

March 1985

THE TOASTMASTER

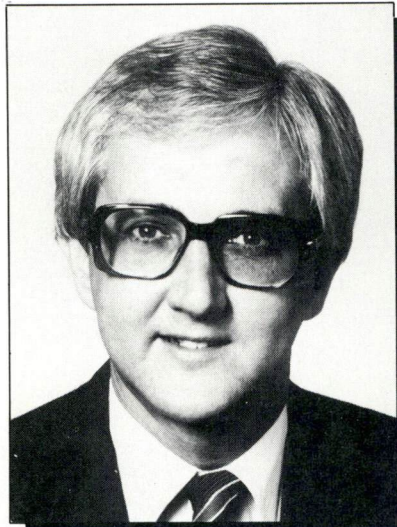


Columbus, Ohio, U.S.A.

Toastmasters' 1985 Convention Site

What You Get out of Getting Involved

Early last December an announcement was made in my parish church requesting all adult members to consider participating as advisors in an upcoming teenage project—decoration of the Baskin-Robbins float for the 1985 Rose



Parade. I quickly sidelined the request in my mind thinking "I'm too busy" with other things to get involved. My non-involvement position lasted exactly 10 minutes—until the senior advisor of the parish teen group met me in the parking lot with the challenge: "We all have a responsibility in this parish to show the youth we are interested in helping them. Are you volunteering?"

The word "responsibility" was properly placed—so on December 27 at 3:30 p.m. I showed up in Azusa, California, with several other parish adults to help decorate the float. Early confusion for us newcomers was quickly replaced by a precision plan carefully conceived by the float contractor. My first assignment—help coat the six-inch-wide pearls with coconut for use on the female moose ("strawberry mousse"). That was followed by taking handfuls of powdered chocolate milk and physically blowing it onto green moss to create a "chocolate mousse" effect on the male moose. Eight hours later, covered with coconut and chocolate, the whole group of advisors and teenagers stood around to admire our preliminary efforts prior to the coat of flowers that would be applied during the two days before the parade. We were happy we got involved.

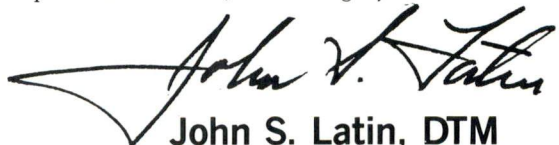
As members of Toastmasters, we too have a responsibility to get involved with our educational programs, to get involved with the success of each club meeting and to get involved with the personal development of our members. We do this by exploring all OPPORTUNITIES FOR GROWTH available to us. Toastmasters, a self-help organization, relies heavily on each member making a contribution at each meeting.

Toastmasters has three categories of involvement, each with its particular responsibilities. They are: (1) personal skills development, (2) club management, (3) district management. All Toastmasters participate in the first category. Knowledge and practice are required to develop any skill. So to stay properly involved we must come to each club meeting ready to participate and prepared to speak if we have a formal assignment. Our new basic manual and the nine advanced manuals supply much of the knowledge. It is up to us to get the practice.

The second category, club management, represents about 30 percent of our membership. If you are a club officer, it is your task to help create an environment for learning. Well-planned and well-run meetings are a MUST if we want to properly serve our membership. Clubs at charter strength or greater are also a major factor in creating this proper environment.

About five percent of all members participate in district management. District officers (and international officers) are responsible for keeping the Toastmasters infrastructure in place, healthy and growing. It is a big task requiring many hours of planning, reporting, training and service.

Each category of involvement is important to Toastmasters International. Each category has its unique responsibilities. And, each category has its rewards.


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 Dr. Ralph C. Smedley (1878-1965)

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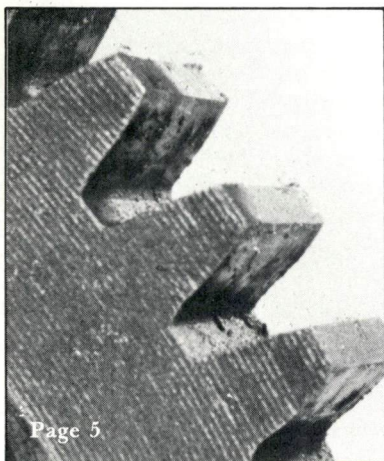
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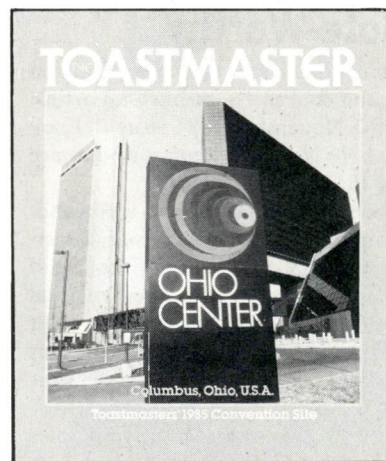
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COVER

Columbus and discovery are synonymous. With this in mind, Toastmasters will converge on Columbus, Ohio, this summer to discover a new world of self-development opportunities at the 54th Annual International Convention. The Hyatt Regency/Ohio Center, an ultra-modern convention complex, will serve as backdrop for what promises to be the best-ever Toastmasters Convention. After all, when Columbus aims at discovery, the results have to be history-making!

THE TOASTMASTER Magazine (ISSN 0040-8263) is published monthly by Toastmasters International, Inc., 2200 North Grand Avenue, Santa Ana, CA 92711. Second-class postage paid at Santa Ana, CA, and additional mailing office. POSTMASTER: Send address changes to THE TOASTMASTER Magazine, P.O. Box 10400, Santa Ana, CA 92711.

Published to promote the ideals and goals of Toastmasters International, an organization devoted to helping its members improve their ability to express themselves clearly and concisely, develop and strengthen their leadership and executive potential and achieve whatever self-development goals they may have set for themselves. Toastmasters International is a non-profit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Copyright 1985 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. All correspondence relating to editorial content and circulation should be addressed to THE TOASTMASTER Magazine, P.O. Box 10400, Santa Ana, California 92711. Phone (714) 542-6793. Non-member price: \$12.00 per year. Single copy \$1.25.



LETTERS

Note-Worthy

Congratulations to Barney Kingston for the courage to publish an article in the November 1984 issue ("Look Ma! No Notes!") that says notes are not that bad.

Some Toastmasters have a prejudice against notes. I once knew a Toastmaster who even expected no use of notes on the second basic manual assignment—figuring that you must not be in earnest, if you need notes (second assignment, "Be in Earnest"). Personally I exclaim "nonsense" to the argument associating no notes with earnestness.

The majority of the newer members (and even veteran members) would benefit far more from notes. After all, about 95 percent of our members joined Toastmasters because of lack of confidence. To me, it is just personal hang-ups of audience members if they let brief downward glances detract from the speaker's message. It does not have to detract, if you train yourself to ignore it.

When I was in an area speech contest, my coach advised me that I had more to gain than to lose by using notes. My coach said to me, "If you forget your speech, you are dead." As for reading the speech word for word, that is a different story.

So in conclusion, you just might be a person who would find the benefits of notes far outweigh the disadvantages.

*Lester Hemphill
Sparta, New Jersey*

I disagree with Mr. Kingston's article, "Look Ma! No Notes!" Disdaining notes is not so much the exclusive domain of a professional speaker as it is the primary quality of a well-prepared, competent Toastmaster. The better speakers in my club often work without notes; the instructions in the communication and leadership manual encourage the speaker to speak without notes in most of the projects.

There is quite a difference between "winging it" and speaking without notes. Although I often speak without notes, I seldom "wing it." My presentations are organized, outlined and rehearsed beforehand. I don't

memorize my speeches, but I do memorize my outline. When I step before an audience I am prepared and confident. It's a thrill to speak without notes because I can give my audience my full attention.

It was very difficult for me to learn to speak without notes. My memory wasn't so much a problem, but my lack of confidence was. With some practice and self-discipline, I was able to achieve a goal which I feel should be a goal of every Toastmaster—to speak without notes.

I've been a Toastmaster less than two years. Speaking without notes has been my second greatest achievement as a Toastmaster.

*Joe Boyd
1984 World Champion of Public Speaking
Bellingham, Washington*

Festival or Fiasco?

The article "Festivals of Oratory" (December 1984 issue) by one Thomas Montalbo, DTM, was one of the sorriest pieces of editorializing I have ever read. It was drawn so that the Democratic speakers discussed are represented first in the article, at great length and with great applause.

We learn that Cuomo was exhilarating, Jackson was electrifying and Ferraro was spirited. On the other hand, as a near postscript at the end of the article, is a litany of the failures of Mr. Reagan's acceptance speech.

The most disappointing aspect of this article is not that it is biased and offers opinion without support. Rather it is that the author demonstrates a complete lack of understanding about what makes Toastmastering appealing.

We who man the trenches in Toastmasters are constantly attempting to assure prospective and new members that through Toastmastering their ability to communicate will be improved and their chances for success in their field of endeavor enhanced. This article congratulates a list of Democrats on their outstanding communication skills and downgrades the Republicans' efforts.

In view of the fact that Mr. Mondale and Ms. Ferraro suffered one of the more humiliating defeats in the history of politics, the author's position

must be that communication is not an important factor in success. I disagree.

Moreover, I seriously question that many Toastmasters would agree with your analysis of the various addresses discussed and I am certain that none welcome an article in their magazine which attempts to demonstrate that public speaking ability is no way related to accomplishment.

*James W. Henry
Kansas City, Missouri*


The December issue of *The Toastmaster* provided us with a great deal of material to cogitate over before the new year. The article by Thomas Montalbo, "1984 Political Campaigns: Festivals of Oratory," proves that Toastmasters can become BETTER LISTENERS and BETTER THINKERS, and not just BETTER SPEAKERS. His article, more than any other I have read during the past year, stresses the basic principles of Toastmasters.

I am sure that thousands of Toastmasters listened to the speakers Tom mentioned in his article in preparation for making their own individual decisions on how they would vote in the recent U.S. Presidential election. Were our ears attuned to the cacophony of conflicting views, free of bias and preconceived notions? Or were we merely listening for mistakes from those running against our candidates?

Tom clearly demonstrated that the principles of effective listening and thinking stressed in our Toastmasters programs can be practiced every day in our own living rooms, or, more importantly, in our "work-a-day" world. The opportunities are unlimited. It does, however, take a conscious effort on our part to become active listeners and active thinkers. The benefits for our efforts, as with opportunities, are unmeasurable.

Tom, in true Toastmasters fashion, also left us with a few TEACHING POINTS—the Do's and Don't's of successful speaking style—style that is daily reinforced by our effective, active listening and thinking. That is really something to cogitate about!

*Michael L. Wardinski, DTM
Alexandria, Virginia*



THE COMMUNICATION PROCESS IS LIKE A MACHINE—IF ONE COMPONENT MALFUNCTIONS, THE WHOLE SYSTEM GRINDS TO A STOP.

AVOID COMMUNICATION BREAKDOWNS

Isn't all communication initiated for some kind of result? Yet many people find themselves constantly frustrated because they are just spinning their wheels—they communicate in a perfectly normal way, but get no results. They are constantly plagued by communication breakdowns.

You'll often hear them making comments like, "You misunderstood—this report has to be done over," "You took it the wrong way—that's not what the

customer wanted," "How could you possibly have thought that was what I wanted you to cover in your presentation?"

Though people in every walk of life suffer from such communication malfunctions, managers sit at the interaction centers of organizations and are particularly vulnerable to communication breakdowns. They receive many types of communications from superiors, peers and subordinates and in turn must trans-

by Paul B. Thornton and Paul J. LeVarge

USE THE PHONE ONLY WHEN COMMUNICATING SIMPLE FACTS.

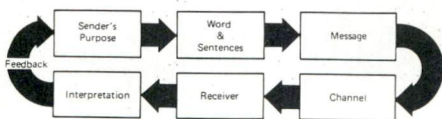
late information, destined for each, into appropriate language.

One way for managers to increase understanding is to reduce or eliminate communication breakdowns by simple maintenance of the communication machine. Just as with an ill-running automobile these breakdowns can cost an organization a great deal in terms of time, effort and money.

So this article is aimed at managers, though everyone who has to communicate, from parents to chief executive officers to waiters, can benefit.

Even if you consider yourself an effective communicator, there are probably situations in which you have difficulty getting your points across. The intent of this article is to help you improve your skills at communicating clearly, concisely and completely.

The process of communicating for results might be graphically represented as:



Each step will be discussed with particular emphasis placed upon likely communication breakdowns and the actions that can be taken to prevent them.

Sender's Purpose

"When a sailor knows not the harbor he seeks, any wind is right." The same logic applies to the process of communication, for when a speaker lacks purpose,

any words will do. Therefore, a logical first step is to bring the purpose of your communication effort into focus. Remember, the sender must always be able to answer the question, "What specific results do I wish to obtain?"

When you lack specific purpose, you risk having to revise or alter reports, sit through unnecessarily long meetings, become bogged down in irrelevant detail or make presentations that wander aimlessly from point to point.

Managers can establish clear objectives by taking a few minutes before communicating to think through their purposes. Establishing a clear purpose is a cognitive process in which communicators ask themselves a series of questions designed to eliminate collateral issues and bring their objectives into sharp focus.

Some examples of critical questions effective communicators might ask themselves prior to initiating their messages might be, "What, specifically, do I want the receiver of this message to know? What do I want the receiver to think, feel, or do? What specific information or facts do I want to transmit?"

Words and Sentences

The vice president of a large manufacturing division stated that his number two man "was not cutting the mustard." When asked what seemed to be the problem, he replied, "The man is not pulling his own weight." Asked what specifically was wrong, the executive answered: "He hasn't been on the bandwagon since he got the job."

While it is clear that the vice president is not pleased with his subordinate's performance, he never tells us what specifically the man was doing

wrong. In light of the above, it is easy to see why

a large number of communication breakdowns occur as a direct result of the receiver misinterpreting words and sentences. Words must be precise and easily understood so the receiver has the best chance to fully comprehend the sender's message and intent.

For example, when a manager states, "I want you to get that report out first thing tomorrow," a subordinate may interpret "first thing tomorrow" as being the first thing after the regularly scheduled staff meeting. And while the subordinate may have handed the report to the manager at 10 a.m., the manager may have been waiting for it since 8 a.m.

Words like 'big,' 'small,' 'as soon as possible' and 'later' are imprecise, relative words, and when used may lead to communication breakdowns. It is interesting to note that the 500 most commonly used words in the English language have an estimated 10,000 different meanings.

The use of jargon creates another potential source of communication breakdowns. Jargon is defined as any specialized or technical language used by a group or profession.

When one engineer says to another, "hydrostatic pressure beneath the slab is causing moisture penetration," the meaning is clear between the two people. However, if an engineer were speaking to someone outside his or her profession, it might be more appropriate to say, "You have a wet basement."

Use simple words to get the results you want. Try to remember you are relating information to people who usually have little time to spare and who carry no dictionary to define words they don't understand.

Finally, avoid unnecessary words. Just as a well-designed machine has no unnecessary parts and a good drawing no unnecessary lines, an effective communicator avoids using unnecessary words.

For example, rather than saying "in the majority of instances" say "usually." Say "believed" or "thought" in place of "was of the opinion that." Remember, unnecessary words make extra work for the receiver and thus fog your intent.

To avoid communication breakdowns consider these three rules developed by author George Orwell (of 1984 fame):

- Never use a long word where a short one will do;
- If it is possible to omit a word, always leave it out;
- Never use a foreign phrase, a scientific word or jargon if you can use its everyday English equivalent.

Message

Most managers open their center desk drawers and find an assortment of pencils, pens, paper clips, staples, rubber bands and business cards. When they can no longer tolerate the confusion they may clean and organize the drawer.

Similarly, in order to be clearly understood, the sender must organize ideas. Just as it is difficult to find what you're looking for in an unorganized desk drawer, it is hard to find meaning in an unorganized message. Communication breakdowns can occur whenever managers fail to organize their messages before speaking.

A sender can organize messages in many ways. These may include priority (ideas organized in terms of their importance), chronology (ideas organized according to a time sequence), or problem/solution sequence (ideas divided into description of the problem and presentation of the solution). There are other methods, of course; the important point is to employ some method of organization.

Channel

A communication channel is the medium through which information passes from sender to receiver. Examples of channels are written messages, telephone conversations, face-to-face dialogue and group meetings.

The choice of a channel may affect the quality of the communication and in turn, the degree to which the receiver will respond to it. Therefore, a manager must decide which channel will be most effective in accomplishing his or her purpose.

Written communication should be used when communicating complex facts and figures or information such as engineering, legal or financial data, since communication breakdowns often result when complex material is presented orally.

Written communication is also the channel of choice whenever the manager finds it necessary to communicate with large numbers of people, attempts to transmit large amounts of data or needs a record of the communication.

Use of the telephone is appropriate when communicating simple facts to a few people. To ensure that messages are understood using this medium, you may want to ask for feedback and check to make sure the communication link is complete.

Face-to-face communication has the advantage of speed, allows considerable two-way communication to take place and usually elicits a quick response. It is best to use face-to-face dialogue when the interaction is of a personal nature.

For example, this communication channel should be used when giving praise, counseling or taking disciplinary action.

Holding a meeting is another frequently-used channel of communication. Meetings are appropriate when there is a need for verbal interaction among and between members of a group.

Studies have revealed that managers and supervisors spend more than half of

their potential productive time in meetings, discussions and conferences. For this reason it is important to ascertain in advance whether or not a meeting will likely achieve the desired result.

Receiver

"When E.F. Hutton speaks—everyone listens." Unfortunately, most managers don't enjoy that same luxury.

(Continued on Page 18)

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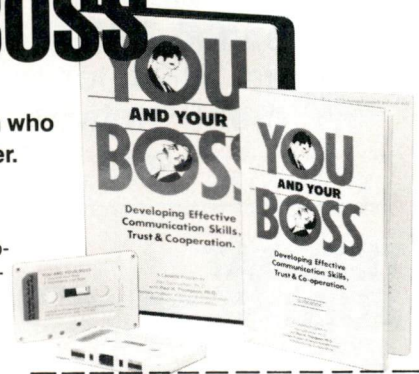
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TUESDAY AUGUST 20

10 a.m. to 6 p.m. - Registration
12 noon to 6 p.m. - Ticket Sales

Advance registrants may pick up ticket packets beginning at 10 a.m. Meal event tickets may be purchased (subject to availability) beginning at noon. The table reservation booth will be open during registration hours, as will the District 40 Information Center, and the Education Center Bookstore. Candidates Corner and the Credentials Desk will be open Tuesday afternoon, as well.

2 p.m. - Board of Directors Meeting

All members and guests may attend

this open meeting of the International Board of Directors.

4 p.m. - Accredited Speaker Program Finals (Part I)

Veteran Toastmasters who qualify for the finals in this year's Accredited Speaker Program will appear before a live audience and a select panel of judges to give their qualifying presentations.

4 p.m. - Film Festival

A selection of the latest films on public speaking, including Toastmasters' own film, "Speaking Effectively to One or One Thousand."

8 p.m. - Proxy Prowl

An informal, no-host bar/reception for early arrivals...your opportunity to

meet this year's Officer and Director candidates.

WEDNESDAY AUGUST 21

9 a.m. - Convention Opening Ceremonies

The Ohio State University "Pep Band" leads off this spectacular pageant highlighted by the traditional Toastmasters Parade of Flags. A rousing keynote address by Alan Cimberg and annual reports by International President John Latin, DTM, and Executive Director Terry McCann round out the morning's festivities.

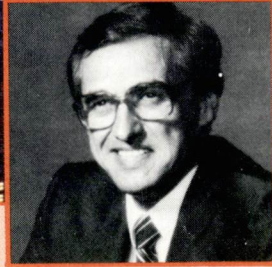
g city make Columbus the place to be this summer!



Marva Collins



Alan Cimberg



Charles Dygert, Ph.D.



Dale O. Ferrier, Ph.D., ATM

Noon - Golden Gavel Luncheon Honoring Marva Collins

Well-known Chicago educator (and subject of a TV movie "The Marva Collins Story,") **Marva Collins** will be the featured speaker and will be honored with Toastmasters' highest award, the **Golden Gavel**. Governors of all **Distinguished Districts** for 1984-85 will be honored guests at this luncheon.

Afternoon - "Discover Education"

Wednesday afternoon is filled with educational opportunities for you to choose from.

2 p.m. - Dr. Nina Harris, DTM

"What to Do when You Know Your Knees Shake"—a look at how to overcome platform fear.

2 p.m. - Dr. Steve Boyd

Winner of the 1970 Toastmasters International Speech Contest, Dr. Boyd will cover "Successful Listening—the Missing Link."

3:30 p.m. - Mike Frank

"Little Things Make the Difference in Life"—a look at what makes people successful.

3:30 p.m. - Roy Fenstermaker, DTM

Roy won the "World Championship of Public Speaking" in 1983 and will present "Competitively Speaking."

4:45 p.m. - Candidates Forum

International Director candidates will have the opportunity to speak before delegates.

Wednesday Evening

This night is set aside for dining, politicking and enjoying the evening in Columbus. Stop by the District 40 hospitality area for ideas on where to go and how to get there.

**THURSDAY
AUGUST 22**

8 a.m. - Annual Business Meeting

Delegates will have the opportunity to vote for International Officers and Directors.

11:30 a.m. - Spouses and Guests Luncheon

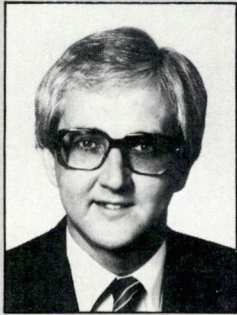
This popular event features **Pat Vivo**, speaking on "Hello Parents, Hello Children"—the art of communication between parents and children.

11:30 a.m. - DTM Luncheon

If you are a DTM you are invited to attend this special luncheon featuring Past International President **Pat Panfile, DTM**, as keynoter, and four speakers from districts outside the U.S. and Canada vying for a spot in Saturday's "World Championship of Public Speaking."

1:45 p.m. - Hall of Fame

Top achievers from throughout the world of Toastmasters will be honored.



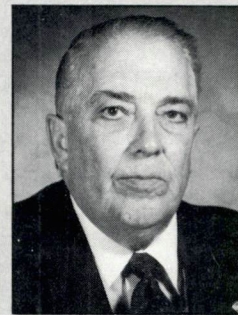
John Latin, DTM



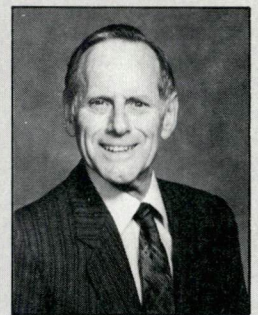
Terry McCann



Eddie Dunn, DTM



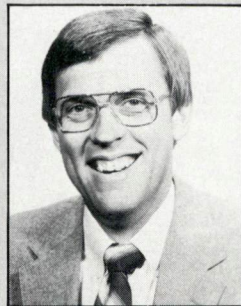
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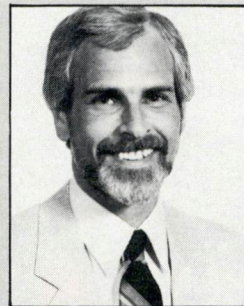
Rou de Gravelles, ATM



Dr. Nina Harris, DTM



Dr. Steve Boyd



Mike Frank



Roy Fenstermaker, DTM



Pat Vivo

3:45 p.m. - Accredited Speaker Program Finals (Part II)

Qualifying members will give their qualifying speeches before an audience and a panel of judges.

3:45 p.m. - Communication Showcase

Past International President **Eddie Dunn, DTM**, will host an extraordinary collection of four Toastmasters speaking on topics of their choice.

3:45 p.m. - Dr. Al Mustin

This leading communicator will share his views on "Success Secrets."

6:30 p.m. - 'Down-Home' Reception

Time to gather together, compare your "country" outfits and get ready for an exciting "down-home" evening.

7:30 p.m. - "Country Picnic" Fun Night Party

The biggest and best "wingding" we've ever known. Featuring a picnic dinner with all the trimmings, entertainment in the form of an elaborate

stage show by **The Sunshine Express** and **Garry and Tomio** followed by dancing with **The Challengers**.

FRIDAY AUGUST 23

All Day - "Discover Education"

A full day of educational programming.

9 a.m. - Dale O. Ferrier, Ph.D., ATM

Dr. Ferrier, an Accredited Speaker and past runner-up in the International Speech Contest, will provide a rousing opening to our "Discover Education" events.

10:15 a.m.

Pick one of these six specialized presentations:

- **Parliamentary Procedure in Action** - John Waldeck
- **How to Motivate** - Vince DaCosta, DTM, Past District Governor
- **Dynamic Delivery Using Video Feedback** - Rou de Gravelles, ATM

- **Evaluation** - Tom Ealey
- **What Every Club Officer Ought to Know** - Panel with Past International Director Vince DeGeorge, DTM and Past District Governors June Poplar, DTM, Scott Long and Jack Wild, DTM
- **Technical Speaking** - Randall Reeder, DTM, Past District Governor

1:30 p.m.

Select from one of these programs:

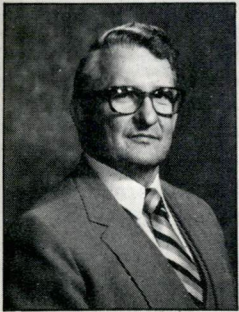
- **Humor Workshop** - Art Gliner, DTM
- **Women in Speaking** - Panel moderated by International Director Adele Stagner, DTM
- **Make Your Club a Success** - Panel moderated by Past International Director Don Ensich, DTM

3:15 p.m. - Charles Dygert, Ph.D.

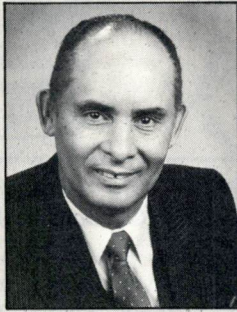
An invigorating master of platform skills, Dr. Dygert will present "Are You Fun to Be With?"

6:15 p.m. - Royal Reception

All attendees are invited to this no-



Jack Wild, DTM



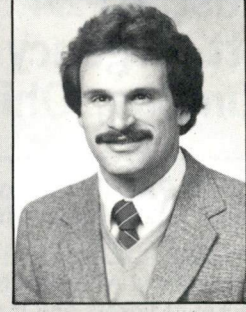
Vince DaCosta, DTM



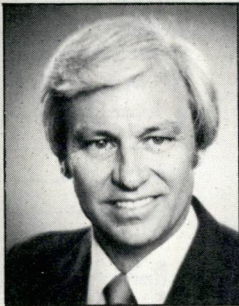
Tom Ealey



June Poplar, DTM



Scott Long



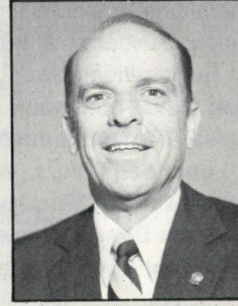
Dr. Al Mustin



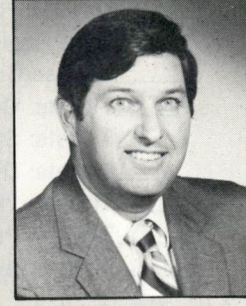
Vince DeGeorge, DTM



Adele Stagner, DTM



Don Ensich, DTM



Randall Reeder, DTM

host reception preceding the Convention's Grand Finale evening.

7:30 p.m. - **President's Dinner Dance**

Past International President **Eddie Dunn, DTM**, will preside as Toastmaster of the Evening as the organization's newly elected Officers and Directors are installed. Dancing with music by the **Chuck Selby Orchestra** will follow the installation ceremonies.

**SATURDAY
AUGUST 24**

8:15 a.m. - **"The World Championship of Public Speaking" and International Speech Contest Breakfast**

Nine of the best speakers in the world will give their all in pursuit of the championship trophy.

In a nutshell, that's *your* Convention. Turn the page and complete your registration and hotel reservation forms today! 🎤

How to Get to Columbus...What to Wear

OUR AIRLINE DEAL... TWA (Trans World Airlines) offers a special convention fare for Toastmasters. Call them at **800-325-4033** between 8 a.m. and 5 p.m., Central Time. (In Missouri call **800-392-1673**, and in St. Louis **291-5589**.) Tell the reservation agent you are with Toastmasters and give them our TI code number, 99-11504. In addition to the convention fare, other promotional fares may be available.

GETTING TO THE HOTEL... The Hyatt Regency Columbus at Ohio Center is located on the north edge of downtown Columbus, approximately 15 minutes from the Port Columbus International Airport. A regularly scheduled van service picks up at the airport and serves all major downtown hotels at a nominal charge. If you are driving, the hotel is located at High St. and Nationwide Blvd.; take the High St. exit from I-71. Open-air parking is available in the Ohio Center lot for \$2 per day and covered self-parking in the underground Ohio Center structure is \$4 per day (prices in effect presstime, subject to change) and valet parking is available at the hotel at an additional charge.

THE WEATHER... Columbus in August is warm and somewhat humid. Average temperature for the month is 76° F, with some cloudy days and a slight chance of rain.

BE COMFORTABLE... Feel free to dress casually for all daytime speaking events. Suits and evening dresses (or formal wear, if you wish) for the President's Dinner Dance, please. The Country Picnic Fun Night on Thursday is a special time to dress up in your most imaginative "country" costume or outfit (or feel free to just dress casually).

TOASTMASTERS

54th ANNUAL CONVENTION

August 20-24, 1985
 Hyatt Regency Ohio Center
 Columbus, Ohio



MAIL THIS PART TO: Toastmasters International, P.O. Box 10400, Santa Ana, CA 92711 (This form is not to be used by International Officers, Directors, Past International Presidents or District Governors elected for 1985-86.)

To attend general sessions on Wednesday, Thursday and Friday, a registration badge will be required. Pre-register and order meal-event tickets now! ATTENDANCE AT ALL MEAL EVENTS WILL BE BY TICKET ONLY. Advance registrants will receive a receipt for a packet of tickets and materials, which can be claimed at the registration desk, Tuesday, August 20.

ALL ADVANCE REGISTRATIONS MUST REACH WORLD HEADQUARTERS BY JULY 15.

_____ Member Registrations @ \$25.00	\$ _____
_____ Joint Registration: Husband/Wife (both Toastmasters) @ \$35.00	\$ _____
_____ Spouse/Guest Registrations (each) @ \$10.00	\$ _____
_____ Tickets: Golden Gavel Luncheon (Wednesday, August 21) @ \$16.00	\$ _____
_____ Tickets: Spouses & Guests Luncheon (Thurs., August 22) @ \$12.50	\$ _____
_____ Tickets: DTM Luncheon (Thurs., August 22) (Note DTM# _____) @ \$12.50	\$ _____
_____ Tickets: "Country Picnic" Fun Night (Thurs., August 22, Dinner, Show) @ \$27.00	\$ _____
_____ Tickets: President's Dinner Dance (Fri., Aug. 23, Dinner, Dancing, Program) @ \$29.00	\$ _____
_____ Tickets: International Speech Contest Breakfast (Sat., August 24) @ \$13.00	\$ _____
TOTAL	\$ _____

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

(Please Print) Club No. _____ District _____

NAME _____

SPOUSE/GUEST NAME _____

ADDRESS _____

CITY _____ STATE/PROVINCE _____

COUNTRY _____ ZIP CODE _____

NO. CHILDREN ATTENDING _____ AGES _____

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

MAIL THIS PART TO: Hyatt Regency Columbus at Ohio Center, 350 N. High St., Columbus, Ohio 43215

TOASTMASTERS INTERNATIONAL 1985 ANNUAL MEETING **★ ★ RESERVATIONS MUST BE ★ ★**

AUGUST, 1985 **RECEIVED BY**

JULY 28, 1985

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- Triple \$77.00
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 Dial Direct 614-463-1234

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Date of arrival _____

Date of departure _____

Check in time: 3 p.m.

Check out time: 12 noon

Guest Name _____

Sharing with _____

Confirmation mailing address:

Name _____

Address _____

City _____ State _____ Zip _____

Telephone _____

Area Code

Your reservation may be guaranteed by advance deposit or major credit card. Failure to cancel 24 hours prior to arrival will result in 1 night's charge billed to your credit card. Guarantee to one of the following:

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Diners Club # _____

Carte Blanche # _____

Master Card # _____

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Expiration Date _____

I have verified that all information is correct.

Signature _____

HOW TO FIND WORK THAT NEEDS TO BE DONE IN
YOUR FIELD—AND HOW TO CONVINCE EXECUTIVES
YOU'RE THE ONLY ONE WHO CAN DO IT.

CREATE YOUR OWN JOB!

by Peter G. Van der Spek, Ph.D.

You consider yourself a top-notch expert in your field. But despite a considerable expenditure of time and effort, you have not been able to locate a suitable job. If this fits your situation, perhaps it is time to try another approach that is geared especially to today's more difficult job market.

Several new employment trends indicate that fewer jobs will exist in the future for middle-level managers as well as blue-collar workers. Office automation will make it possible for top managers to eliminate some of the tasks presently being performed by middle-level managers.

In the factory more and more unskilled and semi-skilled workers are being replaced by robots and other types of automated manufacturing equipment. Job requirements generally are becoming more stringent and competition for employment at all levels is heating up.

Since these trends are expected to become even more pronounced over the next decade, serious job-seekers are well-advised to develop ingenious job hunting methods. Each person will have to utilize knowledge of his or her field to uncover opportunities that are not readily apparent to the typical applicant.

Create Your Own Job

The idea of creating your own job is nothing new. Many people with an entrepreneurial bent start their own business—and this old standby is becoming even more popular today. Professionals in medicine, dentistry, law, accounting

and management consulting establish their own practices. Writers sell their own books and articles as freelancers. And independent real estate investors buy and manage properties.

This do-it-yourself approach will continue to be an excellent method for avoiding the job market crunch. However, it is suitable only for those who have the education, entrepreneurial orientation and—last but not least—the

RESUMES ARE DEFINITELY OUT.

financial resources to follow this path.

For a middle- or upper-management executive unable or unwilling to take the entrepreneurial route, there are at least three other approaches to creating a job on the payroll of an existing company. The three approaches involve a letter-writing campaign targeted to specific top executives, a specific industry sector or a specific business problem.

Approach (1): Target Specific Executives

It must be assumed that you keep track of such developments in your field as transfers and promotions of executives, mergers and acquisitions, earnings and profits of certain companies, new product introductions, financial and

marketing problems and similar news items.

It is a good idea—while in between jobs—to subscribe to *The Wall Street Journal*, the *New York Times* and selected trade journals. Also, be sure to visit the public library at regular intervals for further reading of related publications.

Thus, you will be aware through the trade press that, e.g., Company A is acquiring a company in a field different from its own and may have to hire additional talent (such as you) to assist in the integration process; that Company B is trying to start a new product line (in which you are an expert); and that Company C has a cash flow problem (just up your alley).

You also may read a story about a company you're familiar with hiring a top executive and you happen to know the company's product line especially well—this points to a possible need for someone like you to assist him in his new job. Or you may hear a speech by a CEO about one of his pet interests and it may give you an idea about how you can help him to promote it.

This approach requires a carefully worded personal letter congratulating the executive on his new appointment or commenting on his special interest. Indicate, for example, that you are available to write a speech for him or to assist him as an external or internal consultant. If you have written an appropriate article or recently read an article

that may be of special interest to him, send him a copy.

If you personally know someone who is acquainted with the executive in question, by all means try to get an introduction or at least obtain some information about the executive that will help you establish rapport.

Regardless of the executive's response—or lack of response—follow up each

letter with a telephone call, usually within a week or so. Besides increasing the effectiveness of your letter, a phone call also may result in additional referrals within the same company or with other companies. In cases where the executive's response is negative, you may want to postpone your follow-up call a few months, and the timing may be better then.

Approach (2): Target an Industry Sector

Your knowledge of your own field and your current reading of *The Wall Street Journal* and specialized trade journals should also make it possible for you to uncover a certain problem or weakness that is presently plaguing an industry sector. With some additional research and analysis you may be able to devise a solution for, or at least find a better method of dealing with a problem that falls within your area of expertise.

To illustrate, let's take the banking sector. One of its big problems has been, and continues to be, bad loans that have to be written off. How can banks improve the quality of their loans without becoming too critical on loan applications? A suggestion for dealing with this problem, together with a sample format for submitting this suggestion to a selected group of top banking officials, is outlined in the accompanying box.

Another example is a problem many companies experience in manufacturing a labor-intensive product: competing with imports from countries with extremely low wage rates. If you are knowledgeable in this area, you may suggest that a company (that has not already done so) consider establishing an assembly operation in Mexico's tariff-exempt zone just across the border. More and more American companies are availing themselves of this unique opportunity for lowering labor costs without getting involved in establishing an expensive plant in some faraway country.

In your letter to the company, you'd offer your services to evaluate the feasibility of starting such a "maquiladora" plant and, if it is given the go-ahead, to plan and manage the operation.

These are just two examples of the infinite variety of possible topics you can focus a letter campaign on. Once you have decided on your own topic of interest and formulated a likely suggestion for dealing with it, you proceed as follows:

- Determine the number, types and sizes of the companies (i.e. banks) to be contacted.
- Obtain the names of the officers to whom the letters will be addressed (usually the CEO, COO, EVP, Sr. VP, the VP covering a specific function, or the officer who hires consultants).
- Prepare a form letter indicating the problem as you perceive it and your suggestion for dealing with it.
- Briefly state your credentials as they relate to your suggestion and show why you are especially qualified to

SAMPLE LETTER FOR A CAMPAIGN TO "CREATE YOUR OWN JOB"

Mr. John Jones, President
First National Bank
Main Street
Anytown

Date

Dear Mr. Jones:

A NEW APPROACH TO MINIMIZE DEFAULTS

During the current period of high risk of loan defaults, it is more important than ever to refine your bank's method for minimizing loan defaults.

I would like to suggest that you consider adding OPERATIONAL ANALYSIS as a step beyond Financial Analysis.

Operational Analysis consists of an in-depth investigation of your client companies' management, organization and marketing activities. It supplements Financial Analysis by uncovering weaknesses in their operations that often are not apparent from a financial audit.

It should be applied selectively to certain major client companies that are involved in a currently high-risk business or that warrant a closer look for some other reason.

Operational Analysis could be provided as a prerequisite for extending further credit. It also could be offered as a free or low-cost management consulting service in cases where the bank and the client company agree that such an analysis could be helpful in improving the company's performance.

To set up such a program of Operational Analysis, you need a well-rounded, experienced management consultant on your staff. Such an internal consultant should have a solid industrial background and should also be familiar with banking and finance.

If you feel that your bank may profit from adding a new type of expertise in the form of a VP - Operational Analysis with the qualifications specified on the enclosed sheet, I would like to meet with you at your earliest convenience.

Sincerely yours,

Your Name

Author's Note: This letter illustrates how to submit a suggestion for dealing with a current business problem, in this case in the banking industry. Instead of openly aiming for a new position to be created, e.g. as V.P. Operational Analysis, you could offer your services on a temporary consulting basis as discussed in the article.

implement your suggested plan of action.

- Offer to discuss your idea with the executive and indicate that you may be available on a flexible basis (if you are so inclined), i.e., on an external or internal temporary consulting basis. If appropriate, enclose some relevant information such as an article, etc.
- Do **not** enclose a resume! In fact, try to discourage the executive from referring your letter to the personnel department, e.g., by mentioning that you are not looking to fill a vacancy, but are interested in a unique opportunity to be useful to the company.

In many cases your letter will still be referred to the personnel department for a form-letter reply. However, several of the executives you target *will* reply to you directly or via another top company officer and at least address your suggestion and your offer to discuss the matter in person. One or more of these replies may result in the creation of a new job that did not exist before and for which *you* are a logical candidate.

Approach (3): Target a Business Problem

If Approach Two is not suitable in your case, here is another way to find out about some of the most urgent business problems that require attention. In a certain industry sector about which you are knowledgeable and in which you feel you could make a valuable contribution, simply conduct a telephone survey of ten to fifty top executives.

If you have never conducted a telephone survey, you will be pleasantly surprised how easy it is to interview top executives. With only a few exceptions they will be flattered by having been selected by you for their knowledge of their industry and will provide you with a wealth of information that can be extremely useful in your attempt to create your own job.

When you are ready to start your survey, select the companies which you will interview. Consult a business directory for some basic information about each company, including the names of the top officers. Next, prepare an introduction and a so-called "interview guide"—a list of questions to be asked.

For best results, here are a few guidelines you should follow in conducting your survey:

- Introduce yourself and state that you are conducting a survey on certain current business problems in the XYZ industry sector.
- Mention you believe that the person you are calling is especially qualified to comment in this area.


- Indicate that you would appreciate it if you could ask a couple of brief questions and that it would take just a few minutes of his or her time.
- Ask your questions in an informal, conversational manner, i.e., do not read the questions verbatim.
- If the executive seems hesitant to express him or herself, point out that you will not quote the executive by name.
- Make sure your questions are not naive or irrelevant.
- Shy away from personal or proprietary questions that may cause the executive to terminate the interview.

Using the information you gained from your survey you should be able to formulate one or more ideas for a suggestion that will be of interest to executives in the industry sector in question.

Prior to starting your letter campaign—either to the same companies you have interviewed or to other companies in the same sector—you may decide to write an article describing the results of your survey and your suggested course of action for each specific problem.

Very clean copies of your article could then be enclosed with your letters. The article does not have to be published in a journal, as this would unduly postpone your campaign. But you may indicate that it is being submitted for publication.

The actual letter campaign for Approach Three can be handled in a similar manner as for Approach Two. Your chances of success with these three approaches will depend heavily on your ingenuity in uncovering a niche for yourself and—as in all searches for suitable employment—on your persistence.

Creating your own job is a fresh alternative to simply asking whether there is a vacancy to be filled. Under the three approaches outlined above, *you* take the initiative by suggesting that a certain task needs to be done . . . and that *you* are just the right person to do it. 

Dr. Peter Van der Spek is a management consultant specializing in organization planning, strategic planning and industrial market research. At present he is involved in advanced planning for Sverdrup Corporation, a large engineering firm in St. Louis, Missouri.

SAMPLE OF AN UNUSUAL ENCLOSURE TO ACCOMPANY YOUR LETTER

Suggested Position Requirements

V.P. OPERATIONAL ANALYSIS

Large bank seeks management consultant with extensive, diversified experience to conduct Operational Analyses at client companies and within the bank itself.

This internal consultant will play a role in minimizing loan defaults and further improving the bank's operations.

Candidate must have considerable experience at various industrial companies, banks and consulting firms in market research, management, planning, organization and economic research. Must have outstanding analytical skills and problem-solving ability and be capable of quickly gaining the cooperation of top officers in client companies.

Other requirements include an advanced educational degree, resourcefulness, initiative, writing ability and business acumen. Must be challenged by a variety of complex problems.

Author's Note: *This is a "reverse resume"—in effect a suggestion for a job description for which the company should find suitable applicants . . . and for which you are a logical candidate. Other possible enclosures include an appropriate article you have written or which you have read. But a regular resume is a definite no-no.*

These Sound Tools Can Help You Radiate the Poise and Self-Confidence of a Great Communicator

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Why Good Communication Is Vital

Have you ever noticed how established leaders—and the younger person whose star is rising—command more attention, respect and admiration? They may not be any smarter, any more aggressive or capable than their peers. But they all have *one thing in common—the ability to say what they mean clearly and incisively*.



TEST DRIVE any or all three of these audiocassette programs for 30 days **RISK-FREE!**

Our stature in today's society—on and off the job—is largely determined by how effectively we voice our thoughts and ideas to others. In America we did away with kings and queens, dukes and duchesses, with “sir” this and “lady” that. Yet, whenever we speak, all within earshot make a judgment as to where we fit in the scheme of things.

Presentation and Persuasion

As a member of Toastmasters International, you may already have studied diction and usage, or taken courses in public speaking. Fine. Any or all of these audio programs will still help you polish and perfect your verbal skills and presentation.

With tape cassettes, it takes no time from your busy schedule to review your progress as a speaker. You listen and learn at your convenience . . . as you drive to and from work or between appointments . . . or while relaxing in your home or office. You'll be amazed at the results—not only in your speaking ability, but in your ability to sell ideas to others.

Probably no other skill increases your effectiveness more than knowing what to say and how to say it. Being able to present your ideas with confidence and persuasiveness. As a good communicator, you're able to “chair” meetings, introduce guests, speak at important functions and participate more actively on committees. In every situation, wherever you speak, people will listen—you'll gain their respect as a knowledgeable and competent person. In short, the power of words can help you build a better future.

The Ripple Effect

The way we use the spoken word also affects the future of our children. If our speech is good, theirs will be good. Moreover, our and their ability to think is limited by vocabulary. We think with words. It's hard to think of things we can't put a name to.

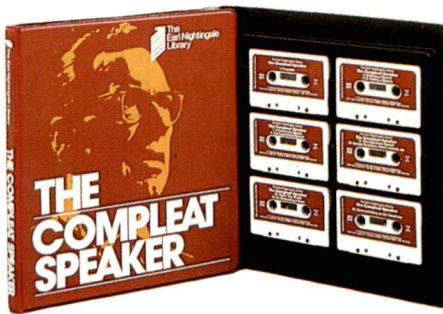
These are just a few of the reasons why your vocabulary and speaking skills are so important . . . why you should take advantage of this special offer today.



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by Earl Nightingale

No matter what your career objectives are — *Communicate What You Think* will help you achieve them. You'll do a better job in selling ideas, plans or procedures to associates or customers. Your sales presentations will sparkle. Your turn at the conference table will be a happier, more rewarding experience. More people will tend to seek you out at social events and want you to head up community projects. Even your written reports, letters and memos will get more attention—and action. In 20 fact-filled enjoyable audio sessions on six cassettes, you'll discover how to transmit messages from one person to another without sacrificing meaning or intent . . . how to build a speech from a formula . . . how to say something worthwhile and still leave your audience feeling good . . . how to prepare visuals that help your audience "get the picture."

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Enclosed is my check (or charge to credit card below) for payment in full including charge for handling and shipping.

Charge Credit Card: MasterCard VISA
 American Express Diners Club Carte Blanche

Exp. Date ____/____/____ Signature _____

Credit Card Acct. No. _____

NAME _____

COMPANY _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

TM5C

BREAKDOWNS

(Continued from Page 7)

Communication breakdowns often occur because the receiver has poorly-developed listening skills.

The story is told of the secretary who, after several critical incidents, came to the conclusion that her boss was so pre-occupied with paperwork he was unable to hear most of what she said.

To test her hypothesis, she arrived late for work the following morning, entered the office and said, "I'm sorry I'm late but I had to pick up my ticket to Brazil. You see, I've been embezzling company funds and now that I've reached my goal, I'm off to Rio." The harried executive gazed up from the mass of papers on his desk and replied, "Well, at least you're here; can you get me the notes on the Carter proposal?"

In school we spent a lot of time learning to read, write and speak, but little time learning to listen. Case in point: One school system in Minnesota offered a course in public speaking which was so popular the number of sessions had to be doubled. However, a course in listening skills which was offered concurrently had to be cancelled when no one registered for it.

This example clearly illustrates that while most people are concerned with speaking, few, if any, are aware of the importance of developing effective listening skills.

Effective communicators must not only develop listening skills, but must also increase the amount of listening they do. Those who have authority—managers, teachers, coaches and legislators—do a lot of talking, while dependent people—subordinates, athletes and students—find themselves doing the listening.

This prevailing pattern must change if effective two-way communications are to be established. Initially managers should plan to spend as much time listening as they do talking.

There are several steps you can take to increase the likelihood of the receiver listening to and retaining the information you wish to convey. First you can set a good example, for the more effectively you listen and respond to the receiver, the more likely he/she will listen carefully when you speak.

Second, you can encourage the receiver to ask questions and take notes. Finally, you can motivate the listener by emphasizing why the message is important to him/her.

Interpretation

Even if the receiver has listened carefully to the message, communication

breakdowns can still occur as a result of misinterpretation. Each of us interprets and acts upon the sender's message based upon our past experience and present frame of reference. Our wants, needs, attitudes and beliefs influence how each message will be interpreted.

To illustrate, when the president of a manufacturing company states, "Times are hard and every employee must constantly work to increase productivity," the manager of research and development may interpret the president's

NEVER USE A LONG WORD WHERE A SHORT ONE WILL DO.

statement as needed recognition for his/her work group.

On the other hand, the production manager may think the new machines he requested in his capital budget will finally be delivered, while the personnel manager reviews the seniority roster for the names of those who will be laid off. All heard the same message, yet each interpreted it according to his or her own personal agenda.

Closely related to the interpretative process are the concepts of denial and selective perception—people hear what they want to hear. During an employment interview, for example, an applicant may filter out any negative information regarding his or her qualifications while magnifying the positive comments.

While the applicant may leave with the impression that he meets all qualifications and will be receiving an employment offer, the interviewer may have concluded that he did not meet the selection criteria.

The conclusion is obvious. The same message can be, and often is, interpreted in different ways. It is difficult to prevent breakdowns at this point in the communications process; however, it is worthwhile for the sender to consider the receiver's frame of reference before initiating communications.

Many communications breakdowns occur when senders fail to receive feedback necessary to assure them that a message was understood as was intended. We often rely upon visual feedback systems such as facial expressions, head movements or verbal feedback contained in comments like "I see" or "uh huh" to convey understanding.

Receipt of these or similar signals, however, cannot always be relied upon

as proof positive of complete understanding. Many times the receiver, in an effort to prevent embarrassment when the message is unclear, may still nod in agreement.

A proven method of testing complete transfer of information is to ask the receiver to repeat or rephrase the instructions as given. When testing understanding this way, be careful to use open-ended questions—those which cannot be answered with a "yes" or "no."

When the receiver states his or her interpretation of the message, the sender can determine if the message was understood as intended.

You don't need to repeat this process every time you send a message. However, if you use it occasionally you'll encourage the receiver to listen more carefully and clarify any misunderstandings.

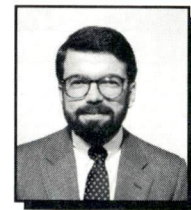
Summary

Managers are called upon daily to use their communication skills in planning, controlling, directing and staffing. They must give complete instructions, outline realistic objectives, listen effectively and speak clearly if breakdowns in the communication process are to be kept to a minimum.

Of course it requires commitment and practice but by following the basic principles outlined below, managers can be reasonably sure their communications will produce results they expect:

- Think through your purpose
- Use simple and precise words
- Present ideas in logical order
- Select the appropriate channel
- Motivate the listener
- Obtain feedback

These principles should help the machinery of communications run smoothly. 🗣️



Psychology.

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and development.

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VERBAL SKILL IS ONLY ONE OF THE MANY PROPS
IN A GOOD COMMUNICATOR'S BAG OF TRICKS.

Your Image as a Public Speaker

by Kathleen Bishop, CTM

You are standing in front of a group of people ready to begin your presentation. As you glance around the room you see all sorts of unfamiliar faces staring back at you. Your heart is racing and your palms are clammy. Your mind is rushing through all the things you learned at Toastmasters while you are trying desperately to remember the first line of your speech.

Does this scenario sound familiar? Are you ever really sure when you approach the lectern that you are following protocol? Are your communication skills up to par and what areas could stand to be improved?

Being an effective speaker does not simply mean mastering the skill of standing before a group and saying what's on your mind. Verbal skill is only one of the many things in a good communicator's bag of tricks.

Personal Appearance

It has been said, "You never get a second chance to make a first impression." That being true, your personal appearance is a vital part of your effectiveness as a speaker.

Before you leave the house to make your next presentation stand in front of a full-length mirror and take a good look at yourself. What do you see? Check your posture. Are you standing up straight and tall and presenting an image of authority and self-confidence or are you slouching



Illustration: Geoffrey Krueger

and lifeless?

Be aware of your clothes and personal appearance. Are your clothes clean and pressed? Are you freshly bathed? Are your hair and nails clean and manicured? Do you need to gain or lose some weight to present a more professional and self-assured appearance?

Because television has made such an impression on the American public we have become a visual society. We believe that "what you see is what you get." Personal grooming is one good way to assure that you start off on the right foot and give a positive first impression.

Voice

The second thing people will notice about you is your voice. From the moment you open your mouth to speak you can either win or lose your audience. Winning them and

getting their undivided attention, right from the start, is what you are working for at Toastmasters.

To help you improve your speaking voice you must hear what you sound like to other people. The next time you give a presentation bring a tape recorder and have someone record you. At home play back the recording and listen for several things.

Is your voice so soft that people in the back of the room have to strain to hear you or so loud that people in the front of the room are taken aback? Check it for pitch, tone and inflection. Are you lulling the audience to sleep with a monotone voice or is your pitch so high you could break a crystal goblet?

No one likes the way their voice sounds on a tape rec-

order so it is a good idea to have someone else listen to your tape a few times and critique your vocal qualities.

Be aware of your vocal assets and faults and work to improve them. Give your audience a voice that is interesting and pleasing to listen to.

Body Language

Often times your body language reveals your true feelings. Learn to be aware of what you are saying with your body and you will be a more effective and believable speaker.

You will give your true feelings away if during your presentation your voice is loud and assertive, yet your eyes are cast downward and your hands are hanging limply at your sides. When asserting yourself vocally your eye contact should be steady and strong. Your hand gestures should be appropriate to your words; they should add emphasis to word meanings.

When you are practicing your speech at home have a friend or family member watch and tell you when your body language is not conveying what your words and voice are trying to say.

Mental/Emotional

When you stand up to give a presentation at a business meeting or town council there will be times when audience members are on the other side of the issue. It is not easy to address a hostile audience and it takes special skill and talent to keep your emotional cool in those situations.

However, if you desire to be an effective communicator you must learn to speak in all kinds of situations, friendly as well as unfriendly. As the speaker, you should always be considerate and aware of other people's feelings and opinions, even when they do not agree with yours.

Under no circumstances should you ever bust into a fit of rage or anger in front of your audience. It is not only unprofessional, but you will instantly lose your audience, even those people who may at one point have been in agreement with you.

Credibility is also important to every speaker. The audience deserves to get the best possible presentation you can provide. The information you disseminate should be accurate and truthful, and when you quote someone remember to attribute. You never know when someone in the audience may have heard the speech, statement or thought before and may recognize it as someone else's material.

Be sure to speak on subjects you have mastered and feel confident with. Your reputation as a speaker/communicator will follow you the rest of your life. It's

up to you whether it will be a good reputation or a bad one.

By participating in Table Topics you can learn how to organize your thoughts on the spur of the moment and follow through with a thought from beginning to end. When necessary, let your natural intelligence or instincts take charge. By

LOOK AND SOUND LIKE YOU KNOW WHAT YOU MEAN.

weaving your own life experiences into your speech or presentation you can make a dry or technical presentation more interesting and enjoyable.

Besides using your life experiences, keep up to date on other people's experiences by being well-read. It is not only important to keep up to date with current events and your area of expertise, but you should make sure you have a good working knowledge of the English language, and that you put it to use.

Once you stand up in front of that audience, whether it's at a small business meeting at work or a major gathering at the local union hall, show enthusiasm about your subject matter and let the audience know that you care about them as human beings. Learn to relate to them and refer to the members of the audience during your speech.

Before you begin your presentation, acquaint yourself with several people in the audience and use their names during your talk. If your presentation includes audience participation call on audience members by name to ask their opinions or thoughts on your topic. Let your audience know you have prepared this presentation with them in mind and that they are the most important people to you.

Showing disinterest or making statements that indicate you do not know who your audience really is can be very dangerous. For one thing you will never get invited back to make a second presentation and you'll be lucky if you don't get thrown right off the stage.

Be an asset to your Toastmasters club. Represent them and yourself in the best manner possible. Credibility, honesty and enthusiasm about your subject matter will make you a well-respected and sought-after speaker.

Speech Preparation

The last thing for you to think about when honing your skills as a public speaker is the speech itself. Writing your

presentation will be easy after all the rest. Once you look and sound like you know what you mean, people will begin to believe what you say.

Begin your speech preparation by learning all you can about your audience. Next write a theme and objective for your presentation. Once you have these thoughts clearly in your mind and on paper, create your speech with an exciting opening, concise body and gripping close.


Use colorful and descriptive language to get your point across. Don't beat around the bush; instead say what you mean and try to avoid extremely technical terminology, slang or jargon. For a change of pace use some audiovisual aids or demonstrations during your presentation.

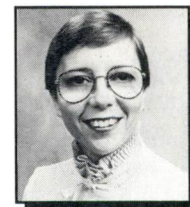
Spend time practicing your speech so it flows smoothly and try to get someone to listen to you at least once. Getting an outside opinion of how it sounds can be very helpful. Ask someone to give you a written critique so you can review it at your own pace and make any changes necessary to improve your presentation.

And lastly, write a short, concise introduction of yourself and give it to the person who will be introducing you. A poor introduction or no introduction at all can ruin a well-prepared speech.

Conclusion

Your audience can only see what you allow them to see. Begin today to work on improving your image as a public speaker by reviewing and itemizing your attributes and faults. Then start working toward turning those faults into assets. You can be a successful communicator and respected orator in your community, on the job and at Toastmasters.

A good communicator is not just the person who writes the best speech. Communication is a complex giving and receiving of messages which requires the whole person—body, mind and soul. Unless you are willing to share all those things with your audience your communication skills will lack the ingredients that can propel you to success. 



Kathleen Bishop, CTM, is Treasurer of Plantation Toastmasters Club 2582-47 and Area 23 Council Secretary. She is a professional speaker and trainer specializing in

motivation, communication and image. She is also a member of the National Speakers Association and Secretary of the Florida Speakers Association.

THE 28th PRESIDENT OF THE U.S., WOODROW WILSON WAS NOT A CHARISMATIC ORATOR, BUT WAS A POWERFUL MASTER OF WORDS.

Woodrow Wilson: Word Wizard

by Paul J. Cathey, ATM

If you study the austere, pinched face of Thomas Woodrow Wilson you would scarcely visualize him as a dramatic, charismatic speaker. He looked like what he was—the intellectual, cold schoolmaster who broke his heart and his body trying to get America into his idealistic League of Nations.

Yet, surprisingly, the United States' 28th President (1912-1920) was a commanding speaker, a wizard with words who interspersed his talks with dry Scottish humor and the limerick rhymes he loved.

The son of a long-winded Presbyterian minister, Woodrow grew up with his father's love of language and verbal expression. As a youth Wilson worked hard to become the best speaker—if not the best orator—he could be. It was words and the ideas they expressed that attracted him.

In *Thomas Woodrow Wilson—A Psychological Study*, by Sigmund Freud and William C. Bullitt, the authors explain, "His father had given Woodrow a concentration of interest in speech. All his life he had the same concentration. He always did badly in studies unless they were connected with speech. To learn enough about a subject to make a speech about it was his objective. If a subject was somehow connected with speech, he did well . . .

"He took no interest in mathematics, science, art or music—except in singing himself, a form of speaking. . . the use of his vocal chords was to him inseparable from thinking."

Wilson and Toastmasters

What can Wilson and his speeches teach Toastmasters? Certainly much about choosing the right words and using them effectively. And we can learn much from him about how to package and present complex, intellectual material in a smooth, effective manner.

Wilson's speaking career—and life—contained many events Toastmasters can identify with. For instance, debating and parliamentary procedure, important parts of the Toastmasters program, were more than an interest for Woodrow Wilson. They were a vital part of his speech training.

As a youngster he insisted a boy's



baseball club follow Robert's Rules of Order in its meetings. In his first year at Princeton University he joined a debating club, writing its constitution. On one occasion he refused to take part in a mock contest because he would have to support a side against his convictions!


To perfect his speaking abilities, young Wilson walked in the woods at Princeton and delivered Edmund Burke's orations to the trees. He stood in front of his mirror, just as Toastmasters often do, and practiced gestures. When he returned home for vacations or holidays he went into his father's pulpit and to an empty church delivered the speeches of Demosthenes, Patrick Henry, Daniel Webster, John Bright and William Gladstone.

At the University of Virginia he also joined debating societies, and was chosen president of one of them. And at Johns Hopkins, where he obtained his doctorate in government, he drew up a constitution for a debating society modeled on the British House of Commons.

Says Arthur Walworth in his book *Woodrow Wilson*, "At Virginia there were two competing debating societies, the Washingtonian and the Jeffersonian. Wilson joined the 'Old Jeff.' Here he could indulge freely in debate. Immediately he attracted his fellows by suggesting lively subjects for argument, fresh themes that were of current concern to the man in the street, issues that were being aired in the press, topics on which he had thought much himself."

But there is little to be learned from Wilson about dynamic delivery, strong gestures and vibrant vocal variety. Words were the magnetic lodestone that attracted Wilson throughout his life. And while Wilson inherited his love of speech from his father, father and son continually conflicted.

Joseph Ruggles Wilson wanted his son to become a minister. Woodrow didn't see it that way. The field of politics was his first love. And, according to his biographers, all his life Woodrow was both pleasing his father by speaking



Woodrow Wilson

and defying him by turning his back on the ministry.

An Enigma

Woodrow Wilson was an enigma in his speaking relationships. With his family he was relaxed and humorous. With small groups and in one-on-one political situations he was cold, unbending and colorless. But from the lectern before large groups he was highly effective.

In a special issue on the American presidents, *Time* magazine commented on Wilson's dichotomy this way: "From the protection of the podium, he could move men deeply, and with his own family and a handful of intimates (he never had more than a few), he could be charming, tender and totally without stiffness.

"He liked to dance jigs, sing music-hall melodies, recite nonsense rhymes and limericks, tell dialect stories. He loved the common man sincerely in the abstract; it was actual contact with him that he shrank from. Wilson put it this way: 'No man would, on account of my Scotch physiognomy, ever familiarly slap me on the back in a hail-fellow-well-met way. I should hate it.'"

Reflecting on this Wilson wrote a friend, "I have a sense of power in dealing with men collectively which I do not always feel in dealing with them singly. In the former case the pride of reserve does not stand in my way as it does in the latter. One feels no sacrifice of pride necessary in courting the favor of an assembly of men such as he would have to make in seeking to please one man."

His daughter, Mrs. Eleanor McAdoo commented, "As I search for my earliest impressions of father, I realize I was conscious of him as a voice, laughing, singing, explaining things; he stirred a sense of beauty in me, and gave me a vague but warm sense of protection and security."

In his book *Masters of Speech—Portraits of Fifteen American Orators*, Edgar Dewitt Jones devotes a chapter to Wilson, with views such as, "He was fond of reading out loud, and the mem-

HIS VOCABULARY WAS POSSIBLY THE LARGEST OF ANY MAN IN AMERICAN PUBLIC LIFE.

bers of the household loved to listen to the music of his voice, so rich and impressive of timbre. He read poetry with understanding and with the right inflections. He knew how to interpret a word by the appropriate emphasis and he could shade or color a meaning to a nicety."

The Political Path

Because of his father's ministry, it is easy to see why the spoken word fascinated him. But why did he decide to employ it in the political arena?

Like his own father, his mother's father was also a Presbyterian minister. Therefore in 1875 Wilson entered Princeton University more or less committed to a career in the church. But in his sophomore year this focus was abruptly changed.

Say Freud and Bullitt, "One day he happened to draw from the library a bound volume of the English *Gentleman's Magazine*. In one issue he found an article entitled 'The Orator'... the article described the orators in the House of Commons praising especially William Gladstone and John Bright... It lauded Bright's moral earnestness and concluded, 'To an orator this atmosphere of sincerity and honest conviction is a mighty power!'

"Tommy Wilson read the article, and at once felt that he was like Gladstone and Bright. He, too, could debate with moral earnestness. He would lead men by his oratory.

"He would conquer the world by his moral earnestness and his choice of words and gestures. At once he wrote his father, announcing he had found at last that he had a mind."

And while his father and mother read this news with displeasure, their son was sitting in his room at Princeton writing out visiting cards inscribed

Thomas Woodrow Wilson, Senator from Virginia.

His route to the White House was not through the Senate, however. His career journey led from President of Princeton to Governor of New Jersey and finally to U.S. President in 1912, in a victory over two great orators, William Jennings Bryan and Theodore Roosevelt.

A Rhetorician

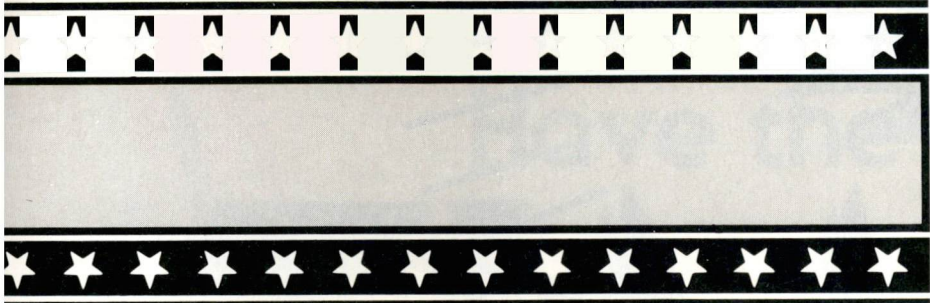
But ironically Wilson was no orator. He lacked the enthusiasm, the fire, the booming voice of Bryan or Wilson's own great idol, William Gladstone. DeWitt Jones labels Wilson a "rhetorician" and adds, "To be an orator of the first rank requires a commanding presence, an impressive voice, a magnetic personality and something of the actor's talent.

"The chief stock of a rhetorician is his mastery of words and gift of epigram... In the sense that (W. Jennings) Bryan and (Daniel) Webster were orators, Wilson was not. He was not a natural orator with whom public speaking was the first and greatest gift.

"Unless he was the spokesman in some national crisis, Mr. Wilson was not an orator for the masses. He was too intellectual, his diction too finely graded.

"... In order to popularize the gift of eloquence a speaker must unbend and let himself go... Mr. Wilson would not as a rule do this, and it is doubtful if he could... He could not address an audience on any subject at any time and hold them spellbound, a trick that the natural orator can always do."

Yet, having said this, Jones adds, "His speeches depended for their effectiveness upon their content, although their style was always distinctive and they were delivered with something of the grand air. Also, it should be said



of Wilson that he rarely made a dull speech and was seldom guilty of a platitude."

Wilson's Style

What were the chief attributes of Wilson's style? Says DeWitt Jones, "His presence was good, though not extraordinary. He was about six feet in height, slender, of dignified and aristocratic bearing. His face was not handsome, but it was strong and distinguished, particularly the forehead and the nose.

"The jaw was long and lean, suggesting that feature of Andrew Jackson. He stood perfectly at ease before an audience, gesturing not often but appropriately. The Wilson voice was not of great volume, nor especially musical, but it was strong, flexible, cultivated and pleasing. It usually served him well. His audience heard him without difficulty. It was a good voice without being notable..."

Although his appearance belied it, Wilson's humor came through at public moments. In 1912, while running for U.S. President, he recited his favorite limerick for an audience in Illinois:

For beauty I am not a star,

There are others more handsome by far;

But my face I don't mind it,

For I am behind it;

It's the people in front that I jar.

"Wilson's vocabulary was distinctive and unusually large—possibly the largest of any man in American public life.

Certainly he was a connoisseur of words. Frequently he used new and unfamiliar words or old words in a new way," says DeWitt Jones.

As a phrase-maker he was outstanding. Consider these: "The world must be made safe for democracy. Washington gave America her liberty; Lincoln's gift was the heart. There is a tide running in the hearts of men. But the right is more precious than the peace. Open covenants of peace openly arrived at."

Repetition of key words and phrases has been a hallmark of speakers since oratory began. Wilson did not neglect it. In a tribute he paid to his grand-


parents in a church in England he used the word "remember" four times and the word "remembering" once in the span of three sentences.

Note the effective use of "importance" in a speech given in 1919: "Compared with the importance of America, the importance of the Democratic party, the importance of every other party is absolutely negligible."

He concluded his first inaugural address in 1913 this way: "This is a day of triumph; it is a day of dedication. Here muster, not the forces of party, but the forces of humanity. Men's hearts wait upon us; men's lives hang in the balance; men's hopes call upon us to say what we will do. Who shall live up to the great trust? Who dares fail to try? I summon all honest men, all patriotic, all forward-looking men to my side. God helping me, I will not fail them, if they will but counsel and sustain me!"

The Message He Left

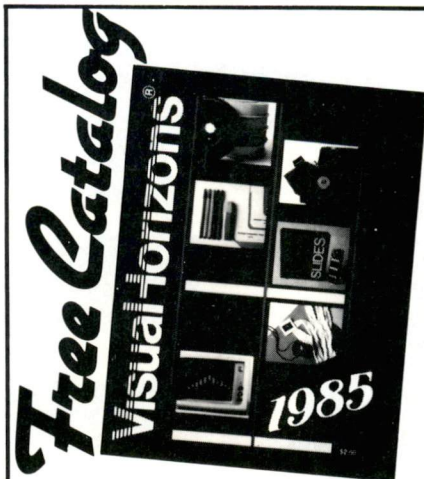
The final measure of any speaker depends on the message he leaves—or neglects to leave—in the minds of his audience. DeWitt Jones sums up Wilson in this fashion: "The eight years of his occupancy of the White House gave him his place in the sun as an orator of the first rank. As a spokesman of the allied hosts against the central powers in World War I, Wilson's words marched in battle and were as deadly as torpedoes.

"In truth, no President has left a more opulent legacy of speeches on both domestic and international subjects than has Woodrow Wilson." 



since 1958, Mr. Cathey has written 22 articles for The Toastmaster magazine.

Paul J. Cathey, ATM, is a member of Independence Club 1907-38 and a former District 38 Governor. A retired business editor, he is now a freelance writer. A Toastmaster



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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.



Practically everybody complains about not having enough time. "If I just had a couple of more hours every day, I could keep up with what I need to do."

"Gosh, I'm sorry that report isn't ready yet, but time ran out on me."

"This is an awful week. I've got too much to do, and too little time to get everything done."

"I should have written that letter two weeks ago, but I never had a spare minute."

Sound familiar? Probably so. But unfortunately, the majority of us handle time the way Mark Twain said people handle the weather—always complaining about it, but doing nothing to solve the problem.

Yet with just a little effort you can reduce your time-related problems con-

siderably. In your professional, social and personal lives, attention to a few simple techniques will improve time management very visibly. Thousands of hurried and harried individuals have done this—and so can you.

Undoubtedly you've read some of the standard hints about planning and setting priorities and keeping systematic records of where your time goes. In addition to those widely-accepted guidelines, I recommend you try several more specific steps for gaining control of the clock and the calendar.

I refer to my less publicized habit-changers as "ten tips on time." Let's consider them now.

(1.) Avoid Long Lines

Waiting in line wastes time. So avoid long lines through simple planning.

Do you visit the bank late on Friday? If so, sometimes you waste thirty min-

START HAVING THE TIME OF YOUR LIFE IN
THE RICHEST SENSE OF THAT PHRASE...

Have the TIME of Your Life

by Dr. William Lampton

...es waiting behind six or more people. Your lunch hour isn't advisable. Too many other people choose the same time. Skip Monday mornings too. Less crowded times are mid-morning or afternoons on most other days. Or consider using automatic teller stations, where there's usually no line.

When do you pay taxes or get your car registration tags? Don't tackle these chores the first or last week of the month, but in between. Remember, handle this by mail when you can.

Think about other lines you may have to wait in: at groceries, ticket counters, restaurants. There's a "prime time" to be there, so find out when that is. You're managing your time well when you are "out of line."

2.) Use Your Waiting Time

However, since it's not possible to eliminate waiting time entirely, we need to learn to use waiting time constructively.

Recently a lady complained that she and others had wasted two-and-a-half hours waiting for a doctor's appointment. She was upset because for each patient 150 minutes were totally nonproductive.

I wanted to ask her, "Was the complete waste of that time unavoidable?" Could she and the people around her have done something besides flip through old magazines and chat about how long

each of them had been delayed?

Of course there were options. First, they could have predicted from experience there would be some waiting time, and second, brought along items that needed their attention.

In two-and-a-half hours you could read 100 pages in a book, finish a classwork assignment, write letters, prepare for the next day's meeting or read a professional publication.

Keep this suggestion in mind. Don't let waiting time equal wasting time. Plan ahead, then move ahead, while others around you are falling behind.

(3.) Work While Traveling

Those whose jobs involve travel say frequently, "My road time keeps me way behind on paperwork, planning and learning." Yet this doesn't have to be the case. We can use our transit time instead of losing it.

Traveling alone by car provides an excellent opportunity to catch up on your dictation. Salespeople can dictate reports of sales calls just completed before they forget important details.

Or drivers can listen to recorded instructional tapes. Recently I bought the recordings of two conference sessions I had missed, then listened to them during my next three-hour car trip.

You can be productive even when you're traveling with others, discussing

future projects or sharing ideas. The passenger jots down notes.

On commercial airlines, you're free to read, study materials stored in your briefcase and write letters or memos. Clearly, while you "keep on trucking" you can keep on working.

(4.) Use the Telephone Wisely

The monthly long-distance telephone bill shocks us. I'm convinced that we'd also be shocked by a statement showing the time spent on local calls, and how heavily this has cost us in wasted minutes.

So consider these steps toward greater telephone efficiency:

- Keep a list of frequently called numbers handy, so you won't have to look them up.
- Outline what you intend to discuss. This reduces rambling.
- Collect materials you'll need to refer to, instead of finding them while you talk.
- When a secretary says, "Will you hold, please" reply with, "I'll just leave my name and number for a return call."
- Don't accept calls when you're working on a tough project. Interruptions destroy concentration. Say you'll call back later.
- Learn to end conversations tactfully. Try saying, "Thanks, I'll check with you again on this."

- Take notes while you talk, so you won't forget what was said during the time you consumed.

(5.) Learn to Say No

The musical *Oklahoma* included a song that complained, "I'm just a girl

need it? Surprisingly, that's possible in certain cases.

Larry, a busy Kentucky banker, did just that. Late one afternoon, he said he had already flown to Chicago and back that day and had concluded a major financial deal. Larry commented

one) we can't solve a problem or promote a project. I disagree! I suggest that we can eliminate numerous meetings.

One way is to make a decision ourselves. Often we might find that the group we were supposed to meet with would trust our judgement, and in fact appreciate our time-saving initiative. Or we could call together only top executive officers. In most cases, other members won't mind. Also, we could get the group's opinion another way, through a few telephone calls or a short questionnaire.

I wish more people would start saving time this way. Until they do, I'll hear secretaries say, "No, he can't return your call today, he's in a meeting." And probably when he returns my call tomorrow morning, I'll be in one too!

(10.) Reserve Free Time

Because time management consultants recommend working out a thorough daily schedule, some of us respond by scheduling our days too tightly. Predictably, that schedule becomes obsolete quickly and we run 30 minutes or more behind.


Recently a successful manager told me he knows it isn't possible to control every working minute. He expects people will drop in. Phone calls will consume additional minutes. His boss might call him into a conference. So he refrains from booking every hour of the day. This way, he can adjust to interruptions.

Remember, too, you can't always judge precisely how long events will take. The anticipated half-hour conversation stretches to 45 minutes or the trip across town takes 10 extra minutes because of heavy traffic.

So try scheduling only 75 percent of your time. Invariably the other 25 percent will fill up quite profitably.

Time of Your Life

In closing, I'll quote Benjamin Franklin, who asked, "Dost thou value life?" Then he answered his own question: "Then do not squander time, for that is the stuff life is made of."

These ten tips will help you overcome time-squandering. Stated more positively, they will enable you to become a time-finder. Then you can start having the "time of your life" in the richest sense of that phrase. 

TRY THE 'SWISS CHEESE' APPROACH TO PUNCH HOLES IN OVERWHELMING PROJECTS.

who can't say no, I'm in a terrible fix." The lyrics offer excellent advice. To control our time well, we must learn to say NO—to decline some attractive requests for our involvement.

People will ask you to serve on a committee, join a civic club or play bridge. If you accept all these invitations, you'll resemble the fictional character who "mounted his horse and rode off in all directions."

Fortunately, most people will graciously accept your reply that you "have a previous commitment and can't do that today." You can even tell your boss, "No, I can't finish that report today because of my afternoon meeting."

No isn't just negative. No declares *positively* that *you* control your hours and days.

(6.) Borrow Time from Yourself

You can borrow time from yourself. Think about that. We have certain blocks of time we call our own: the lunch hour; late in the afternoon after work; the evening, when we watch TV or read. We consider the weekend our special private time. And of course we reserve time for sleep.

I advise you to list these hours *you* control. Then list some desired activities you haven't been able to do. Examples:

- The new recipes you want to try making;
- The books or magazines you haven't read;
- The letters you didn't write.

Now, decide what's most important—maintaining all your uncommitted time, or completing some items on the "wish list." You may decide to stay after work an hour or set your alarm an hour earlier to accomplish something extra.

Someday you can pay this borrowed time back to yourself by ending your duties an hour earlier or sleeping an hour longer.

(7.) Buy Extra Time

Can you purchase time when you

that though his trip was costlier than a car trip, he had used the time he had "purchased" to transact some other important matters in his home bank.

If you're a student (as many people beyond traditional college age are) what happens when you need your term paper typed? Do you do it yourself, or pay someone to type it for you? If you hire a rapid typist, you'll save 100 percent of your time by spending a few dollars.

Often the cost of a long-distance call is worth the time you gain. And the price of a babysitter frees you to accomplish what you couldn't at home.

The old adage, "time means money" is correct. With a little thought, you can also turn your money into time.

(8.) Overcome Procrastination

Procrastination ranks among the deadliest time-wasters. How do we defeat this habit? Two simple steps will help.

First, write down a description of the required action in enough detail to divide it into manageable portions. One writer calls this a "swiss cheese approach." You don't attempt the entire job all at once—you "punch holes in it" and reduce it to bite-size pieces.

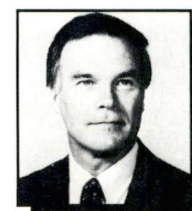
Second, select a starting point: an activity that is rather elementary, pleasant or interesting can be accomplished quickly, and will have visible results. This encourages you to get going. And starting with an attainable project builds confidence.

If you can't make yourself iron the clothes today, at least stack them. If your schedule won't allow six phone calls, then jot down the names and numbers for tomorrow.

(9.) Eliminate Useless Meetings

A friend sent me a sign that says, "Too many meetings are held for no other reason than it's been a month since the last one."

That reflects what I call our "mania for meetings." We assume that unless we hold a meeting (and usually a long



William Lampton, Ph.D. is Director of Development and Institutional Relations at Georgia College in Milledgeville, Georgia.

HALL of FAME

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Aurora 750-U, Anchorage, AK

NEW CLUBS

4583-F Cal Fed Filibusters
Rosemead, CA—Thurs., noon, California Federal Savings & Loan, 1515 Walnut Grove Ave. (571-3075).

4561-4 Voices of Vadic
Milpitas, CA—Mon., noon, Racal-Vadic, Inc., 1525 McCarthy Blvd., Training Room (946-2227).

1392-6 Mac Yawners
Minneapolis, MN—Thurs., 7:15 a.m., Minneapolis Athletic Club, 615 Second Avenue South (870-5404).

4238-7 LaPine
LaPine, OR—LaPine Inn, Highway 97 Foss Rd. (536-1248).

935-9 Seaport
Lewiston, ID—Thurs., noon, Agriculture Insurance Administrators, Lewis-Clark Plaza (743-6507).

3345-11 Castleton
Indianapolis, IN—Tues., 7:30 a.m., Aetna Life & Casualty, 6081 E. 82nd St.

837-18 Chesapeake
Crofton, MD—2nd & 4th Thurs., 7:15 p.m., Widow Brown's Restaurant, Junction of Highways 3 and 450 (484-8830).

4730-24 Articulators
Hartington, NE—Mon., 7 p.m., N.P.P.D. Office, 410 N. Broadway (254-6843).

1530-25 Sohio
Dallas, TX—Wed., 11:35 a.m., Sohio Petroleum Company, Two Lincoln Centre, 5420 LBJ Hwy., Suite 100 (387-5013).

4015-25 Plano Talkers
Plano, TX—Tues., 7 a.m., Denny's Restaurant, 1830 N. Central Expressway (495-4813).

3975-26 Loveland Sweet Talkers
Loveland, CO—Tues., 7:15 p.m., Moore Realty, 1327 Eisenhower Blvd. (667-4053).

2564-30 Amoco
Naperville, IL—1st & 3rd Thurs., 4:45 p.m., Amoco Research Center, Warrenville at Mill Road (420-4971).

4647-30 UNICOM
Chicago, IL—2nd & 4th Wed., 11:30 a.m., United Way, 125 S. Clark St., 13th Fl. (580-2648).

4485-30 Glenwood

Glenwood, IL—1st & 3rd Thurs., 7:30 a.m., Glenwood Village Hall, 13 S. Rebecca St. (755-3800).

4816-31 Communicat

Milford, MA—Tues., 7 p.m., Waters, 34 Maple St. (478-2000, x 2273).

1963-33 Tulare

Tulare, CA—Thurs., 6:45 a.m., Neilsen's Restaurant, 137 S. "M" (732-2660).

2913-36 DCICPA

Washington, D.C.—1st & 3rd Mon., 8 a.m., NAS Joseph Henry Bldg., Rm. 240, 2100 Pennsylvania Ave., N.W. (625-4686).

4753-42 First Expressions

St. Paul, Alta., Can—Tues., 6 p.m., Donald Hotel (645-2551).

2798-49 West Maui Whaler's

Lahaina, Maui, HI—Wed., noon, Territorial Savings & Loan, Lahaina Square (667-6991).

4066-52 Master's of Excellence

Malibu, CA—Wed., 12:15 p.m., Pepperdine University, 24255 Pacific Coast Highway (456-4395).

3887-53 Silver Tongued Orators

Kingston, NY—1st & 3rd Tues., 7:30 p.m., Edmond's Country Inn, Albany Avenue (331-8826).

3393-56 Metropolitan Executive

Austin, TX—2nd & 4th Fri., noon, Headliners Club (American Bank Building) 221 W. 6th St. (451-7268).

2501-61 Charlesbourg

Charlesbourg, Que., Can—Fri., 7 a.m., Sportheque De Charlesbourg, 905 De Nemours (626-4403).

3796-69 Waterloo Bay

Brisbane, Qld., Aust—1st & 3rd Tues., 7:30 p.m., Shire Clerks Cottage, Leisure Centre, 241 Tingal Rd. (3962712).

5697-69 Main Roads

Brisbane, Qld., Aust—Tues., 12:15 p.m., 10th Floor of the Main Roads Building, Boundary Street, Spring Hill (834-2620).

5698-38 Meadowmasters

Newtown Square, PA—Thurs., noon, ARCO Chemical Company, 3801 W. Chester Pike (359-2535).

3213-25 Red Eye

Dallas, TX—Thurs., bimonthly, 4:40 p.m., V.A. Medical Center, 4500 S. Lancaster (298-1768).

5700-31 Infiltrators

Bedford, MA—Wed., 11:59 a.m., Millipore Corporation, 80 Ashby Rd. (275-9200).

2900-52 Caltrans

Los Angeles, CA—Thurs., 11:30 a.m., Caltrans, 120 S. Spring St. (620-3750).

5699-U Femenil Fiesta Americana

Guadalajara, Jalisco, Mexico—Thurs., 8 p.m., Hotel Fiesta Americana (Salon Orquidea) Aurelio Aceves (22-67-10).

ANNIVERSARIES

35 Years

Boeing 791-2, Seattle, WA
Springfield 527-22, Springfield, MO
Pueblo 795-26, Pueblo, CO
Cheyenne 798-26, Cheyenne, WY
Jackson 807-62, Jackson, MI

30 Years

Maumee Valley 1637-28, Toledo, OH
Alexandria 1748-36, Alexandria, VA
Sunset-Forum 1735-39, Citrus Heights, CA

25 Years

Circle-Cee 1036-3, Phoenix, AZ
High-Noon 2072-8, Cape Girardeau, MO
Pointers 3113-18, Baltimore, MD
Perry Point 3132-18, Perry Point, MD
Greater Des Moines 3049-19, Des Moines, IA
Noonday 3109-23, Roswell, NM
Burlington 2857-35, Burlington, WI
Agricultural Res. Ctr. 3039-36, Beltsville, MD
JSC 3116-56, Houston, TX
Burlington 3074-60, Burlington, Ont., Can
West Knoxville 3117-63, Knoxville, TN

20 Years

Hiawatha Valley 205-6, Red Wing, MN
Mitre/ESD 2779-31, Bedford, MA
Harnischfeger 3895-35, Milwaukee, WI
Tuesday Nooners 3868-42, Calgary, Alta., Can
Pellissippi Pioneers 697-63, Knoxville, TN

15 Years

Speakeasy 3669-F, Pomona, CA
Brookings 3797-41, Brookings, SD
High Noon 2028-43, Jackson, MS
Crossroads 1396-64, Transcona, Man., Can
Blacktown City 3378-70, Blacktown, N.S.W., Aust
Taupo 2441-72, Taupo, NZ
West Gate 3384-U, Port Aux Basques, New Foundland

10 Years

DCAS-Orators 2214-1, Los Angeles, CA
Firestone 3315-10, Akron, OH

Sandy Springs 3133-14, Sandy Springs, GA

Bowmen 2161-42, Sherwood Park, Alta., Can

Clonakilty 2272-71, Clonakilty, Ireland

TOASTMASTERS INTERNATIONAL'S CONFERENCE/CONVENTION CALENDAR

1985 REGIONAL CONFERENCES**REGION I June 28-29**

Hyatt Airport
Oakland, Calif.

REGION II JUNE 21-22

Irvine Marriott
Irvine, Calif.

REGION III JUNE 28-29

Marriott Austin
Austin, Texas

REGION IV JUNE 14-15

Howard Johnson's
Rapid City, S. Dakota

REGION V JUNE 7-8

Excelsior Hotel
Little Rock, Ark.

REGION VI JUNE 21-22

Holiday Inn
Middleburg Heights, Ohio

REGION VII JUNE 14-15

Stouffer's Valley Forge
Valley Forge, Penn.

REGION VIII JUNE 7-8

Princess Hotel
Freeport/Lucaya
Grand Bahama Island

1985 INTERNATIONAL CONVENTION

HYATT REGENCY-OHIO CENTER
AUG. 20-24
Columbus, Ohio

1986 INTERNATIONAL CONVENTION

MGM GRAND HOTEL
AUG. 26-30
Reno, Nevada

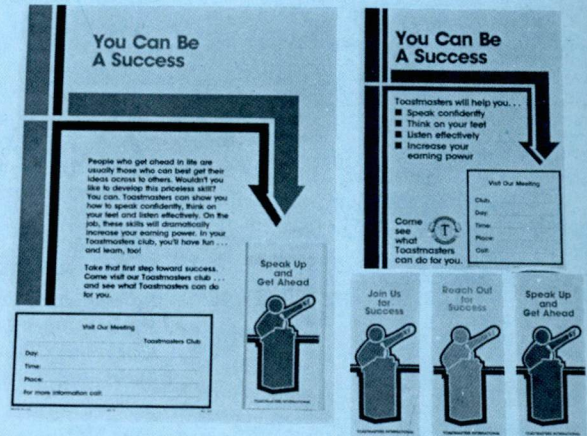
Spread the Word About Toastmasters!

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 compliments the new posters. The new bro-

chures include *Reach Out For Success* (99), which tells prospective members what Toastmasters is all about; *Join Us For Success* (100), which includes statements from prominent persons who have been helped by Toastmasters; and *Speak Up and Get Ahead* (101), which is tailor-made for company clubs that want to promote their programs within their organizations. Clubs may request up to 15 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.



1972 - Club Communication Achievement Award. A finely crafted award produced in pure silver toned aluminum with a lightly textured background inlaid in American Walnut. This unique way for your club to recognize communication excellence in your community, organization, or company also includes news releases. \$23.00.



363. Highway Sign — 22". Features the Toastmasters emblem in weatherproof paint with reflecting Scotch-like "T." Provides an excellent way to publicize Toastmasters — and your own club — in your community. Pre-drilled holes make this sign easy to attach. \$25.00



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), \$6.00.



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 — \$1.25.



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

