plan a specific period of problem- ing with your supervisor.  
 Plan a monthly review discussion specific management function.  
 Get involved in a specific problem roject normally handled by your rvisor.

• Get commitment from your super- visor for a specific time to coach you in a particular area of development needs.

### Education/Training

- Attend company course or seminar.
- Attend outside seminar.
- Complete a self-study course.
- Start or continue college degree program.

### Away From Work

- Public speaking experience.
- Teaching experience (in-company or external).
- Outside leadership activity (civic, social, etc.).
- Professional association com- mittee.
- Management association.

Don't stop here. Your task isn't com- pleted. None of this work will pay off unless you step forward and say, "I'm interested in your job." Many people have lost an opportunity for promotion because no one knew they wanted to change jobs. Don't be afraid to speak up.

Keep an outline resume ready at all times. Update it frequently. One general resume won't do for every job. Write it in such a way that you can select items that tailor it to a specific job or particular individual. And don't hesi- tate to submit a resume for a job you want inside your company.

Be prepared to sell your weaknesses. You will not be a perfect match for any job, and some gaps will appear in your background. Potentially embarrassing questions can be anticipated and "pre- answered." A deficiency in speaking skills can be covered by, "I've just joined Toastmasters." A lack of experience might be turned to advantage with, "It took me only 90 days to become profi- cient on my current job." Take credit for what you can do.

A final step in preparing your pro- motional strategy is to ask your boss what he or she needs from you in order to promote you. Work with him or her to develop a joint action plan for your rise through company ranks. Promote your promotion — the result will be fast movement toward your ultimate career goal. 🗣️



David K. Lindo has more than 20 years of practical management experience with three Fortune 500 firms. A graduate of the University of Minnesota, his professional skills have earned him the following designations: Certified Professional Contracts Manager, Certified Professional Manager and Certified Management Accountant. Mr. Lindo has published more than 50 articles and is the author of Supervision Can Be Easy, recent- ly published by AMACOM.

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By confronting myths, you can turn middle-age traumas into opportunities.

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# The Illusions Behind the Male Mid-Life Crisis

by Joan Hunts and Diane Yerkes

**A**nother Monday. Showering, shaving, dressing for work. Coffee . . . a warm relief from the reflections of chrome and mirrors. Alex felt as robotized as the automatic garage door button he pressed.

Contract reviews today. Financial reports out. Five meetings. New house, new \$135,000 mortgage. Kit and Laura's tuition due today. They think it sprouts like alfalfa. With inflation and taxes today. . .

God, I look bad. Losing my hair makes it worse. Need a vacation . . . Ha, a five-year one.

Call stockbroker first thing. Cattle up yesterday. Jean, anniversary gift. Another year gone. Sex sure ain't what it used to be for us.

Stomach's burning again. Have to lay off the coffee. Better get an appointment with the doctor.

Look at me. What am I doing to myself? Alex, you fool. Get in the fast lane and get on with it.

Ahhh-hh, Alex and the good life. He's an integral part of most goal-driven men. He's been so engrossed in attaining and maintaining that he has for-

feited other parts of himself.

Is it all an illusion? The belief that it is all going somewhere — to some magical, peaceful, secure place — is it a myth?

The real shock waves lie ahead. Alex is beginning to sense them in the form of questions and doubts. (We would also add fears, but men are never afraid.) The realization that he has used

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**Maturity is not a destination; it's a life-long process.**

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half his one-way ticket through life shakes every part of a man. Just when some freedom is within grasp, time starts running out.

Most men react with anger. The payoffs for all the years of hard work are not worth the price. It's all been a hoax, a myth.

Life's myths are perpetuated through generations. Enlightened men still pass them on to their sons and grandsons.

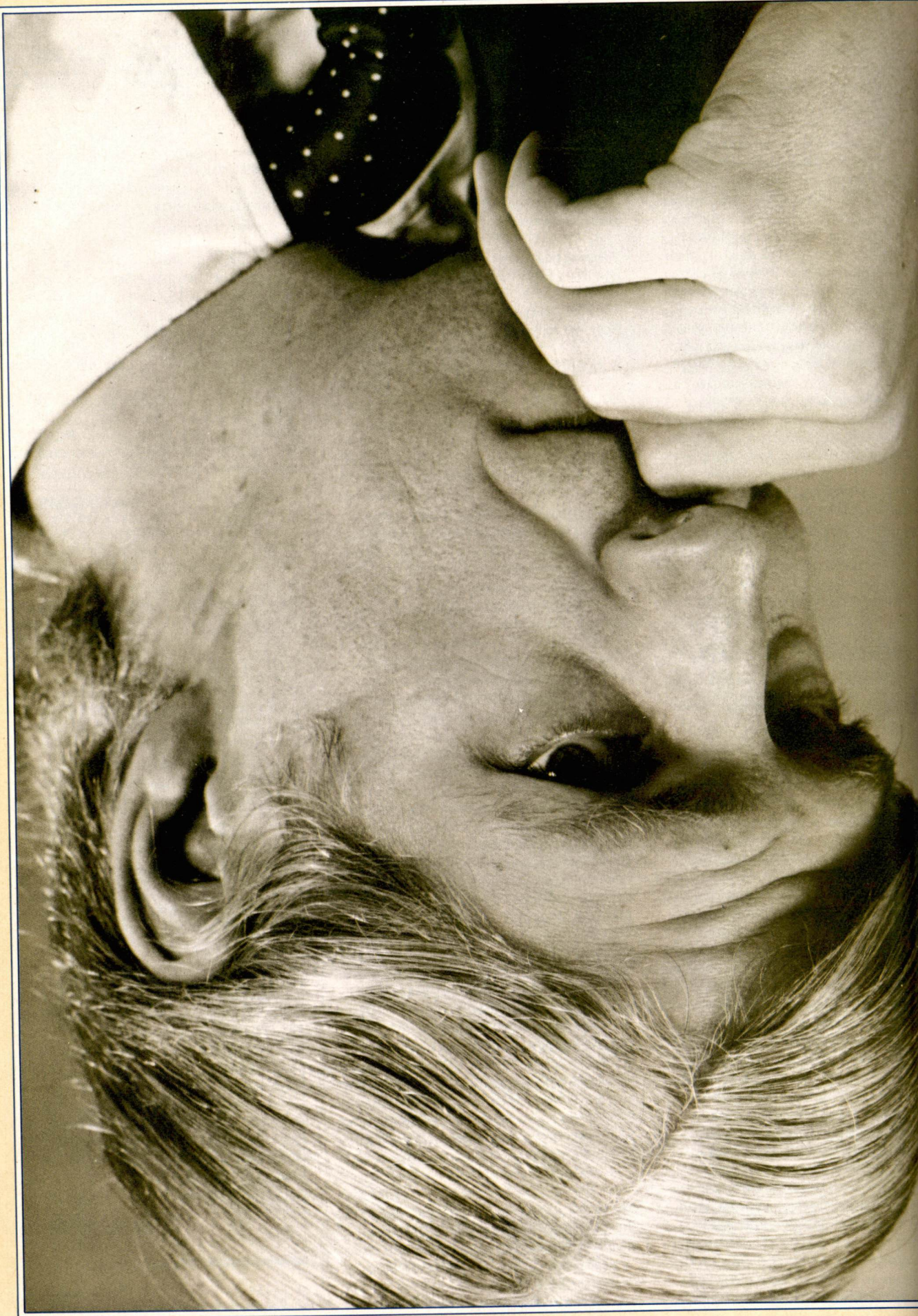
And men everywhere are caught up them.

Unfortunately, those who have reflected on the myths of their own lives — either by choice or tragedy — see unable to share their insight with others, to reach out and up in the recognition and exposure of life's illusions. And so men go on playing the roles that history has written for them.

• **Myth: I am a mature adult, capable and in control.**

People have been programmed. Perhaps one of the biggest hoaxes perpetrated on humankind is that, for a mature adult, all things will become clear, people will control their own lives, and all questions will have answers. At some magic point, perhaps age 18 or 21, each human being will automatically know how to select a mate, choose a career and rear children. Then, at some later point — maybe around 40 — humans will become thinking adults: people who make decisions, people who know themselves and approach their own lives with certainty, courage and wisdom. We have arrived.





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Could we have been misled? Lots of young people botch their early careers and marriages. Frequently, they reject both mates and jobs as they themselves grow and change. They are still looking for answers, and the answers are not apparent.

Often the answers are not any clearer during the 40s. Many men experience serious personal crises. Marriages break up. Sexual needs change. Alcoholism soars. Men commit suicide in greater numbers than at any other time.

Some men have reached their career peak and see nothing ahead but the slide down the other side of the mountain. Some have not achieved the summit and know they never will; they start down without ever experiencing the view from the top.

For those caught in this trap, feelings can range from restlessness and insecurity to depression and despair.

Why has no one prepared men for this difficult time? Why have they been led to believe that they would reach a safe haven intact, that the struggle would end, that pressures would be gone? At 45, they would be there!

The truth is that there is no *there*. It is a myth. Maturity is simply not a point in time. Rather, maturing is a process which starts when we are born and continues well beyond middle age.

It is the growing process that counts, that should be enjoyed. If anyone is there, it is the person who is not duped by the myth but who sees life in a constant state of change, as a continuing opportunity for growth. He can choose what will happen in his life.

### • Myth: I've got all the answers.

To have the answers, one must know the questions:

— What is the game called success which men buy before they know the rules?

— What expectations are imposed on men by parents, women, children, bosses?

— Do other men feel trapped by their circumstances?

— Would they like fewer responsibilities and decisions? Are they willing to let go of any?

— Can others see through the mask of self-assurance into the turbulence inside?

A common assumption made by men, and those responsible for their early conditioning, is that playing by the rules scores a win. In order to achieve that win, a man must attend the right schools, choose a promising career, find a strong mentor, lead the community fund drive and snare the appropriate promotions at the opportune times.

The successful man must also have a capable and supportive wife who synchronizes family activities with social obligations. His kids must make

good grades, win in competitive sports and display the best orthodontia in the neighborhood. Dad must also display the trappings of his success: two or three cars, a sailboat, a home in a prestigious area and membership in a right club.

He plays by the rules, and when the rulebook says he has it all, he still feels something missing. There is a gnawing feeling that there should be more. Although he has played the game correctly, he feels unrewarded.

Having it all means, instead, having enormous mortgage payments. It means stuffy hotel rooms, lousy meetings, tight schedules and cancelled flights, people fighting for his time, even on Friday night; meetings and more meetings. It means expensive dream vacations that turn into nightmares, too many electric gadgets and gas-hungry vehicles that need too much maintenance and, finally, an ulcer.

But he's got it all. He's got all the headaches, worries and responsibilities that go with the "plan," and he shares these with most other executives over 40. Some prize for all that effort!

The realization hits hard. Half his life is gone, and what's left is passing away quickly. For some, the only answer

## Winning means knowing what's important now and going after it.

denial and continuation. After all, is it really possible to consider a change? Something is wrong, but it may be better to push aside the feelings. The myth continues; the secrets are covered up.

But are they? Many men act out their roles as usual, sure that none of the feelings of frustration, disappointment or anger are perceived by others. And yet, others know.

His colleagues may give him a sideways glance and smile, "Male menopause." His wife of 20 years knows that he's drinking more, needing a change and showing signs of depression. For fear of threatening her own security, she may deny his need for change. Occasionally, a result of this denial is a new woman, as friend, co-dad and lover. His children are a constant reminder of his aging self; they seem more interested in his money and less receptive to his ideas and advice.

Unfortunately, a forum for the expression of change of personal feelings does not exist for men. Rarely is another person allowed to see them unmasked. With the lines of communication down, men assume that what isn't spoken isn't known. Their secret remains safe.

... continue to be the victims of the  
 Myth: I'm over the hill (it's too late  
 to change).

Life has its predictable events. Babies  
 are born, new jobs are offered, children  
 marry and leave home; retirement  
 provides opportunities and security.  
 People think they are prepared for

Other events are less predictable. A  
 teenage daughter runs away, the busi-  
 ness fails, the marriage is in trouble, the  
 chosen lifestyle is unaffordable. People  
 don't even think much about these  
 events until they happen. Nor do they  
 contemplate illness or dying, until a  
 friend has a heart attack or a parent

These events often leave a person  
 shaking, enveloped in emotion. Intel-  
 lectually, we may be prepared for dras-  
 tic changes. Emotionally, we are never  
 prepared.

Perhaps the most drastic change is  
 the realization of our own mortality.  
 The myth of invulnerability exists in all  
 of us. We do not want to believe we will  
 get sick and die.

But there is no escape. Work offers  
 no immunity from death. Neither does  
 gym or sex or frenzied activity. And just  
 as death is inevitable, so is aging.

The loss of youth and the miscon-  
 ceptions of aging leave us with a feeling  
 of dread, a fear that we are unworthy,  
 no longer useful, unattractive, over the  
 hill.

Confusion and anger are often the  
 first reactions after realization hits.  
 Acceptance is sometimes slow in  
 coming. And only after acceptance  
 comes the opportunity to choose — to  
 reassess and redirect our lives or to take  
 the downhill road to stagnation.

Middle age need not conjure up  
 images of carpet slippers and crossword  
 puzzles. It need not signal to a man, or  
 anyone else, that he is over the hill. It  
 need not make him a victim of the  
 myth.

Instead, middle age — which may be  
 anywhere from the middle of one's life  
 to the day he needs a gerontologist —  
 can be seen as one of life's greatest  
 opportunities for change. It is a chance  
 — perhaps for the first time in decades  
 — to choose.

The choices are unlimited. They  
 might be:

- finding a comfortable rung on the corporate ladder;
- becoming a mentor for younger people;
- rekindling the romance in a marriage;
- taking an extended vacation;
- changing careers;
- eliminating unnecessary material possessions;
- saying "no" to unreasonable demands;

- replacing a two-martini lunch with a half-hour walk;
- spending quality time with a daughter or a son;
- buying cross-country skis or a canoe;
- taking Wednesdays off;
- studying Spanish, gardening or gourmet cooking.

People and institutions will be  
 opposed at first to changes such as  
 these. Whenever a person redirects his  
 life, others — wives, friends, children,  
 colleagues, the corporation — will be  
 confused and resistant. They may offer  
 no support (at a time when it would be  
 most appreciated) and sometimes can  
 prohibit the redefinition of the person.

Guilt can't be entertained when a  
 change is to be made. The person must  
 give himself license to eliminate arbi-  
 trary restrictions whether they are  
 society's expectations or too many  
 possessions. He may need to replace  
 people in his life with others who will  
 endorse his decision.

That decision — to stagnate or to  
 grow — is predictable and inevitable. It  
 is age-related. It is going to happen.  
 Only when one faces it and grapples  
 with it can the over-the-hill myth be  
 disarmed.

Remember Alex? He has decided to  
 regain control of his life. And he's  
 making some changes.

He will give up his four-bedroom  
 home — the last child is in high school,  
 so why not? He may even move closer  
 to the office so less of his life will be  
 spent on the freeway. More secure  
 investments might reduce the pressure,  
 and maybe the kids can work for part of  
 their tuition. We've heard he and Jean  
 are planning a trip to the Sierras. . .

Not all aggressive, motivated men  
 will experience this modern malady. No  
 more so than all serious tennis players  
 will experience tennis elbow. But the  
 phenomenon is common enough to  
 cause serious concern. High risk-takers  
 and financial achievers need to be aware  
 of the machinery they can get caught  
 up in, to know they are vulnerable. It is  
 because such men are strong, goal-  
 directed and capable that they are also  
 resilient. They have survived crisis  
 before. They have proven that they can  
 win.

So what is winning? Winning is  
 recognizing the myths people live by,  
 sorting out what is important now (not  
 10 years hence) and going after it.  
 Winning is looking inside and getting to  
 know the man who's in there. It is  
 accepting oneself as a person of charac-  
 ter, experience and wisdom. 🍷

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 fornia 92660.*



## BRING A FRIEND TO TOASTMASTERS!

*Just think — if every member of your club were to sponsor one new member this year, your club would double in size!*

*And there's no better time for your club to grow than during Toastmasters' April-May membership campaign, Get Into Action. By adding new members during these months, your club will not only grow bigger, stronger and better — it can also earn special recognition.*

*Every club that adds five or more new members during April and May will receive a "Get Into Action" banner ribbon. Those adding 10 or more new members will be mailed a "Best Speaker" trophy. In addition, the top club in each district will be presented with a "top club" ribbon.*

*So don't hesitate . . . Get Into Action! Tell a friend about the benefits of Toastmasters, then invite him or her to your club's next meeting.*

## MOVING?

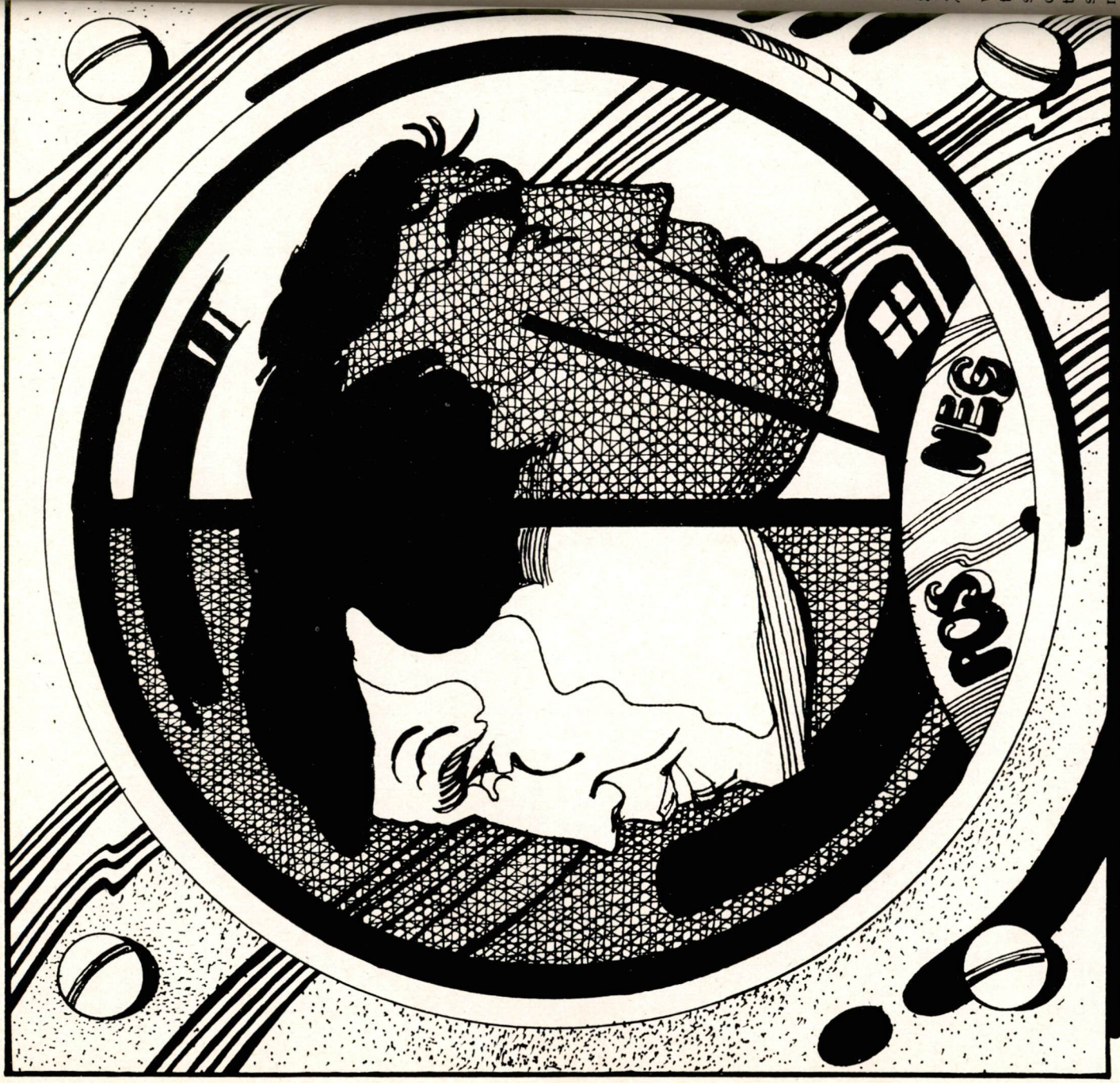
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Isn't it time for you  
renew your love af  
with yours?

H O

Does your career seem to lack meaning? Have you lost your sense of purpose? Nothing seems worthwhile anymore. Nothing. And you find yourself thinking, "What's the use — who cares, anyway?" Your ideas are stale. You're missing opportunities because you're afraid you won't be able to cope with them. You're stressed and indecisive.

What's wrong with you? You're in a slump. You've rejected yourself. You've withdrawn from the world, paralyzed by the fear of failure and more rejection.

What can you do to restore yourattered self-image? Try a mini-vacation for a change of scene. If you can't get away for a few days, take a few hours and go some place alone. Don't go to a movie to get your mind off your troubles. You need to focus on your problems. It's time for some soul-searching that's going to require in-depth, objective self-analysis.

Go backpacking, take the dog for a long walk or just sit on a park bench. But don't take anyone with you or go where your thinking may be interrupted.

Go with one objective in mind: *The removal of your love affair with yourself.*

#### The Winning Attitude

Begin by concentrating on your accomplishments and the ways you've dealt with problems successfully in the past. Review the goals you had before you fell into this slump. Were they unrealistic? Were they your goals or someone else's? Perhaps you just need to put them into perspective.

To regain the positive attitude of a winner, try to figure out just how you got into this negative frame of mind. Automobiles come equipped with "negative indicators" that tell the driver when the oil pressure is getting low or the engine is heating up. Ignoring these signals could ruin your car. But you don't go into a tailspin when you see them. You merely stop at a filling station and correct the situation. A negative signal doesn't mean the car is no good; it just means something has

gone wrong and needs correcting.

If you spent all your time looking at those negative indicators instead of the road ahead, you'd probably wreck the car. In a slump, you're concentrating on the negative things in your life instead of just glancing at them and then turning them into positives. But if used correctly, negative thinking can work for us instead of against us.

Dr. Maxwell Maltz, author of *Psycho-Cybernetics*, writes that negative thinking can lead to success if: (1) the negative alerts us to danger (2) we recognize the negative as something undesirable and (3) we take immediate corrective action.

Take stock, then, of what's causing these negative reactions. Are you getting reinforcement from your associates, your family, your spouse? If not, why not? Perhaps a heart-to-heart talk is needed to clear up misunderstandings and re-establish mutual goals.

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### If used correctly, negative thinking can be a positive force.

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What about teamwork at the office? Is everyone pulling together? Are you in conflict with your secretary, an assistant, a superior? Maybe you're frustrated because you're allowing constant interruptions to keep you from achieving your goals.

#### Honest Self-Evaluation

Ask yourself these questions and answer them honestly:

- Am I concerned enough about the needs of others?
- Am I getting lazy? Do I neglect my health and appearance?
- Am I blaming the economy, inflation, my boss, my spouse, my age, my sex for my slump?
- Am I trying to improve my work as well as my general knowledge of the overall aims of my employer?
- Am I constantly striving to do better?

After the self-evaluation, re-read the

motivational articles you've collected or play the cassettes made by people who once inspired you. Try to recapture the feelings you had when you were a winner.

If you don't feel you can be objective, talk things over with someone you trust. A sympathetic manager or colleague may be able to point out what you've been doing to bring on this slump.

Review your past achievements to remind yourself of your capabilities.

And consider the role of stress in your life: Stress can create a slump, and a slump can create stress. Dr. Hans Selye, author of 12 books and many articles on stress, suggests we can overcome that "I-feel-rotten-don't-care-about-anything" attitude by taking action that will make us feel useful. He advises us to acquire as much competence in our chosen field as possible so we can avoid the worst of all modern social stresses: purposelessness.

That is the pitfall that drags us deeper and deeper into a slump, unless we renew our love affair with ourselves.

"You can work at being a good teacher, a good baker, a good neighbor. And striving to make yourself ever more useful and necessary is an aim that you can safely pursue throughout your whole life and one that will help you ward off the worst consequences of stress," Dr. Selye says.

The slump is among the worst of those consequences. But by working hard to be good at what you do, you can regain the positive attitude that once made you a winner — and will make you one again. 🗣️



*Vivian Buchan, a frequent contributor to The Toastmaster, has published more than 400 articles in 75 publications. A resident of Iowa City, she is a former member of the faculty of the University of Iowa, where she taught expository writing, public speaking and literature.*

# How to Pull Yourself Out of a Slump

by Vivian Buchan



Facing crucial decision points on Toastmasters' path to growth.

# Critical Transitions for Toastmasters

by Richard A. Taylor, DTM

As every parent knows, children go through stages. But what about adults? The traditional concept of adulthood is one of settled stability — a steady, placid state of existence sandwiched between neurotic teen years and old age.

Gail Sheehy's book, *Passages*, disputes this notion. Just as children pass from infancy to adolescence in a series of well-defined steps, adults also go through developmental stages, each marked by a predictable crisis. These passages, according to Sheehy, are typically periods of great emotional upheaval. They are periods when we

question and re-evaluate values, lifestyles and commitments. Some people react to these crises by making dramatic changes in their lives. Others come through the passage with a deepened sense of commitment to things as they are.

Sheehy didn't invent the idea of developmental stages in adult life, but she has popularized it, and the concept has begun to influence thinking in many segments of our society.

My first direct contact with this influence came when I attended an American Society For Training & Development (ASTD) conference in

1978. One of the speakers, management consultant Pat McGlahan, spoke of "Passages for Trainers" — typical developmental stages for professionals in the training and development field.

In the same spirit, I have my own theory to offer: "Passages for Toastmasters." Toastmasters, it seems to me, go through a number of developmental stages, each marked by a critical and often difficult re-evaluation of one's reason for being in Toastmasters. "Shall I stop here, or shall I continue in Toastmasters?" It's a question often taken too lightly. The answer can have profound impact on your future growth and development, and many Toastmasters will face this question several times through the years as they go through the following stages:

- **Phase I: Self-directed.**

New Toastmasters are here primarily to change or improve something about themselves. They are motivated primarily by the need to *look and sound good*. They want to communicate better, but typically are more interested in speaking than listening. Their first priority is to improve the way other people see them. And because people do judge others by how they speak, self-directed Toastmasters will be most interested

## Knowing what motivates you will help you find your direction.

learning to speak with the clarity, strength and force that says to the world, "Here I am, a person of intelligence, confidence and influence — someone we should listen to."

The early speaking projects in the *Communication and Leadership Manual*, which emphasize the use of voice, gestures and language, seem to be aimed mostly at satisfying the inexperienced speaker's need to look and sound good.

As self-directed Toastmasters near the end of Phase I, they experience a feeling of accomplishment. However, now that they are content with the image they project to an audience, they may lose enthusiasm and become halfhearted spectators rather than active participants. Having achieved their initial goal, they lose their drive to improve. At this point, they ask, "Is it time for me to get out of Toastmasters?"

This is the passage. It's that critical transition period between the achievement of one goal and the setting of another. It leads to one of two places: up or out. If Toastmasters can identify personal development needs, if they set goals to satisfy those needs and if they can see the potential for achieving those goals through the organization, then they will have made the passage

they'll be ready to begin a new cycle. Members who don't set new goals make a transition. But for them, passage leads to the door marked T."

Those who stay in Toastmasters advance to a stage that could be called...

**Phase II: Message-directed.** Message-directed Toastmasters, having developed confidence in their speaking ability, now turn most of their attention to content. They no longer worry much about talking loud enough or keeping their hands out of their pockets — they've mastered those details. Instead, they are likely to ask: "You think it was a good speech? Did you like my material? Was it well-organized?"

Message-directed Toastmasters are motivated primarily by the need to produce good material, to deliver a message of value. There's a danger that message-directed speakers will become preoccupied with what they are saying that they neglect delivery. For example, speakers can become so preoccupied in the content of the speech that they unwittingly deliver it in a monotone. Just as good golfers occasionally hit a slice, and seasoned athletes sometimes make rookie mistakes, experienced speakers commit their share of blunders.

Eventually, message-directed Toastmasters will achieve their goals and cast out for another challenge. Again they enter a passage that leads up or out of decision time once more. Sadly, many Toastmasters leave the organization with little or no awareness of the potential for further development. But for others who have become adept at writing and delivering good speeches within the organization to explore advanced methods and concepts that help them become even better speakers. At this stage, many Toastmasters turn to the challenge of establishing two-way communication with their audiences.

**Phase III: Other-directed.** Having made the passage from Phase II, other-directed speakers are mainly preoccupied in how their audiences react. They are likely to ask: "Did my speech interest them? Were they moved to action? Were they inspired?" Other-directed speakers are primarily concerned with whether or not the audience understood them. It is not so important that the speech was "good," rather that learning occurred or that attitudes were changed. Other-directed speakers keep in touch with their audiences. They look for feedback — and seldom at their notes. They derive satisfaction from seeing other people learn and grow and often direct Speechcraft and Youth Leader-

ship Programs or serve as coaches for new members.

• **Phase IV: Organization-directed.**

Organization-directed Toastmasters are motivated by a desire to change or improve the organization. They are likely to be officers and are often leading efforts to organize new clubs or doing any of a variety of relatively thankless jobs such as stuffing envelopes and arranging conferences.

An anomaly of Phase IV is that it is independent of the other three phases. It has nothing to do with the development of the Toastmaster as a *speaker*, but a great deal to do with the development of the Toastmaster as a *leader*. Furthermore, the concepts central to Phases I-III can be applied to developmental phases in leadership. For example, a self-directed club president will probably be most interested in gaining leadership experience, in learning to become a better administrator and so on.

A message-directed president will likely be motivated mainly by a desire for excellent club programming, while the other-directed president will be more concerned with the growth and development of individual members. And finally, the organization-directed

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## Toastmasters offers even seasoned speakers a place to grow.

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president will share all those concerns but will be especially interested in the strength and vitality of the club as a whole, including its image and influence in the community.

Which phase are you in? Maybe you were able to fit yourself into one of the categories. On the other hand, perhaps you were thinking, "Well, most of the time I'm in Phase X, but sometimes I'm in Phase Y."

That is not only possible, but probably typical. For example, I may be an other-directed speaker when addressing my own club, but put me before a crowd of 10,000 and suddenly I start to worry about how I look and sound. I am back to Phase I — the self-directed speaker.

Toastmasters who have advanced to a higher stage of development may revert to a previous stage as the situation demands. It's often an advantage to be able to do this voluntarily. It depends on where you are, what you have to say and to whom you are speaking.

Let's try some examples:

• The audience came expecting to hear a great speaker. Concentrate on your dramatic delivery. You want to look and sound good. You are self-directed.

• They came hungry for the facts, straight and simple. Your main concern is to present those facts. Prepare your visual aids carefully. You are message-directed.

• They came with skepticism. Watch their eyes. Talk *with* them. You are other-directed.

A Toastmaster who has gone through all these developmental stages can always go back to Phase I or II. But can the reverse occur? I doubt it. A Toastmaster who is struggling to speak at all will be primarily occupied with speaking better. A message-directed Toastmaster who is preoccupied with speech content may not be able to read, interpret and use audience feedback immediately. The other-directed Toastmaster, however, not only delivers a good speech well, but also establishes real two-way communication with the audience.

If there is a fifth phase of development for Toastmasters, it might be called the "integrative" phase. Integrative Toastmasters would be accomplished communicators, but they would still be interested in self-improvement. They would care about other people and take great satisfaction in their progress. They would be capable leaders and would work not only for themselves but also for other Toastmasters and the organization.

While "Passages for Toastmasters" is only a theory, the concept of developmental stages in which we address different skills can change the way we view the educational process for Toastmasters. Furthermore, the awareness that there are critical decision points where we re-examine our goals and the means of achieving them can help us make a more intelligent decision when, having achieved our goals, we must ask, "What is my next goal? Can Toastmasters help me achieve it?"

There is a story about a farmer who found a young sapling growing beside a cornfield. He was about to chop it down when suddenly he visualized the beautiful, towering oak tree it could become.

This is not to suggest that everyone who joins a Toastmasters club should be a life member. But before you give up a worthwhile developmental activity, hesitate long enough to envision its potential. You may decide not to chop down the tree after all. 🌳



Richard A. Taylor, DTM, is District 58 governor. He is a member of Rock Hill Club 2040-58 and Palmetto Mastercrafters Club 2298-58. A graduate of the University of North

Carolina, Taylor writes and conducts training programs for Celanese Fibers Company in Rock Hill, South Carolina.



# LIFE AFTER 65 A TIME FOR RENEWA

by Edmund J. Schrang,

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## How a Toastmaster conquered fears of retirement and launched an exciting new way of life after 65.

ment. The very word seemed passive, negative — and frightening.

Both my parents were very active in their later years. They never seemed to change, but their friends started to look very frail to me, and the term *krankeln* (to be ailing) came up more often. I did not like to think of retirement because, to me, it represented nothing more than hopeless waiting for the end.

But eventually, I began to realize that I was growing older, too. Watching the years go by was like watching the whirling gas pump register — and neither time nor gasoline lasted as long as you expected. I resisted the process of aging and clung to my work as an architect, even though my better judgment told me to stop floundering and start planning.

I had joined a Toastmasters club that met every first and third Monday. I didn't have time for any other organization and work was always pressing, but Toastmasters helped me relax. I particularly liked the people and the camaraderie, and the speeches and evaluations intrigued me. I took pride in the group effort to achieve quality. I always wanted to look and sound good. It was a thrill to hold the audience, to hear the applause. It made me feel young.

Then at a business meeting one of the Toastmasters called me "Der Alte" — the old one. He was seeking my advice and he meant it as a compliment, but those words really stung me. I could no longer pretend that age had not touched me. It was time to look objectively at myself and prepare for a different future.

### Assessing Your Strengths

I started to plan the next phase of my life by taking a personal inventory. The first item on my list was my health. I limp a little due to a broken hip, which may have slowed me down a bit but never stopped me. I have an excellent appetite. And my ability to think has sharpened as I've grown older, perhaps because of the rigors of my profession.

Next, I considered my financial situation. Throughout my practice, I have guided my clients' spending most carefully. Surely I was qualified to plan my own investments. I thought I'd planned well for the future but I hadn't counted the cost of taxes and inflation. My theories were good, but the buying power of the money I'd saved was sadly diminished. I had accumulated few material goods aside from my home and cars. But through the years I did gather good substantial hand tools, and a well-fitted shop. I had a table saw, drill press, band saw, lathe and a complete set of carving tools. I have made some furni-

ture and can repair most anything.

I have read that retirees should look to hobbies. But what hobbies? I had none — I simply liked doing things. But, to satisfy my drive for accomplishment, my activities must produce either a product or a service. I never allow myself to get bored. I read a lot in the evenings. My time is planned for weeks in advance, and as District 35 Governor I have no end of commitments.

I've never lacked friends — the key to happiness. The joy in making new friends helped alleviate the sorrow of seeing old ones pass away. And new friendships were nurtured with the same tolerance and respect that kept old ones vital.

And I had my family — my wife, two sons, their wives and eight grandchildren. Problems, complaints, anxieties and misfortunes were more than offset by the years of love we've shared.

The final item in my inventory was my own attitude, and this was my biggest obstacle. I was approaching 65

### Plan retirement with a personal inventory and a sense of purpose.

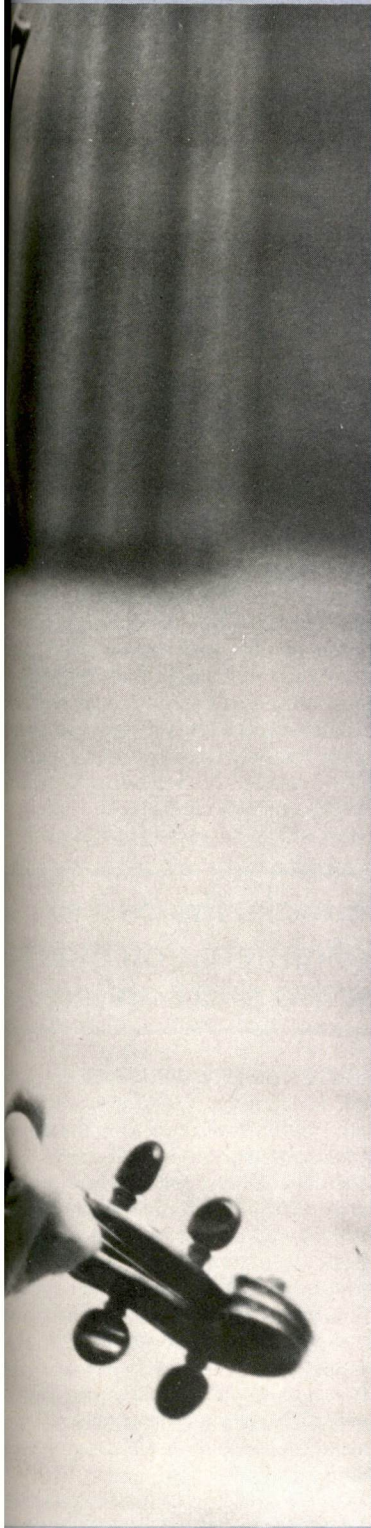
and starting to panic. Would I have to give up my active life? Would I lose my enthusiasm? Would I stop looking at pretty girls?

What about the countless phone calls, contractors, inspectors, client problems, the endless stream of sales people? And the mail — oh the piles of mail — and the deadlines. Those were all constant pressures, but I still clung to my work — it was my life, and I didn't want anything else. So I thought bitterly of retirement. I would be withdrawn from the work force, useless and unwanted. That thought made me angry and despondent, but I carried my burden in silence.

### Starting a New Life

It was about this time that I was appointed Youth Leadership Program chairman for our district. "Big deal," I thought, "what possible rapport could I have with kids?" But another Toastmaster observed that I was perfect for the position because I had reached my second childhood.

I now realize how perceptive that Toastmaster was. I may not have reached my second childhood, but I surely started to live again. My involvement in the Youth Leadership Program helped me realize that retirement



nce you've traveled to a distant place, your impressions may be very different from those of friends who have only seen the pictures. I've discovered that looking at pictures of retirement is not the same as being there. My life has not changed much, but my perspective has. I've found that happiness at any age is greatly enhanced by logical thinking and a positive attitude. But I had a hard time calling up those qualities when I had to contemplate my own retire-

# Laugh Lines

Do you ever get the feeling that fossil fuel is the dinosaur's revenge?

I wonder if Carl Sagan ever has bad dreams? Like looking up and there's God saying, "Wrong! Wrong! Wrong!"

What can you really say about the economy? If it was your kid, you'd be giving it chicken soup.

Now there's a little desk sign for taxpayers. It says: THE BUCK STARTS HERE.

The conservatives are tightening credit, raising interest rates, reducing spending — and suddenly there's a brand new spirit of optimism in the land. For the first time in history, people are going bankrupt with a smile on their face.

Personally, I'm impressed by the people Reagan has behind him. I mean, you have to be impressed with any group that looks on caviar as soul food.

Have you noticed how Ronald Reagan isn't all that impressed by Washington, D.C.? I mean, to us, it's the White House. To Ronnie, it's off-Broadway.

Persuasive? He could get a loan from Chrysler.

The problem with designer jeans is — when I put them on, I redesign them.

A recent study shows that you'll live longer if you're 15 pounds over your "desirable weight" on the charts. No wonder they call him the immortal Orson Welles.

Actually, the news that we should all be 15 pounds heavier is spreading very slowly. Who can talk with his mouth full?

I happen to be a very emotional investor. You can always tell which way the market is going by what I put in my mouth: a \$2 imported cigar — or a thumb.

We could now be entering the maternity phase of the stock market. The contractions are coming every few minutes.

Television is now a textbook example of recycling. The commercials show you how to get the dirt out — then the shows put it right back in again.

For those of you planning to visit Washington, it's very easy to spot where our new President lives. It's the big white house with the marquee in front.

It's incredible all the pills, medicines and injections being taken these days. Personally, I will never be able to understand people who risk their lives just to get old.

I don't want to worry anybody, but there's a rumor the Moral Majority is moving its headquarters to Salem, Massachusetts

Shopping for carpeting these days can be a traumatic experience. \$32 a yard! In all fairness, back in 1947 I also paid \$32 for a yard — but it was the one in back of our house!

We had two memorable things happen this week. The first was selling our car. The second was the thrill of seeing our 16-year-old take his first steps.

Russia is the only country I know that expects the Nobel Peace Prize when it doesn't invade a neighbor.

*This material was reprinted with permission from Robert Orben's "Current Comedy." Copyright 1980 by Robert Orben, whose latest book is 2,500 Jokes to Start'em Laughing (Doubleday). For details write the Comedy Center, Inc., 700 Orange Street, Wilmington, DE 19801. To purchase Orben's books, consult your 1980-81 Toastmasters Supply Catalog.*

meant change — not withdrawal. "do you retire when there is so much to do?" I asked myself.

That's when I set aside my fears, began to restructure my life. I moved away from the big city to a rural area near a small town. I found new friends and even my old friends looked different in my new surroundings. Everything was different. I felt free and happy — and full of energy to change into new and exciting directions.

The Youth Leadership Program seemed to be just what I needed. Its purpose, and I had the skills to help young people strengthen their abilities to listen and think and give them courage to stand before an audience and expound their convictions. I have conducted many Youth Leadership Programs and I still find working with youths very rewarding. It's an elixir to my years.

I'm 73 now, but the numbers no longer shock me. They just don't seem as important any more. Although I closed my architectural office some time ago, I still maintain a consulting service. I never really retired — I just changed methods a bit. It's still work-play, always with a purpose.

I'm a little battered from my trip

## To make the best of retirement, you must be active and confident.

around the Sixty-fifth Horn, but I'm very much in charge of my own life. And I've learned that, to make the most of retirement, you must be self-reliant and confident. You must also be a good listener; it will enhance your respect for the views of others. And remain as physically active as you can. Even if you must move slowly, that's fast enough. (This year I planted and cared for a 30 foot garden, harvested 100 feet of raspberries, sawed and split seven feet of wood and planted 77 young pine trees. I also mow my own lawn — a task I would feel embarrassed to tell everyone I do!)

Keep busy. Continue to plan ahead and if it's a real thrill you want — give a speech! Most important, remember that retirement is what you make it. It can be the most exciting and fulfilling part of your life. 🗣️



*Edmund J. Schrang, DTM, is District 3 governor. He is a member of Baraboo Bluffers Club, 2026-35 in Baraboo, Wisconsin, and was president of District 35's Youth Leadership Program.*

# Do You Have the Courage to Grow?

The work of adult life is not easy," Sherry Sheehy writes in *Passages*. "As in childhood, each step presents not only new tasks of development but also requires a letting go of the techniques that worked before. With each passage some magic must be given up, the cherished illusion of safety and the comfortably familiar sense of self must be cast off to allow for the greater expansion of our own distinctiveness."

Is there any "safe" way to grow? Not according to Sheehy. After facing audiences from the speaking platform and opening themselves up to criticism, surely Toastmasters would agree. Yet we all cling to lifeboats, even when we know we may be losing more than we could gain from the comfort of security.

What are we afraid of? I found a clue in a recent letter from a friend. He wrote: "Think of a man in a lifeboat. He doesn't have many options and his life is *happier* for it (assuming he doesn't get too hungry or thirsty). The more options we have, the less happy we are. We just can't resist the urge to explore every option, and that is not humanly possible. Thus, the discontent."

With so many choices open to us at every stage of life, it's tempting to restrict our options so we can minimize the risk of making a decision we'll regret. We do this in many subtle ways — often by letting circumstances, or other people, make decisions for us. If you don't volunteer for that speech you're afraid to give, maybe someone else will. Then you won't have to deal with your fear of facing the audience — but you'll miss an experience that could help you conquer your fear and lead you into many exciting new directions.

We also restrict our options by convincing ourselves that our decisions are irrevocable. More often than not, we can back away from a bad choice. But we tend to lock ourselves into circumstances we have the power to

change because we can't bring ourselves to retrace our steps, admit our mistakes and take the risk of a new decision.

If we allowed ourselves to see the many options that are open to us, would we feel compelled to explore them all as my friend suggests? I suspect many of us would. And that, of course, is *very* risky. But isn't that better than the other extreme, where our choices are so limited that we never have to take any chances?

As we make our way through the critical developmental stages or passages in our lives, we often feel frightened because, in order to grow, we must face questions that threaten our carefully guarded sense of security.

So how can we find the courage to let go of the lifeboat — and the wisdom to know when it's time to stop drifting and go to shore?

We can accomplish much by taking command of our own lives. We have the power not only to make decisions, but to retreat from them. And when we feel we are being pulled in too many directions, we can take action to reduce those demands to a manageable level.

It also helps to realize that what we are most afraid of is the unknown. We resist change — even when we can see a desperate need for it — because we have no guarantee that movement is going to lead us to something better. But there's only one way to find out, and once we accept the fact that we can't avoid that risk if we want to grow, we can begin looking at possibilities instead of weighing potential losses.

We also need to build our self-esteem and confidence so we can face the consequences of our risks. We mustn't be so vulnerable that we can't admit our mistakes or cope with disappointment. If our self-image is shaken by setbacks, we won't be able to learn from them.

It's also essential to be able to live in the moment; that will keep us from thinking too much about what might go wrong in the future. The more we're able to enjoy today, the better equipped we'll be to handle whatever happens tomorrow.

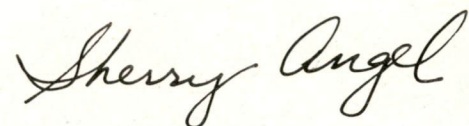
In Toastmasters, we have an ideal environment for developing the strengths we need to open ourselves up to growth. We have opportunities to take risks with the reassurance that, whatever the consequences, we won't have to deal with them alone. The support network within the organization makes it possible for us to fail without losing. We can, therefore, concentrate on learning when we might otherwise be struggling to recapture the acceptance or approval of others.

Toastmasters offers not only emotional support, but also many practical educational tools that contribute to our self-development at all stages of life. But *we* have to supply the courage, which Sheehy says is essential for growth.

She writes: "The courage to take new steps allows us to let go of each stage with its satisfactions and to find the fresh responses that will release the richness of the next. The power to animate all of life's seasons is a power that resides within us."

Find that power — explore it — and you'll begin to see options you've never imagined. Whether you're 25 or 65, you *can* change your life for the better.

Why not start by expecting the best?



Sherry Angel, Editor

# Hall of Fame

## DTMs

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

- Willard E. Tolles**  
Downey Space 513-F, Downey, CA
- Remy Van Hout**  
Sweptwing 52-2, Renton, WA
- William N. Crawford**  
Voice of Motorola 2083-3, Scottsdale, AZ
- Rudolf H. Reimer**  
Mill-Braers 2168-4, Millbrae, CA
- Amedie D. LaFond**  
King Boreas 208-6, St. Paul, MN
- Margaret Henderson**  
Apple Valley 50-9, Union Gap, WA
- Joe Grytko**  
Woodman 681-11, Indianapolis, IN
- Royal C. Mursener**  
Los Gallos 2428-15, Salt Lake City, UT
- Lawrence E. Geisler**  
Downtowners 2696-15, Salt Lake City, UT
- Frank L. Slane**  
Gilcrease 1384-16, Tulsa, OK
- William Ritter**  
Greater Newark 1833-18, Newark, DE
- William P. Johnson**  
Susquehanna 3898-18, Aberdeen Prv. Gr., MD
- Ronald E. Rath**  
Hawkeye 617-19, Cedar Rapids, IA
- Donald D. Smith**  
CB Communicators 2114-24, Council Bluffs, IA
- Peggy B. Stockbridge**  
Redding, 197-39, Redding, CA
- Ron Pittman**  
The Y Toastmasters Club 2478-42, Edmonton, Alta., Can
- Virginia Hedding**  
Venetian 952-47, Ft. Lauderdale, FL
- George J. Lamoureux**  
Tampa 1810-47, Tampa, FL
- David T. Auten**  
Exec. TM Breakfast Club 3622-52, Glendale, CA
- Ronald I. Wallace**  
Danville 1785-57, Danville, CA
- Thomas B. Newby**  
Brampton 2347-60, Brampton, Ont., Can
- William F. Fink, Jr.**  
Sewells Point 1545-66, Norfolk, VA
- David D. Libbers**  
Downtown 2455-68, Baton Rouge, LA
- John A. Briski**  
Great Land 3069-U, Anchorage K., AK

## ATMs

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

- Jacqueline C. DeRiver**  
Anaheim 2-F, Anaheim, CA
- Harold E. Flesner**  
Anaheim 2-F, Anaheim, CA
- Paul F. Guttman**  
Anaheim 2-F, Anaheim, CA
- William A. Conover, M.D.**  
Newport Center 231-F, Newport Beach, CA
- John R. Hall**  
Helmsmen 770-F, Huntington Beach, CA
- Bob Palmer**  
Burnt Toast 815-F, Riverside, CA
- Nicholas A. Curry**  
Westwinds 2436-F, West Covina, CA
- Edward C. Cargile**  
Blue Flame 2717-F, Costa Mesa, CA
- Richard R. Blair**  
Whittier Breakfast 3280-F, Whittier, CA
- Elise Washington**  
East San Bernardino 3820-Fd, San Bernardino, CA
- Grace Kaywell**  
Westchester 869-1, Los Angeles, CA
- Douglas A. Moore**  
Sweptwing 52-2, Renton, WA
- Steve Cronkhite**  
Bellingham 60-2, Bellingham, WA
- Lawrence R. Benedict**  
Safeway Sundowners 2834-2, Bellevue, WA
- Bob Pultz**  
Superstition 73-3, Mesa, AZ
- Arthur B. Chapman, Jr.**  
Municipal 801-3, Phoenix, AZ
- Paul E. Pastore**  
Tempe 1715-3, Tempe, AZ
- Lyman D. Jacobson**  
Round Up 1839-3, Phoenix, AZ
- John R. Davalle**  
Atomic 1141-4, San Jose, CA
- Frank P. Gelini**  
Pacifica PM 1618-4, Pacifica, CA
- Arthur C. Dirlam**  
Escondido 1546-5, Escondido, CA
- Bruce F. Watson**  
Four Seasons 373-6, Roseville, MN
- William T. Igoe**  
Dan Patch 1280-6, Richfield, MN
- J. Grant Bentley**  
Cedar Valley 2634-6, Austin, MN
- Rollin C. Nellis**  
NWNL 3107-6, Minneapolis, MN
- Jean Paul Heineman**  
Early Birds 3907-6, Minneapolis, MN
- Rosemary K. Namit**  
First National Bank 584-7, Portland, OR
- Larry W. Potter**  
PGE 3534-7, Portland, OR
- James T. Hennig**  
Early Words 3657-7, Longview, WA
- Jim Reinecke**  
Early Words 3657-7, Longview, WA
- Dorothy L. Greene**  
Stassens 3790-7, Portland, OR
- Arthur R. Rice**  
Lamplighters 449-9, Spokane, WA
- Gregory B. Seipp**  
Lamplighters 449-9, Spokane, WA
- Edward W. Kopp**  
Carbide 659-10, Parma, OH
- Stephen C. Satko**  
Pleasant Valley 2560-10, Cleveland, OH
- Maurice A. Doolittle**  
Communicators 482-11, Bloomington, IN
- Russell G. Ryle**  
Communicators 482-11, Bloomington, IN
- Herchel McKamey**  
Woodman 681-11, Indianapolis, IN
- Norman E. Rottler**  
NWSC Crane 2339-11, Crane, IN
- Elo P. Bohn**  
Old Economy 2682-13, Ambridge, PA
- Susanne Pournaras**  
Old Economy 2682-13, Ambridge, PA
- Irene S. Martin**  
Greater Fairmont 2773-13, Fairmont, W
- Robert Keller**  
Pioneer 2308-15, Boise, ID
- James D. DeCastro**  
Uptown 627-16, Oklahoma City, OK
- Hubert L. Belisle**  
Mid-Del 2257-16, Midwest City, OK
- William A. Harp**  
Speakeasy 291-17, Great Falls, MT
- Alan B. Underwood**  
Westinghouse Air Arm 3026-18, Baltimore, MD
- Christian A. Tack**  
Galaxy Diction Doomers 3032-18, Dover, DE
- John C. Kammerer, Jr.**  
Hydro-Sonics 3910-18, Annapolis, MD
- Harlan Hellerud**  
Benson County 1047-20, Haddock, ND
- Donald R. Carter**  
Minot Air Force Base 3201-20, Minot, ND
- Lloyd W. Henderson**  
Downtown 99-22, Kansas City, MO
- Edson F. Mills**  
Lawrence 1814-22, Lawrence, KS
- F. Duane Roberts**  
Lawrence 1814-22, Lawrence, KS
- Al Brandt**  
Cornhuskers 955-24, Omaha, NE

G. Ja  
Garl  
Bert  
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Charl  
West  
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Tim A  
Pera I  
James  
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Rober  
Waus.  
Charl  
Apple  
Babet  
Racine  
Jack B  
Federa  
Dolor  
HDL 3  
Raym  
FDIC 3  
H. Riel  
NISC 3  
Steve I  
Gold M  
J. Faisc  
Goldsb  
J. Garr  
Saturd.  
C. Well  
Saturd.  
W.H. S  
Saturd  
B. Fallo  
New Be  
Emmet  
Reynol  
Joseph  
Nor Eas  
Mark R  
Great N  
Robert I  
Seven H  
David E  
Mid-Da  
Mickey  
Whiteha  
Ken Bre  
kyline  
Donald I  
Razorba

ed Orr  
1207-25, Garland, TX

Markwardt  
Corps of Engineers 2690-25, Dallas, TX

Cooper  
Speakers 2899-25, Dallas, TX

L. Ritchey  
Evening 3150-25, Longview, TX

ad V. Conway  
owners 3663-25, Dallas, TX

Huntington  
emen 871-26, Denver, CO

ed E. Ellis  
reak 2228-26, Denver, CO

ard O. Bennett  
Peak 3044-26, Colorado Springs, CO

es E. Hodge  
reate 3159-28, Toledo, OH

ll C. Vassie, Sr.  
ama City 531-29, Panama City, FL

Abeyta  
1174-32, Bremerton, WA

es F. Wilburn  
ara Moderators 4003-33, Madera, CA

ert J. Henning  
sau 782-35, Wausau, WI

aries Eggenberger  
leton 1331-35, Appleton, WI

ette Kis  
ne YMCA 2027-35, Racine, WI

ab B. Ralph  
eral Center S.W. 651-36, Washington, DC

ores M. Harris  
TL 3323-36, Adelphi, MD

armond J. Mahach  
TC 3739-36, Washington, DC

Richard Belferman  
SC 3973-36, Suitland, MD

ve L. Medlin  
ld Mine 241-37, Concord, NC

aison Thomson, Jr.  
olsboro 1496-37, Goldsboro, NC

Garry Freeman  
aturday Morning 2035-37, Charlotte, NC

C. Wells Hall, III  
aturday Morning 2035-37, Charlotte, NC

H. Sumner  
aturday Morning 2035-37, Charlotte, NC

Fallon Melvin, Jr.  
ew Bern 2812-37, New Bern, NC

ammett H. Thurlo  
eynolda 3380-37, Winston-Salem, NC

Joseph A. Mahoney  
or Easters 2494-38, Philadelphia, PA

Mark R. White  
reat North Stockton 64-39, Stockton, CA

Robert D. Loftus  
Seven Hills 1578-40, Cincinnati, OH

David E. Lawver  
Mid-Day 1802-40, Columbus, OH

Mickey Ogden  
Whitehall 3002-40, Columbus, OH

Ken Brenneise  
Skyline 3258-41, Rapid City, SD

Donald D. Faust  
Razorback 1204-43, Pine Bluff, AR

C. Bowie Lanford, Jr.  
Vicksburg 2052-43, Vicksburg, MS

Christie A. Shope  
Federal Employees 2287-43, Little Rock, AR

John P. Dudenhefer  
Stimulus 3607-43, Memphis, TN

George M. Facter  
North Hollywood 147-52, North Hollywood, CA

Gary J. Hazel  
MWD Watermasters 445-52, Los Angeles, CA

Olga Markevich  
MWD Watermasters 445-52, Los Angeles, CA

Ulrich Decher  
CE 1333-53, Windsor, CT

Philip A. Chesnek  
State Farm Windjammers 995-54, Bloomington, IL

Elizabeth Lane  
Commissioned Officers 133-57, Alameda Naval Air Station, CA

LeRoy L. Jones  
Florence 1916-58, Florence, SC

Michael F. Browne  
Bay of Quinte 2057-60, Trenton Canadian Forces Base, Ont., Can

Victor H. Liekam  
Metropolitan 2454-64, Man., Can

Nico Vander Stoel  
Metropolitan 2454-64, Man., Can

Troy E. Phillips  
Speak Easy 2832-68, Monroe, LA

Kenneth White  
Endeavour 1776-69, Brisbane, Qld., Aust.

Marjorie Seddon  
Drummoyne Rugby 2054-70, Drummoyne, N.S.W., Aust.

Stan Grimshaw  
Cronulla 3034-70, Cronulla, N.S.W., Aust

Martin G. Miller  
Gore 1895-72, Gore, NZ

Jack Phillips  
Tauranga 3089-72, Tauranga, NZ

William M. Cavanagh  
Timaru 3474-72, Timaru, NZ

Hugh E.W. Bromley  
Auckland 3593-72, Auckland, NZ

Dr. Jayant B. Bapat  
Whitehorse 1060-73, Blackburn, Vic., Aust

Rafael P. Ramirez  
TM De Guadalajara AC 1828-U, Guadalajara, Mexico

Rolando A. Grandeza  
Barangay 3128-U, Bacolod, Philippines

William L. Keaton  
Tall Town Toasters 3189-44, Midland, TX

Charles S. Taylor  
North Winds 1955-45, Barre, VT

Anthony De Gregorio  
Murray Hill 3260-46, Murray Hill, NJ

Virginia Hedding  
Venetian 952-47, Fort Lauderdale, FL

Lloyd Edelstein  
Good Morning 2096-47, Hollywood, FL

Ronald D. Emrick  
Dunedin 2166-47, Dunedin, FL

Peter Haddad  
Titusville 3018-47, Titusville, FL

Lawrence J. McCormick  
Magic City 572-48, Birmingham, AL

Earl D. Heath  
Shaklee 1745-48, Montgomery, AL

Doug Kelly  
AMFAC 3611-49, Honolulu, HI

Harriet J. Atwood  
Price Pfister 121-52, Pacoima, CA

## New Clubs

**4419-1 Aerovision**  
El Segundo, CA — Mon., 11:30 a.m., Aerospace Corporation, Executive Review Center, 2350 El Segundo Blvd. (648-6626).

**735-6 Tennant**  
Golden Valley, MN — Thurs., 11:45 a.m., Tennant Company, 701 N. Lilac Dr. (540-1538). Sponsored by Sunrisers 2140-6, Crystal.

**1640-6 Bemidji Area**  
Bemidji, MN — Tues., 11:45 a.m., Blue Ox dining room, 2nd Street and Beltrami Ave. (751-2430). Sponsored by Town & Country 402-20, Alexandria.

**1112-10 Kaiser Kriers**  
Parma, OH — Thurs., 12:30 p.m., Kaiser-Permanente Medical Center, 12301 Snow Rd. (362-2000). Sponsored by Carbide 659-10.

**1873-23 Mountain Bell-Bell Toasters**  
El Paso, TX — Wed., noon, Mountain Bell Telephone Co., 500 Texas Ave. (542-4312). Sponsored by El Paso Natural Gas 2461-23.

**1502-24 Iowa Western Community College**  
Council Bluffs, IA — Thurs., noon, Iowa Western Community College, 2700 College Rd. (325-3258). Sponsored by C B Communicators 2114-24.

**4416-25 Cosmopolitan**  
Killeen, TX — Tues., 5:30 p.m., Bonanza Sirloin Pit, Bus Hwy., 140 10th St. (699-4573).

**899-26 WE - BLAB**  
Denver, CO — Tues., 4:15 p.m., Western Electric, 1200 W. 120th (457-1167). Sponsored by Front Range 2668-26, Thornton.

**2630-26 Free Speakers**  
Rocky Ford, CO — Wed., 6:30 p.m., El Capitan Restaurant, 501 North Main (384-8521). Sponsored by Rocky Ford 2909-26.

**4420-30 Kar Products**  
Itasca, IL — 1st & 3rd Mon., 5 p.m., Kar Products, Inc., 1641 W. Glenlake Ave. (893-9000). Sponsored by Long Grove 169-30, Long Grove.

**3310-35 Arthur Andersen**  
Milwaukee, WI — Day and time varies. Arthur Andersen & Co., 777 E. Wisconsin Ave. (271-5100).

**4415-36 OAO CO**  
Beltsville, MD — Thurs., biweekly, noon, OAO Corporation, 50/50 Powder Mill Rd. (937-3090). Sponsored by Crown of Laurel 77-36, Beltsville/Laurel.

**3424-41 Dale Electronics "Nooners"**  
Yankton, SD — Wed., noon, Dale Electronics, Inc., Yankton Division, E. Highway 50 (665-9301).

**3670-43 Metrocentre**  
Little Rock, AR — Wed., 11:30 a.m., Worthen Bank Building, Worthen Building (378-1000). Sponsored by Hi-Noon 2217-43.

**4421-43 Toastmasters of Jonesboro**  
Jonesboro, AR — 2nd & 4th Thurs., 7 p.m., County Courthouse, Main and Washington (972-1277). Sponsored by Memphis Service Center 542-43, Memphis, TN.

**4418-47 Delray Beach**  
Delray Beach, FL — Thurs., 7 p.m., Howard Johnson's Restaurant, 155 N.E. 6th Ave. (391-7866).

**2615-56 Waterloo**  
Austin, TX — Tues., noon, Municipal Annex, 303 West Second St. (477-6511, x 2593).

**166-57 Marin County Board of Realtors**  
San Rafael, CA — Mon., noon, Marin County Board of Realtors, 255 West End Ave. (892-5319).

**1598-58 Hartsville**  
Hartsville, SC — 1st & 3rd Thurs., 6:30 p.m., Western Steer (332-0342). Sponsored by Florence 1916-58, Florence.

**1483-62 Polysar**  
Sarnia, Ont., Can — Wed., noon, Polysar Cafeteria Conference Room, S. Vidal St. (337-8251). Sponsored by Sarnia 3700-62.

**1058-U Pine Point**  
Pine Point, NWT, Can — 2nd & 4th Tues., 7 p.m., Pine Point Hotel

**3237-U Paris-Ile de France**  
Paris, France — 1st & 3rd Mon., 7:30 p.m., Le Gosier eu Puete, 5 Rue Sauval (236-7789).

**4417-U Bugambilias**  
Guadalajara, Mexico — Fri., 8:15 a.m., Motel Americas, Lopez Mateos, frente a plaza del Sol (22-14-08).

## Anniversaries

### 45 Years

Lincoln-Douglas 51-8, Springfield, IL

### 40 Years

Bartlesville 186-16, Bartlesville, OK

### 35 Years

South Pasadena 356-F, South Pasadena, CA  
Butte 378-17, Butte, MT  
Lincoln 370-20, Fargo, ND

### 30 Years

South Shore 923-30, Chicago, IL  
West Suburban 930-30, La Grange, IL  
Pine Knot 908-62, Saginaw, MI

### 25 Years

Minneapolis Sales Exec. 2019-6, Minneapolis, MN  
Marion 2020-10, Marion, OH  
Noblesville 1251-11, Noblesville, IN  
Gateway 1948-13, Pittsburgh, PA

Salina 2025-22, Salina, KS  
Janesville 1983-35, Janesville, WI  
Naval Gun Factory 1979-36, Washington  
Conestoga 2036-38, Strafford, PA  
Napa 2024-57, Napa, CA

### 20 Years

Rodeo 1339-19, Ames, IA  
Marion 3250-19, Marion, IA  
Cowichan 950-21, Duncan, B.C., Can  
TM of Westfield 3187-46, Westfield, NJ  
Oxford Speakers 3297-71, Oxford, Englan

### 15 Years

Hub City 2733-18, Hagerstown, MD  
Moline 2790-19, Moline, IL  
Northshore 3908-31, Beverly, MA  
Milwaukee Public Works 1003-35, Milwaukee, WI  
St. Margaret Mary 1567-35, Milwaukee  
Uni Royal 2510-35, Eau Claire, WI  
Louis Riel 3207-64, Saint Boniface, Man.  
Karingal 1665-70, Sydney, NSW, Aust  
Port Phillip 1381-73, Melbourne, Vict., A

### 10 Years

Chilliwack 3486-21, Chilliwack, B.C., C  
Miracle 544-28, Toledo, OH  
Boston 1074-31, Boston, MA  
High Desert 3647-33, Lancaster, CA  
Gladiators 1535-35, Milwaukee, WI  
Norbeck 367-36, Rockville, MD  
Agrator 1889-36, Washington, DC  
H.E. Dobson 2005-40, South Charleston  
Foresters 2511-42, Edmonton, Alta., Can  
Logistics Center 2050-62, Battle Creek  
Thompson 2411-64, Thompson, Man., C

## Go for the Gold!

Don't miss Toastmasters' 50th International Convention, Phoenix, Arizona — Hyatt Regency Hotel, August 19-22, 1981.

Combine the breathtaking scenery of Phoenix with a beautiful modern hotel, an all-star educational program and the World's Championship of Public Speaking, and you've got the undisputed highlight of the Toastmasters year!

Toastmasters International and the dedicated District 3 hosts are teaming up to bring you the most spectacular convention ever.

Here are a few of the exciting speakers you'll hear:

- Dr. Millard Bennett
- Dean Herrington
- Len Baker
- Dr. Charlie Jarvis
- Jeff Young
- James Hayes
- Joel Weldon
- Michael Aun

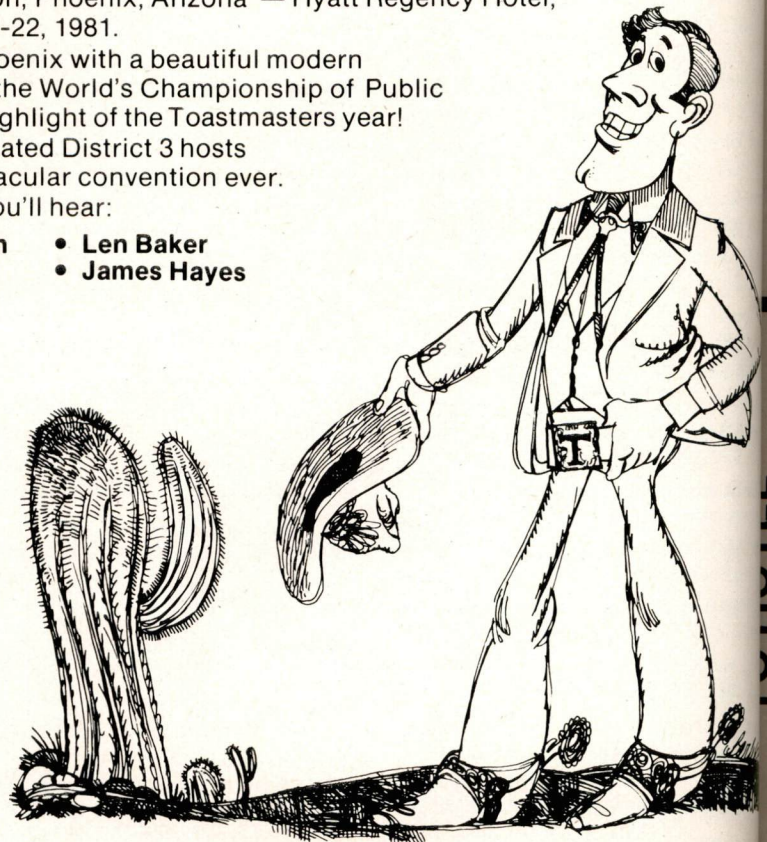
Other highlights:

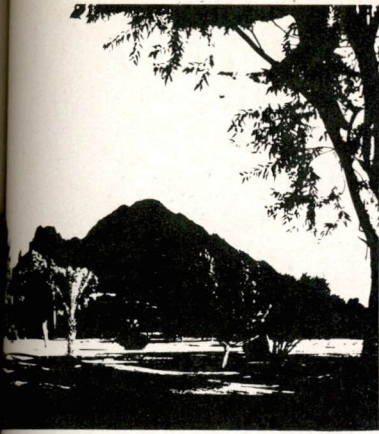
- President's Dinner Dance
- The Hall of Fame Awards Pageant
- Golden Gavel Luncheon
- Communication Showcase
- Film Festival
- "The Pride of a Top 10 Club" — Panel
- "The Professional Speaker" — Panel
- "The Wild, Wild West" — Dinner and Show

There's one more reason to go to Phoenix this year: FUN!

Make your travel plans now and take advantage of discount "super-saver" fares.

See you there, Pardna'





# Go for the Gold!

## TOASTMASTERS'

### 50TH ANNUAL CONVENTION

#### AUGUST 19-22, 1981

#### HYATT REGENCY HOTEL

#### PHOENIX, ARIZONA

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

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

Please have my advance convention registration and tickets to the following meal events waiting for me at the Convention Registration Desk. **All advance registrations must reach World Headquarters by July 10.**

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

Total \$ \_\_\_\_\_

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

(PLEASE PRINT) Club No. \_\_\_\_\_ District No. \_\_\_\_\_

NAME \_\_\_\_\_

SPOUSE/GUEST NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE/PROVINCE \_\_\_\_\_

COUNTRY \_\_\_\_\_ ZIP CODE \_\_\_\_\_

NO. CHILDREN ATTENDING \_\_\_\_\_ AGES \_\_\_\_\_

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

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

Please circle room and approximate price desired. (If rate requested not available, next highest price will prevail.) 5% state/local sales tax will be added to all rates. All rates European Plan (no meal included).

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

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE/PROVINCE \_\_\_\_\_

COUNTRY \_\_\_\_\_ ZIP CODE \_\_\_\_\_

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

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

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

I am sharing room with \_\_\_\_\_

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

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

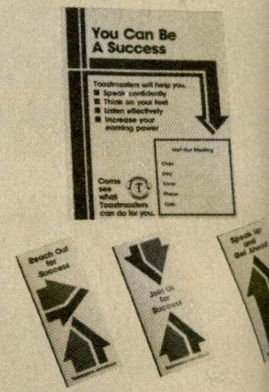
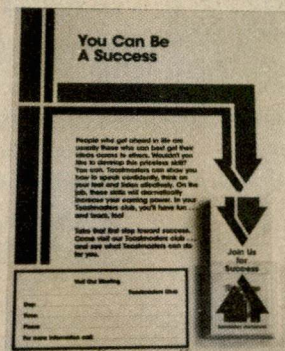
# Spread the Word About Toastmasters

Toastmasters can lead you to greatness. And that's no secret. So why not tell everyone about it? Starting today — with these appealing promotional tools. . .

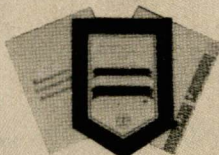
**367-368. New TI Posters.** These eye-catching works of art will help you get your message across quickly and eloquently. Two sizes available. The smallest (367), is 11" x 14". The color scheme is navy blue and white and there's space for your club's name, meeting time and place and phone number. Set of 10: \$2. 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.

**99-101. New Brochures.** Toastmasters has completely revised its promotional brochures, giving them an attractive design that complements the new posters.

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 25 of the above brochures 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.



**267. Communication Achievement Award.** Now your club can honor a local dignitary for outstanding communication achievements and gain valuable publicity at the same time! Comes complete with a handsome award plaque ready for engraving and a helpful "how to" booklet with valuable tips on who to select, how to present the award and how to gain the needed publicity. \$17.50.



**363. Highway Sign — 22".** Features the Toastmasters emblem in weatherproof paint with reflecting Scotchlite "T." Provides an excellent way to publicize Toastmasters — and your own club — in your community. Pre-drilled holes make this sign easy to attach. \$15.



**376. Membership and Extension Slide Presentation.** This unique 40-slide show provides a great way to introduce Toastmasters to a civic group, business association or prospective club. The show comes with professionally prepared slides and a script booklet. \$15.



**377-378. TV, Radio Public Service Announcements.** Let Earl Nightingale work for you! These 30-second television and radio public service spots will go a long way toward making the Toastmasters program better known in your community. Information sheets with tips on how to use the tapes are included. Television spots (377), \$25; Radio (378), \$5.



**369-370. TI License Plate Frames and Bumper Stickers.** Carry Toastmasters with you wherever you go . . . or give these popular items as gifts. Let everyone know how proud you are to be a Toastmaster. License Plate Frames (369) sold only in sets of two — \$2.50, plus \$1 postage and handling (U.S.). Bumper Stickers (370) come in sets of two — 70 cents each.



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

