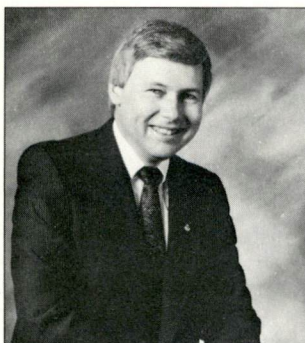


# THE *Toastmaster*

MARCH 1990



**WINNING**  
**With the Family**



## Interpersonal Communication

In today's business world electronic machinery has become so important that interpersonal relations are eroding. We no longer speak at length on the telephone with clients; rather, discussion is limited to one sentence: "Just FAX it to me." Speed is cutting out the human element and we're missing opportunities to build warm, personal communication with those around us.

Take a close look at your work environment. Architects probably have created a clinical, austere setting to improve efficiency. The product is No. 1 rather than the person who makes the product. In the bustle to stay at the forefront of the marketplace, a person's problems and cares are ignored and pushed into the background.

What we often don't realize is that a successful business will only remain successful as long as the people who run it are content and satisfied. It is not the monetary rewards that are most valued by the working public, but rather the degree of sincere communication between co-workers and management.

A friend of mine, a highly motivated and successful entrepreneur, mentioned that as a young man he watched the friendly management style of his father, who regularly walked around the offices, talking with employees in a relaxed, personal manner about their families, ambitions and problems. You could sense the respect and trust in their relationships, my friend said. When my friend took over, he modernized and computerized, keeping a close eye on the bottom line but failing to prioritize interpersonal skills. He realized this was a mistake, and started to blend the two methods. He now believes his father's way built the heart of the business. And a business with heart lasts.

How do we ensure that our own relationships are meaningful? First, we learn to risk and trust. We risk something every time we stand before our fellow Toastmasters and give a speech expressing our innermost feelings. We trust whenever we listen to a constructive evaluation.

It is in our club that we learn to speak within a specific time frame. Many consider timing one of the simplest jobs at our Toastmaster meetings; yet it is a crucial ingredient in interpersonal communication. Set a time limit on your message and then give equal time to listen, effectively, to those with whom you converse.

By simply doing this, your interpersonal skills will become obvious, and through them you can improve every phase of your life.

Refuse to accept the premise that we are merely passing on the escalator of life with no time to stop, unable to contribute to the quality of our lives and to the lives of those around us.

Risk. Trust your feelings. Speak up and listen to others. Your time will be well spent.

*"A speech is great in proportion to the greatness of the occasion which calls it forth, the greatness of the speaker as a person, the importance of the theme and the extent of the results it accomplishes."*

*Dr. Ralph C. Smedley, Founder*

**JOHN F. NOONAN, DTM**  
International President

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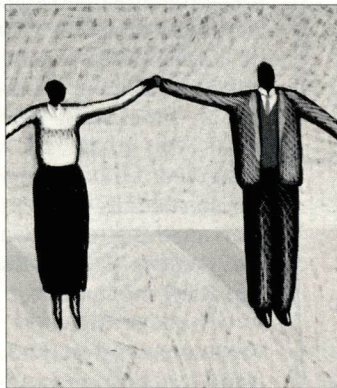
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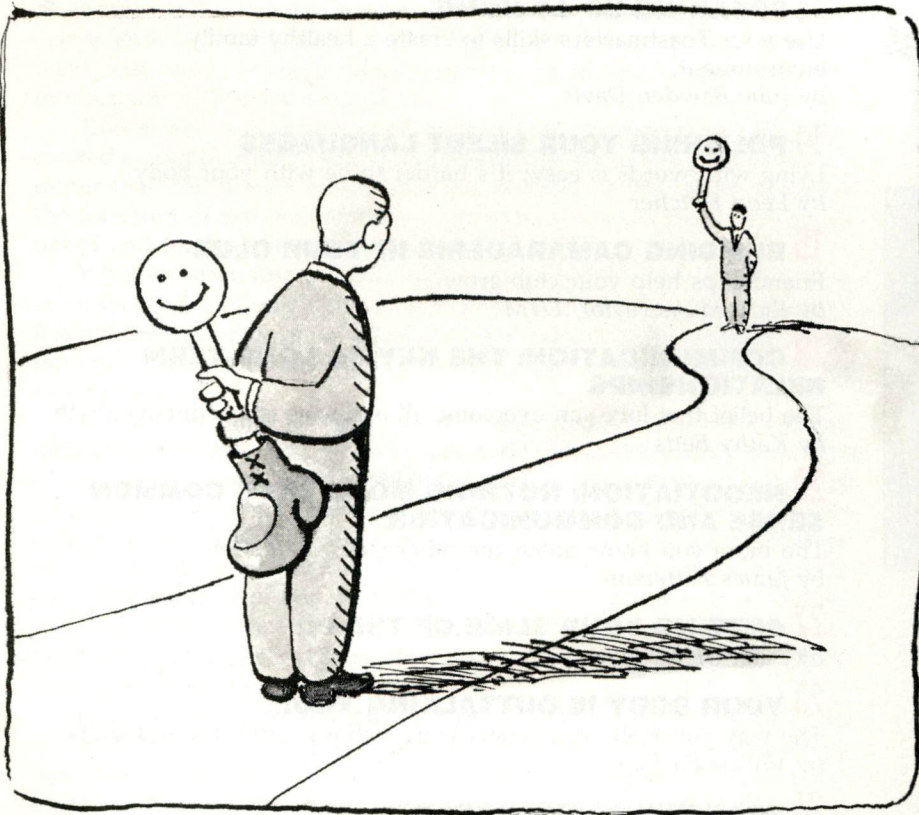
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MARCH 1990 3

# Friend *or* **FOE** ?

The art of friendly communication.

BY LINDA WINTERBURN



**E**ver wonder how some people seem to have the magic touch when it comes to communication? They always seem to know exactly what to say in any given situation. And they command attention at social and business functions. What makes them special? What separates them from most people? Their secret is that they have mastered the art of friendly communication.

One of the most memorable conversations I've had was with a gentleman I met at a dinner party 10 years ago. He gave me his undivided attention, asked lots of questions and made me feel interesting and important. His comments were timely and informative and he was able to establish a common link between our interests.

He was a doctor who had made an effort to learn the art of friendly communication: a skill he used in both his professional and private life.

He was interested in what I had to say and maintained solid eye contact and alert body language. Through questions, he closed the gap between our worlds. The silent message he conveyed was "you are an interesting person and I value what you have to say." When he disagreed with something I said, he would state his views politely. But, more than anything else, it was his enthusiasm and positive attitude that made the conversation memorable.

Think of the most memorable conversations you've had. Why do they stand out in your mind? What skills did the people use during the conversation that others often neglect?

Toastmasters helps you improve your communication skills. To test these skills, incorporate your Toastmasters training into your everyday life.

Numerous factors separate the average communicator from the friendly communicator. For one, a friendly communicator knows how to *approach others as a friend*. A friend, Webster's New World Dictionary states, is a "person on the same side in a struggle...(an) ally, supporter or sympathizer."

**Ask questions.** Be interested in others and what they say. Asking questions makes you familiar with others' needs. Actively participate in conversations and show people you're interested in them.

**Listen to answers.** Give people your undivided attention. This gives you an opportunity to learn about their ideas and opinions. If you understand a person's perspective, you will be less likely to jump to incorrect conclusions. By listening and asking questions, you can prevent misunderstandings, because you

have an opportunity to clarify a point before responding.

**Establish a common link.** By listening you can find a topic or idea with which to establish common ground. Once you have found the idea or topic you can continue to build the conversation around these areas.

An example of this occurred at the recent Toastmasters International Convention in Palm Desert, where I saw a fellow Toastmaster wearing a T-shirt picturing a cat and the message "I have the world's cutest cat." Since I'm a cat lover, I commented that I liked his shirt. He immediately established the common link by responding that he had not one, but two of the world's cutest cats. This led to a fun and enjoyable conversation about our pets. The conversation ended with an exchange of business cards.

Another extremely important point when communicating is to *listen to your own responses*. Don't be argumentative. People usually don't like being challenged when they express their views. If you disagree with every point a person makes, you will soon find yourself alone as the person leaves to seek out a friendlier ear.

Not that you shouldn't express your opinions. It's *how* you express these opinions that makes the difference. There are many ways to express your opinions diplomatically. Try to put yourself in the other person's place, choose your words carefully and stop to think before commenting on a difference of opinion. Be careful not to respond without thinking, and make it clear that you respect the person's right to disagree.

Nothing communicates boredom faster than poor body language or eye contact. When you give someone your total attention, that person will remember you. Toastmasters provides an excellent opportunity to practice eye contact and body language. A fellow Toastmaster can alert you to habits that convey lack of interest, or body language that signals aggressiveness, or a voice that's overbearing in pitch or tone. Remember, most of our communication is nonverbal. How we sit or stand, our body movements, facial expressions, eye contact, voice tone and pitch all convey messages.

Enthusiasm is a key factor in conveying your messages. It's contagious and promotes positive interaction, excitement and an atmosphere for creative conversation. Since enthusiasm creates excitement, people tend to seek out those who have it.

**Be positive.** Since so much of today's communication is negative, people appreciate being around those who have something cheerful to say. A client of mine once said the highlight of his day is greeting the receptionist in his office, because she is always positive and enthusiastic about life.

To promote friendly communication, take an interest in others. Incorporate the basic skills of asking questions, listening

actively and responding positively. Then combine your body language with proper voice tone, enthusiasm and a positive attitude.

The final step? Go out and do it! ♣

**Linda Winterburn**, a former Toastmaster, is president of Success Exchange in Mountain View, California. She conducts workshops and seminars on topics such as goal setting, positive thinking and customer service.

## ARE YOU A RESPONSIBLE COMMUNICATOR?

Sometimes you believe you've given crystal-clear instructions, only to have an employee (or spouse or child) do the complete opposite of what you intended.

In his book *People Power*, John R. Noe gives the following five factors that lead to ineffective communication: 1. People are in a hurry. 2. Too many messages are competing for your attention. 3. What is important to you may be minor to others. 4. Most people are not trained to listen. 5. Few people can say precisely what their message is.

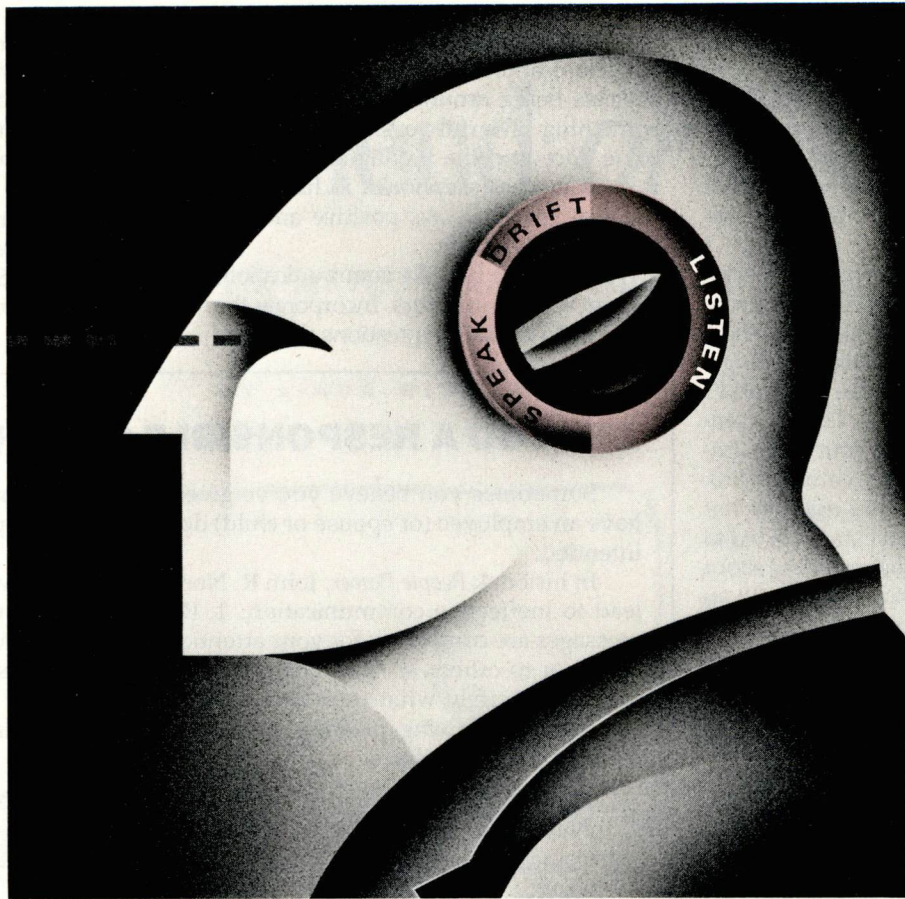
Use the following questions to evaluate your understanding of your own communication abilities.

1. When I give instructions I expect them to be understood.  
Never\_\_\_ Sometimes\_\_\_ Often\_\_\_ Always\_\_\_
2. I think about how I communicate with others.  
Never\_\_\_ Sometimes\_\_\_ Often\_\_\_ Always\_\_\_
3. When I communicate with others I expect questions to be asked if the other person doesn't understand.  
Never\_\_\_ Sometimes\_\_\_ Often\_\_\_ Always\_\_\_
4. I ask questions to make sure others understand what I've said.  
Never\_\_\_ Sometimes\_\_\_ Often\_\_\_ Always\_\_\_
5. Before I start to speak I try to determine how the other person will respond, and choose words that will make my message easier to understand.  
Never\_\_\_ Sometimes\_\_\_ Often\_\_\_ Always\_\_\_
6. Before I start to speak I try to "read" the mood of the other person to determine if the timing of my message is appropriate.  
Never\_\_\_ Sometimes\_\_\_ Often\_\_\_ Always\_\_\_
7. When someone responds to my message angrily I let them have their say to defuse the rage, then try to respond in a calm, problem-solving manner.  
Never\_\_\_ Sometimes\_\_\_ Often\_\_\_ Always\_\_\_
8. I make direct requests for what I need or want so people don't have to guess what I'm asking for.  
Never\_\_\_ Sometimes\_\_\_ Often\_\_\_ Always\_\_\_

*Evaluation: If you are on the "Often" or "Always" end of the scale on questions 1 and 3, you need to work on being a more responsive communicator. If you are the "Often" or "Always" end of the scale on questions 2 and 4 through 8, you are already taking responsibility for keeping dialogue clear. The more comfortable you are with these areas of communication, the more natural they will become—and the clearer your messages will be.*

*People Power* is published by Oliver-Nelson Books, a division of Thomas Nelson, Inc., Nashville, TN.

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**H**ave you ever talked with a group of friends and found your mind drifting to the potted plants at home you forgot to water or to an argument you had with your child earlier that morning?

Before long, your mind is adrift with all sorts of problems and you're only catching bits and pieces of the conversation, adding nothing of your own.

Mind drift, or inability to stay tuned to the here and now, is an occasional problem for most people, and a serious one for some. Whether it occurs infrequently or most of the time, it robs us of one of life's biggest pleasures—enjoying the moment.

Pat Allen, a Newport Beach, California, psychotherapist and frequent radio and TV talk-show guest, says that people who aren't focused on what's taking place in the present can miss out on life's more pleasurable times.

"It's similar to the age-old problem of

## A MOMENT'S *Pleasure*

Tuning in to the here and now.

BY RITA ROBINSON

making out the grocery list while you're making love," she says.

Tuning out is not only mentally unhealthy and draining, it causes accidents, she points out. How many times have you nearly bumped into a car in front of you or run a stop sign because your thoughts were elsewhere?

Additionally, people who have a difficult time focusing on the issue at hand may be suffering mild to severe forms of depression, which have affected up to 70 percent of the population at one time or another.

Drifting out of a conversation may not seem as threatening as crashing into

another car, but the outcome can be just as serious. It can be a lifelong habit that cheats one out of full participation in life, says Irwin Hay Knops, professor of psychology at Emory University in Atlanta, Georgia.

Knops, who specializes in treating children with short attention spans, says people who

want to break the mind-drift habit must convince themselves that it's important to stay focused, and that it requires a change in attitude.

Too many people believe that what they have to contribute to society is unimportant.

"A person doesn't have to be a passive influence in the world," says Lewis Picher, a clinical psychologist in Denver, Colorado, who works with depressed patients. "People's attitudes can pull them out of a seemingly boring situation. This is difficult to do even when you're mildly depressed, but you can train yourself to pull out of it."

"Some people seem to believe that it's up to others to keep them from being bored, when it's clearly a matter of changing their own attitudes."

Picher recalls one woman he treated who was still depressed over a two-year divorce. She tried socializing with other people, but while she was with them her mind continually drifted to her ex-husband and the bitterness she felt. She was living a passive life.

Few people will seek help for what they believe is a minor problem. "Who cares if I drift out of a conversation?" they think.

But the problem is worth attention. In our fast-paced society, with its emphasis on communication, it's important to stay in tune, and it's up to the individual to find out how to do it. We need substitutes for the old hickory stick used to jolt people awake during lengthy 19th century church services.

Knops suggests a method not quite as harsh as the hickory stick, but one that he says works: bite your lip hard enough to jolt you back into the picture.

Picher uses the STOP! technique. "Simply shout loudly in your mind, 'STOP!' The word sort of jolts the consciousness and brings a person back to the here and now."

This technique can be used to its fullest when you're alone. If the mind starts to drift to depressing thoughts, say the word out loud.

Sometimes it may be healthy to tune out an uninteresting conversation. On the other hand, if the problem is frequent and persistent, something should be done about it.

Learning to avoid mind drift caused by depression was a problem for Mary Natale of Claremont, California. But she says that learning how to overcome it helped her in her battle against cancer.

Natale, a hospice volunteer and speech instructor who was given six months to live as the result of cancer more than five years ago, says that a simple act such as rubbing someone's feet can be a time of enjoyment if our minds are completely on the task at hand.

"I told a hospice patient that I was enjoying rubbing her feet, that it gave me pleasure. She asked me how something so menial could give me pleasure and I asked her to try a simple exercise.

"The woman was eating cottage cheese and pears and I told her to really concentrate on what she was eating, to think about the texture of the food, to delight in the sweetness of the pears and to really savor the taste of the cottage cheese.

"That's being in tune with the present, and it adds immense pleasure to our lives," Natale says.

Not everyone is faced with a life-threatening situation such as Natale's that jolts them into a deeper appreciation of their existences. But everyone, with some discipline and commitment, can enjoy a better quality of life by tuning in to the moment.

"Politicians are good at giving you that 'moment,' with their handshakes that say, 'I'm connecting with you,'" says Knops. However, they train themselves to focus this way and seldom remember a face once they have moved on to the next person. All the same, their skill at making the other person feel important enhances their popularity.

Ron, who is successful at making friends with the opposite sex, has another form of this skill. "When we go out to dinner in a crowded restaurant," his girlfriend says, "he acts as if I'm the only one in the room. That makes me feel very special."

It's important to make people we deal with feel special, even though at times it seems impossible to stay tuned in. Bobbe Sommer, a San Clemente, California, psychotherapist, suggests that when you're involved in a boring conversation, grab hold of a key word, such as 'politics,' if that's being discussed. Say the word quietly to yourself. If you don't have any expertise on the subject, ask questions.

Some people seem to believe that it's up to others to keep them from being bored, when it's clearly a matter of changing their own attitudes.

Enjoying the moment, despite the circumstances, affects the quality of our lives and involves a conscious choice that has to be made and acted upon. ♦

*Rita Robinson is a freelance writer from Big Bear City, California.*

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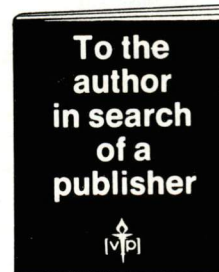
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# WINNING WITH

Commitment, communication  
and conflict resolution:  
three essentials for a happy  
and fulfilling family life.

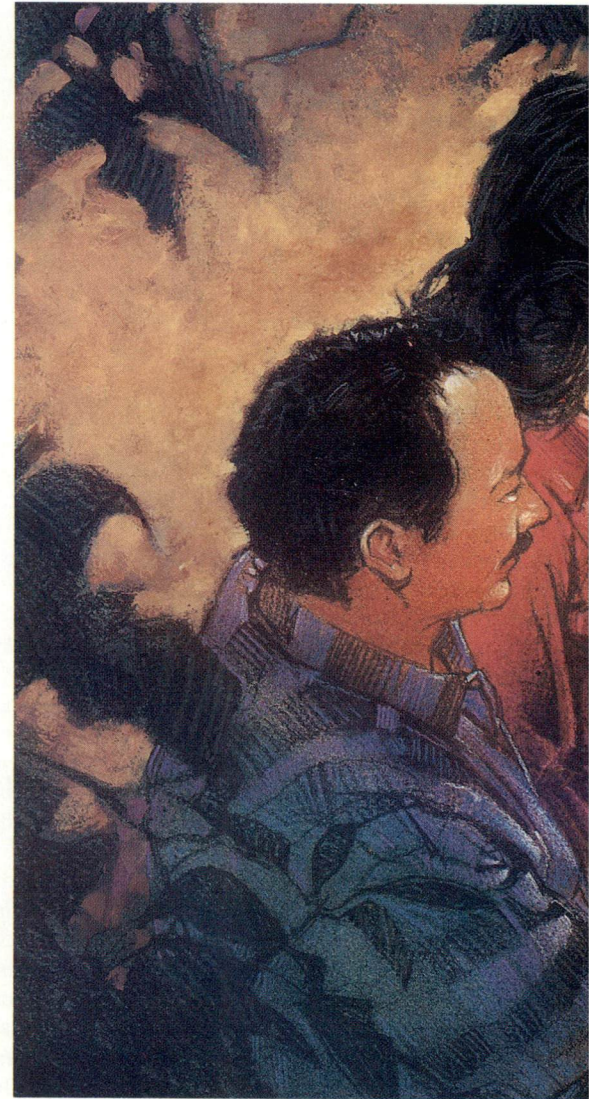
BY JIM CATHCART

I'm a baby boomer. If ever I doubted that fact, all suspicions were removed last Thanksgiving when my mother showed me a picture of my church christening.

The year was 1946, the war had been over for more than nine months (a significant amount of time) and in the photo taken in Little Rock, Arkansas, more than 50 couples with brand new babies attended one church one Sunday. Imagine how many other churches nationwide also were full of new babies. The baby boom was definitely upon us.

Well, today those babies are entering their 40s and their parents are approaching 70.

We've come through a lot together. Since 1946 we've seen the creation and growth of McDonald's hamburgers, Diners Club—the first credit card, frozen dinners, instant mashed potatoes, transistor



radios, microwave ovens, personal computers and the biggest one of all, television.

The 1980 census revealed that 97.6 percent of all American households have at least one television. Only 96 percent have bathtubs. The average child today from age three to the time he or she graduates from high school will have watched more than 15,000 hours of television. Compare that to a total of 11,000 hours spent in the classroom. Many people can remember when there were no televisions—but two entire generations cannot.

Remember when the typical American family consisted of a working father, a homemaking mother and kids living with their natural parents? Today, that represents only seven percent of all households. That's right, seven, not 70. This is a fundamental cultural shift from the days of the postwar baby boom.



# THE FAMILY



Someone once said, "The trouble with the future is that it's no longer what it used to be." The world is significantly different today. It's time to take a fresh look at what it means to have a successful family life.

Divorce has exceeded epidemic proportions and shows no sign of lessening soon. So, today, it's more normal for children to be living with a non-biological parent or a single parent than it is to be with their natural mother and father. This calls for a new set of relationship skills for winning at home. The emergence and multiplication of women in the workplace may ultimately lead to their domination there. This would call for a re-examination of traditional male/female relationships and a re-definition of the purpose and function of the family itself.

Aside from its role in reproduction, what is the

Sometimes we  
need another  
person to  
believe in us  
more than we  
believe in  
ourselves.

---

purpose of the family? Home and family are our safety nets. We seek them out whenever our basic needs are not met. At home we ideally would find security, support and nurturing, as well as unconditional love, a feeling of being needed and a chance to develop our best self—what psychologist Abraham Maslow called "self-actualization." But home doesn't always meet all those needs. And when it doesn't, we seek them elsewhere. *Whether* we meet our basic human needs is not the question. *How* to meet them is the challenge.

People will go places, do things and associate with people who make them feel important, cared for, worthwhile and in control of their lives. Our challenge is to figure out how our home and family will provide these needs for all family members, whether they're related biologically or by marriage.

Doctors David and Vera Mace, founders of the Association of Couples for Marriage Enrichment, say there are three essentials for a happy and fulfilling family life: a commitment to grow together, frequent open communication and a system for resolving conflict. By addressing these we can help assure that everyone at home will feel important, cared about, valuable and in control.

**E**ssential number one is a commitment to grow together. In the old days people expected to fall in love, get married and live happily ever after. It rarely happened, but that was the common belief, nonetheless. It implies passiveness. The misleading implication was that no real effort was required to make it happen.

Most of us know that once the infatuation wears off of a new romance, it takes effort to keep love alive. We don't just fall in love and stay there. Love is fueled by communication and shared experiences. But most of us still communicate very much like our parents and grandparents did, except less frequently.

Thousands more distractions in today's fast paced lifestyle force us to work at keeping love alive. This begins with a commitment to grow together. As human beings, we are always changing. We're constantly growing and thereby capable of learning and improving as parents, spouses and as people.

I once read an advice column in which a preacher described the fourth anniversary dinner of a couple he had married. The young woman had apparently spent the four years building her career as a nurse. She had sharpened her skills and was constantly learning and expanding her horizons. Her husband, on the other hand, was working in a factory and had accepted his rather routine lifestyle. He was making no ef-

fort to reach out, to grow, to improve.

Their inconsistent growth patterns led to much bickering. During dinner their argument developed into an intense fight.

At one point the woman made a very derogatory statement and he responded, "Well, I guess you just should have married a better man." And she said, "I did, four years ago." For four years she had been growing and developing while he hadn't. That led to a separation in their relationship caused by a significant communication gap.

We can't make other people grow but we can encourage and assist them in their growth, talk with them about new ideas and applaud their efforts. We can share books, films and recordings that we find interesting, and express our support. Sometimes we need another person to believe in us more than we believe in ourselves. Our batteries run down and we need to plug into someone else's strength, someone else's belief in us, to increase our own strength and motivation.

When dealing with children it is evident that comments can be influential, especially if a child has been labeled as slow. We must always encourage the growth of children. Many famous people—Albert Einstein, Thomas Edison, Abraham Lincoln and Winston Churchill—had difficulty learning as children. Imagine if Ann Sullivan hadn't made the commitment to encourage the growth of Helen Keller—a woman blind and deaf from birth who turned out to be a great leader.

When we commit to grow together, we start noticing opportunities to fulfill that commitment. Without the commitment we notice the wrong things: we start nit-picking.

A friend once came to me and said, "My wife and I are having trouble. We decided to give it about six months to see how it goes." I asked him what he was going to do during those six months. He said he didn't know. I said, "You mean you're going to keep score; you're going to notice the bad things. Are you also going to notice the good things?" He said he hadn't really thought about it like that.

I suggested to him that a better strategy would be to make a full commitment to make the relationship thrive. In doing so, they wouldn't feel strapped to the calendar waiting for the six months to expire. They would also be encouraged to think up creative new ways to enrich the relationship and make it more satisfying for both parties.

If you want a happy home and a supportive family, a place of fun where you truly feel good about yourself, it must start with a commitment. That commitment begins with you.

**T**he second essential for a happy, healthy relationship is frequent, open communication.

Rarely does a family spend time together uninterrupted by television, ball games, meetings,

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chores or telephone calls. Our society is over-equipped for self-indulgence. Even the poorest homes in the United States usually have a television, a radio and a telephone. When we get lost in a TV show or musical recording, we eliminate communication. Interaction requires a quiet, comfortable environment void of distractions.

Communication of thoughts, feelings, fears, goals, dreams and observations is what relationships are made of. When was the last time your family spent one uninterrupted hour just talking with each other?

I suggest two ways for creating more family communication opportunities:

1. Turn off the TV. Anytime you're eating a meal, make a pledge to keep the television turned off. It may be very quiet at first, but after a while you'll start talking to each other.

2. Schedule family activities.

In June of 1977, I saw a television show called "All that Glitters." A scene depicted a woman being visited at the office by her son who was in the custody of her ex-husband. The son said that he'd like to get together with her for dinner and she agreed.

"Mom, I don't want you to feel you have to," he said. She insisted she didn't feel obligated. And he said, "No, Mom. Since you and dad have been separated, I see you more often than I ever did before."

"Surely that can't be true," she said.

"It's true, Mom. You know that little book that you keep your appointments in? I'm in it now."

Do we schedule time for those we truly care about or do we get caught up in our daily routines?

I travel three days a week so I have to create and schedule my family time carefully. In addition to our routine get-togethers, my son and I have committed to taking a trip together once a year. It's sometimes hard to schedule but it always proves rewarding for both of us.

My wife Paula and I attend plays throughout the year. We also force ourselves to get together with friends more often than we would without scheduling. Sometimes those are the best times of all.

Eight years ago we had a routine we called family night. One night a week we would set aside one uninterrupted hour to discuss whatever was interesting or important to us. Once we went on a "penny walk." That's where you take a coin, walk out to the curb, flip the coin; if it turns up heads, you go left, if it turns up tails, you go right. You walk along with no particular agenda, just enjoying the walk, meeting neighbors, touring the community. It generates a casual, relaxed atmosphere that stimulates intimate dialogue.

Another valuable tool is to make time to write short notes to people you care about but haven't communicated with lately. It's a great way to keep relationships alive.

Another way to achieve closeness with someone is to share an experience from his or her

perspective. One day I called my third-grade son at school for a luncheon appointment. He answered the phone: "Yeah, Dad, what's wrong?" "Nothing is wrong. I want to make an appointment with you," I said. "When is your lunch break?"

I showed up at his school, and instead of going out to lunch, as most people probably would, I got in the lunch line with him and all his little buddies. I got my tray, picked up my little carton of milk and we sat down in the cafeteria. I talked with him and his friends for the balance of the hour. It allowed me to show respect for him and to experience a piece of his world.

Many busy executives try to justify their time away from home by saying it's not how much time they spend with their families, but how it's spent—quality time vs. quantity. That's a cop-out. I doubt whether they really do put quality into every moment with their families. A different approach is necessary. You see, it's the quantity of time that yields the quality of time. Usually those special moments, those particularly meaningful experiences we have with other people, come from spending a quantity of time. They're usually not scheduled events. It's hard to *schedule* a meaningful moment with someone.

A lot of families establish traditions that give meaning to their experiences together. For example, every Thanksgiving my family sits around the table and takes turns talking about what we're thankful for. We begin with basic blessings and progress to more personal statements, such as "I'm thankful that you respect my work and you seem to be proud of me," or "I'm thankful that my parents love each other." We don't have to wait for Thanksgiving to create an opportunity like this; we can do it any time. The important thing is to decide to open up communication and make it a frequent, regular thing; to encourage dialogue.

**E**very family has conflicts occasionally. When conflict arises, recognize it as a temporary problem and deal with it as such. The way we handle a conflict often determines how strongly it will affect us. It helps to step back and ask ourselves what we're really concerned about: Are we arguing only because we're in a bad mood or have a headache? Do we get our feelings hurt, but instead of saying so, strike out with sarcasm or criticism? We may be arguing because we feel threatened. Often, the argument itself is over something relatively insignificant, such as which way to squeeze the toothpaste tube, or whose turn it is to do a chore. The underlying feelings are what really need to be resolved.

When little things do get on our nerves, there are a few solutions:

1. Breathe calmly and count to 10. This takes the momentum out of your emotions and helps you think more clearly.

2. Refuse to dredge up old things from the past. Deal with the current moment.

3. Describe your feelings. It is better to say, "I

really feel hurt when you leave me out of your plans" than scream at someone for being inconsiderate or selfish.

4. Clearly determine the outcome you want. Many times all we want is to be heard or understood.

5. Be willing to admit your mistakes and accept the blame if you were the one at fault.

Winning with your family takes effort and a fresh new attitude toward keeping relationships alive. The three essentials of commitment, communication and conflict resolution must be practiced often.

The trouble with the future is that it is no longer what it used to be. Keep in mind, no matter how bleak the world may seem, you can still determine the future of your relationships by the actions you take each day.

**Jim Cathcart** was the 1988-89 President of the National Speakers Association. Based in La Jolla, California, he has been a professional speaker for 12 years. He is author of *Relationship Selling: How to Get and Keep Customers*.

It's the quantity  
of time that  
yields the  
quality of time.

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## DISH IT OUT DIPLOMATICALLY

BY CHARLES DICKSON, Ph.D.

**A**t times we all feel the need to criticize family members, friends or business associates. Consider the following ways of offering *constructive* criticism:

- Voice your opinion calmly and as soon as possible. It is more natural than waiting a long time and will probably be accepted better.

- Make only one complaint at a time. Don't overload and possibly devastate the person with a list of gripes.

- Don't repeat a point once you have made it. If you mention the same criticism several times you may lose the person's respect and weaken your own position.

- Object only to actions the other person can change. If you ask the person to do something he is unable to do, frustration builds in your relationship.

- Make criticisms in the form of suggestions or questions, if possible. Almost anything can be said in a positive way, including negative remarks. This keeps the other person more open to you.

- Avoid sarcasm, it signals anger. Your contempt may cause resentment.

- Avoid words like "always" and "never." While some things may be everlasting, many are not. Such exaggerations usually rob you of accuracy and place you in a weak position.

- Don't apologize for your confrontation. This will only detract from your criticism and may indicate you are in conflict about whether you had the right to say what you did.

- Don't forget to compliment others. Then when you do criticize, people will be more likely to accept it.

**Charles Dickson, Ph.D.**, has taught courses in human relations and industrial psychology at community colleges in Florida and North Carolina.

# Speaking Up at Home

Use your Toastmasters skills to create a healthy family environment.

BY JULIE BAWDEN DAVIS



**T**oastmasters skills shouldn't be restricted to the lectern and attempts to make it in the business world. They also ought to be used in more intimate settings among family and friends, since the ability to communicate interpersonally greatly affects both our personal and professional lives.

"If we're serious about having meaningful, fulfilling relationships, we can't afford to let adequate communication skills carry our conversations," say Gary Smalley and John Trent, in their book *The Language of Love*.

Skills learned in Toastmasters clubs, such as how to speak effectively, analyze an audience, persuade, listen, evaluate and compromise, can help you communicate meaningfully with family and friends.

When you talk with a family member, it's not enough to simply speak "off the cuff." "It helps to organize your thoughts and think through what it is you wish to communicate," says Toastmaster Judith C. Tingley, Ph.D., a Phoenix psychologist. She advises rehearsing what you plan to say, especially when dealing with sensitive issues.

"Even though you're (only) talking to family or friends, you must give a great deal of thought to who your audience is," Tingley says. "That way you can determine the best way to relay your message."

Lynda Moss, Ph.D., a psychologist from Orange, California, explains: "Your four-year-old is a much different audience than your 35-year-old spouse. They both have different interests, likes and dislikes, and you must keep this in mind if you're going to relate."

*Illustration by Vera Milasovich*

Examining your audience is especially important if persuasion is your aim. Moss offers this rule: "First assess your family members' needs. For instance, if you want to talk your husband into buying a personal computer, ask him how a PC would help him. Once you get that information, repeat it and get him to confirm it. When you've done that, tell him about the computer you'd like to buy that will meet his needs."

Speakers often use anecdotes to persuade audiences. In their book, Smalley and Trent tell how "word pictures," or analogies and examples, can be used to explain ideas.

Many great communicators have effectively used "word pictures". Winston Churchill, upon receiving news that Italy had joined the Nazis, announced in a radio broadcast:

"Mussolini is a whipped jackal who, to save his own skin, has made of Italy a vassal state of Hitler's Empire."

Similarly, John F. Kennedy in his inaugural address said: "Let every other power know that this hemisphere intends to remain the master of its own house."

A speaker conveying vivid images will hold an audience's attention. Similarly, a family member who uses examples to express feelings is likely to demand attention, especially when addressing a problem. Smalley and Trent suggest carefully studying your listeners' emotions and interests, and rehearsing your message.

Listening is equally important in family communication. "Many people say that they act differently with their families; they don't act like they do with the rest of the world," Moss says. "This is because family members revert back to childhood interaction, and it becomes hard to hear one another." This is why skills in listening and observation are so important.

Listening, Toastmasters know, can be hard work. "In the family, a person ideally should listen closely to what someone says, then repeat back what he or she has heard and get the person to validate the interpretation," Moss explains. "Clarification is very helpful because it enables the listener to understand the speaker's viewpoint. This must all be done before the listener comments on what has been said."

Another similarity between a healthy Toastmasters club and a healthy family is the use of evaluations, or constructive criticism.

"Toastmasters teaches people to deliver criticism that is well received by the recipient," Tingley says. "You learn to mix the positive with the negative and instead of focusing on the problem, you look at the solution and suggestions for improvement."

Moss suggests mentioning positives first, then bringing up necessary improvements. "We're all very focused on the negative and are very good at telling someone how rotten an idea is," she says.

She teaches individuals to criticize constructively by using what she calls a "sandwich statement." This starts with a positive, then mentions a negative and ends with a positive. The method praises while it criticizes and usually leads to a resolution of the problem.

"Say your teenage daughter doesn't want to take the annual vacation with the family, but wants to go off on her own with a friend," she explains. "You could respond with a 'sandwich' by saying, 'Your idea to go on vacation by yourself sounds exciting. However, the rest of the family would really like to spend some time with you, although we realize you need some time to yourself.'

This validates your child's wish to strike out independently as well as the family's desire to stay together during vacation time. No one is hurt with this approach and it allows everyone to share feelings in an orderly, polite manner."

Compromise is the cornerstone of all successful interpersonal communication. "After careful discussion, if another person doesn't want to give you what you've asked for, then you must negotiate," Moss says. "Ask the person what he or she will settle for. Maybe your daughter can take a separate weekend vacation with a friend."

Parliamentary procedure is another Toastmasters skill that can be applied in the family. Just as orderly discussions and an agenda that gives everyone the opportunity to speak are essential in club meetings, the concepts of mutual respect and majority rule are keys to a healthy family.

This is illustrated in the hit TV series

"The Cosby Show." Every time a problem arises, the Cosby family has a meeting to solve it. Everyone has a chance to speak, while Bill Cosby presides over the meeting. Since it's run democratically, a majority vote wins. "It is a very effective way to resolve family issues," Moss notes. "No one walks away from the conversation feeling unheard or ignored. Not only does this technique resolve problems, it promotes mutual respect, which is extremely important."

When talking to family members and friends, keep in mind the rules Toastmasters has taught you — they go further than you think. Just as you devote time to draft speeches, it's a good idea to prepare yourself for social interactions. "Take the time to communicate with family members," Moss says. "They deserve to be spoken to clearly and evaluated fairly, just as much as any large audience. Maybe even more."

Julie Bawden Davis is a freelance writer residing in Orange, California.

**"Many people say they act differently with their families; they don't act like they do with the rest of the world."**

Lynda Moss, Ph.D



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# POLISHING YOUR SILENT LANGUAGES

**M**any speakers are surprised to learn that what we don't say often communicates more than what we do say. When we talk face-to-face, only 35 percent of our message is communicated by words, while 65 percent is conveyed nonverbally.

Once while talking with a professional public speaker, I mentioned "nonverbal communication." He was taken aback; after a pause, he asked: "Ohh...You mean body language?"

Body language is indeed one component of nonverbal communication. But we all communicate nonverbally in six additional ways.

Researchers differ in how they classify the various types of nonverbal communication, but the following classifications, based on the book *Interpersonal Communication* by Judee K. Burgoon and Michael Ruffner, seem most useful for public speakers:

## 1. Body language, or kinesics

Kinesics refers to the use of gestures, facial expressions, posture and eye movement.

"While you can easily lie with words, it is a lot harder to lie with your body," wrote Julius Fast in his book, *Body Language of Sex, Power & Aggression*.

As a "classic proof" of that claim, Fast pointed to (former) President Nixon, who at a press conference assured that the U.S. incursion into Cambodia was only temporary and would not escalate the

Lying with words is easy;  
it's harder to lie with your body.

BY LEON FLETCHER

war. Nixon's "voice was smooth, his body movement projected sincerity and the overall impression was confidence," Fast noted. But a television camera focused on Nixon's fist, clasped so rigidly that his knuckles were white — communicating "a complete contradiction to everything the president was saying."

Be sure your speeches are sincere. Only with practice can one get away with telling a lie both verbally and physically.

## 2. Physical appearance

This category of nonverbal communication includes your height, weight, shape, skin, hair, clothing and cosmetics. The importance of these things was noted in an article by Hugh Sidey for *Time* maga-

zine: "Almost nothing about Reagan the Leader is dismissable: his height, his straight back, his hair. In every scene played out in Geneva (at Reagan's first meeting with Gorbachev) he had a slight physical advantage. 'But it was never threatening,' said one ambassador who was there. 'Reagan radiated good will.'"

Many speakers fail to deliver successful speeches simply because their appearances conflict with their messages.

I saw this happen once at a Monterey (California) city council meeting. Several local college students presented speeches pleading for a cleanup of an overwhelming amount of refuse left on local beaches. The student

speeches were well presented, logically organized and effectively documented.

But the students' views were not supported by their physical appearance: They sported long, scraggly hair, soiled T-shirts, sloppy sandals and torn, dirty jeans. The council listened politely, but took no action. Several months later, another group of students made the same appeal before the council. They wore ties and neat sport coats — they exemplified the picture of neatness they wanted on the beaches—and their proposal was accepted.

Worthy guidance for Toastmasters comes from communications consultant Lise Liepmann: "Determine the dress code that characterizes the top level (of

the group you're speaking to) and adapt yourself and your wardrobe to it."

### 3. Haptics

Haptics is the use of touch, and its wide range of intensities, to communicate.

Greetings, for example, for some people have evolved from the traditional hand shake to the current vogue of lengthy, ardent hugging.

Author Mark L. Knapp points out: "The growth of 'body awareness' and 'personal growth' workshops testifies that many Americans feel a need to rediscover communication through touch."

So it might be wise for you to reflect on how—and how much—you touch people when you are involved in casual conversation. Do you pat them on the back, touch their shoulders or hold their arms?

More important, are you sensitive to how different people respond to your touches? While some may seem to enjoy it and listen to your ideas more openly, others may be turned off by it.

### 4. Proxemics

Proxemics deals with your use of space. This category involves how close you get to other people and how close they can get to you before you feel edgy. American anthropologist Edward Hall identified eight spatial ranges that most of our talks fall into, including:

a) *Very close.* Leaving only three to six inches between people; at this distance words are typically whispered. "Top secret" information is often exchanged.

b) *Public distance.* Usually about five and a half to eight feet apart. With this distance, we generally talk in a full voice, sometimes a bit too loud. Often we don't mind, perhaps we encourage, bystanders to listen in on what we say.

c) *Stretching the limits.* About 22 feet indoors and up to 1,000 feet outdoors. This space is often used for hailing or departing situations.

Proxemics also includes how close you place a visitor's chair in your office to your own. One manager, for example, will put a chair for staff members close to her desk, making it easy to spread out blueprints for study. But another manager might place the visitor's chair away from the desk, making it necessary for a subordinate to leave the chair and walk to the desk to study papers. Toastmasters should remember two important rules: Be conscious of how you use space and be sure that you're not infringing on someone's space while you talk to them. Whether at the lectern or

office, make sure your audience is comfortable.

### 5. Chronemics

When and how fast you say something can have as much impact as what you're saying. Chronemics is the use of time—pauses, speedy delivery and punctuality. Do you usually arrive on time, early or late? Psychologists suggest many latecomers are sending the message, "I'm very important. I've got more pressing things to do than to be here on time."

Do you return phone calls as soon as possible, or do you wait until you have several to make? Or do you save them for the end of the day, or even wait for the day after?

Chronemics is another aspect of nonverbal communication differing among cultures. While living in Nigeria, I was frequently perturbed by locals who continually appeared at meetings up to four hours late. One time, after expressing my impatience, a Nigerian replied: "He'll be here on Nigerian time." I said: "But he promised to be here on time!" The response: "Yes, but he gave you a Nigerian promise."

### 6. Artifacts

You convey considerable nonverbal messages through the mementos you display in your work space. How neat the papers are on your desk says a lot about you. Some communication theorists also include in this category the temperature you maintain in your office, how much noise you tolerate and your workspace lighting.

Then there are environmental factors. A world map might be found in the office of a person with widespread responsibilities, activities or interests. A flag signals a service veteran or a patriot. An ashtray on the desk usually indicates a smoker, or may even be an informal test

of visitors' nicotine addictions. Artifacts extend well beyond the workplace.

Artifacts surrounding Reagan during his State of the Union address were pinpointed by *Time*: "Reagan's...address was a gigantic production featuring fleets of black limousines, sirens, the glowing Capitol dome, trench coated television stars, champagne and prime television."

The importance of one artifact is well-known to most successful real estate people: comfortable luxury cars. They are intended to make prospective buyers feel good on their way to view various properties.

### 7. Paralanguage

Paralanguage is the component of nonverbal communication concerned with how you use your voice—volume, pitch, quality, rate, time and fluency. A speaker who talks slowly, listeners usually feel, must therefore think slowly, and is likely to be dull and uncreative. A deep, cultured voice indicates education and sophistication. The use of many "ahs" communicates insecurity.

The producer of the popular TV news show "60 Minutes," Don Hewitt, has said: "It's the intonations, the pauses, that tell the story. They are as important to us as commas and periods are to *The New York Times*."

Your voice may even reveal when you are lying. Trial lawyers and judges listen for hesitations, tremors and other signals in voices that may indicate lies and half-truths.

Realize that nonverbal communication involves your total image. It is an inseparable part of the total communication process.

*Leon Fletcher is author of How to Speak Like a Pro, Speaking to Succeed and How to Design and Deliver a Speech. He is a speech professor at Monterey Peninsula College and resides in Ben Lomond, California.*

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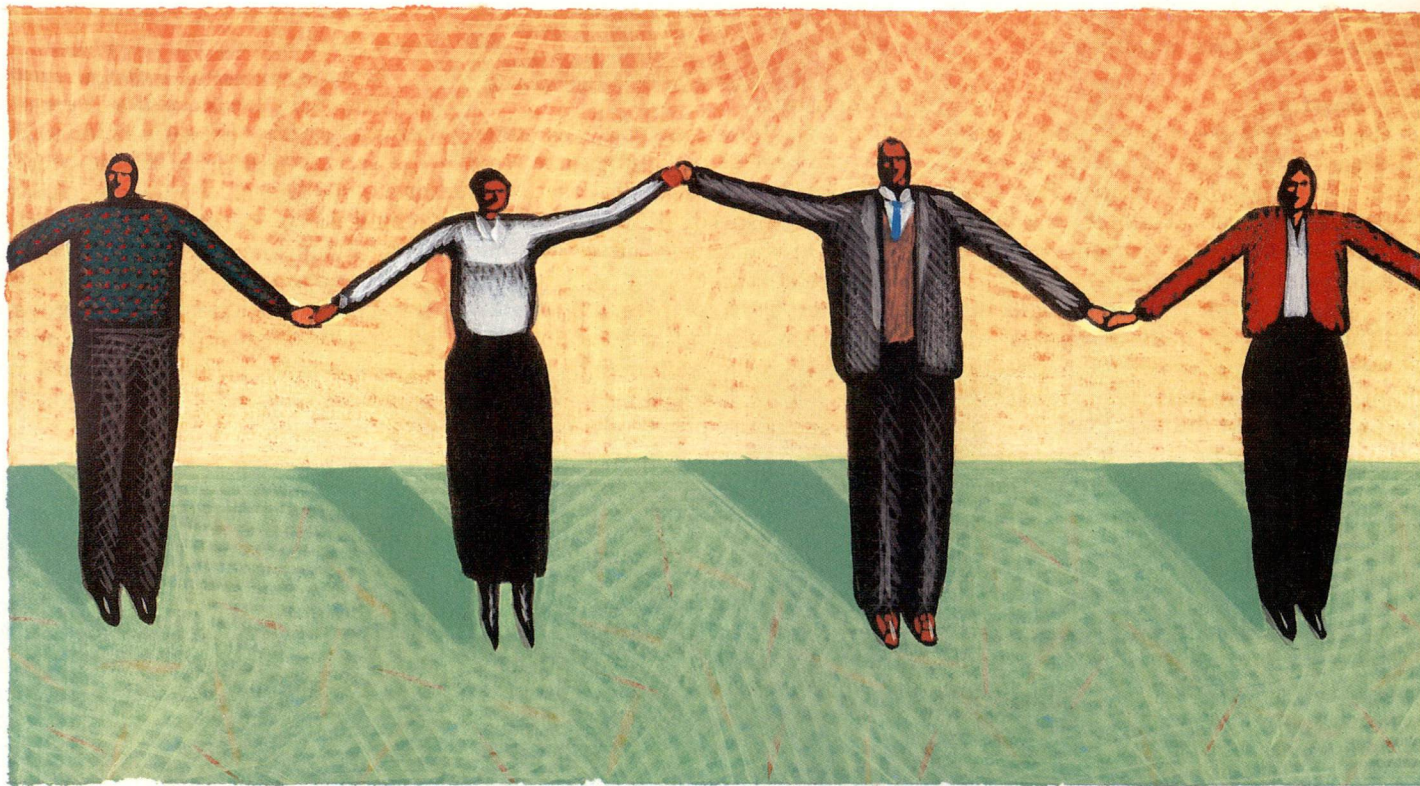
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# BUILDING CAMARADERIE IN YOUR CLUB

Friendship can be the key to helping your club grow.

BY RICHARD A. TAYLOR, DTM

**T**ake a close look at some of the most successful clubs in your area and you'll usually find a high level of camaraderie permeating their meetings. It's no coincidence. Camaraderie—a feeling of friendship, fellowship, warmth and conviviality—is an important ingredient in successful club operations and growth. Show me a club that has an outstanding record of educational achievement, a club that is growing or at least maintaining its membership, and I'll show you a group of people who enjoy being together.

Camaraderie is important for several reasons. First, it gives members a sense of belonging. We all have a need for companionship in varying

degrees, which can be satisfied in part by affiliating with a Toastmasters club.

A warm, friendly group of people attracts prospective members. When visitors see firsthand how self-improvement, fun and fellowship fit together, they are more likely to join.

Camaraderie enhances member retention, too. Even the most experienced Toastmasters will sometimes reach plateaus in their personal growth and development, become frustrated with their lack of progress and consider dropping out of their clubs. They often hang on to their Toastmasters membership because they enjoy the club fellowship and valuable friendships. Usually, they are rewarded





with renewed personal growth as the learning curve gradually climbs up and away from its most recent plateau. Sometimes camaraderie is the motivation to “hang in there” and keep trying to improve.

Further, a spirit of camaraderie boosts *group* performance. Although we put supreme emphasis on individual achievement, our educational process is not a solitary endeavor. We use a group process to make the program work for us; we count on the group to function as a vehicle for individual improvement. We set club goals and these stimulate the growth of individuals. We measure club performance and get a pretty good idea of how individuals have performed.

It's difficult to imagine how a club could be very successful without a healthy level of camaraderie and its close relative, team spirit.

Camaraderie reflects the quality of relationships within the club. If members are friendly to each other, chances are they like and trust each other, work well together and depend on each other.

### Signs of decline

Thousands of Toastmasters have never known what it's like to have a meeting devoid of camaraderie and team spirit. Great. Let's hope they never do. But sometimes relationships fade. Consider these typical comments:

- The club used to have a picnic every summer, but for the last couple of years, nobody bothered to plan one.
- Joe was a real sparkplug. The meetings just aren't any fun since he moved away.
- The old gang is almost all gone and these new people just aren't very interesting.

Sometimes  
camaraderie is  
the reason  
we keep  
trying to  
improve.

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- Whatever happened to the custom of arriving early to greet the guests?
- A committee of one, as usual.
- These new officers are all work and no play.
- She's been in the club for six months but feels like an outsider.

These thoughts might indicate declining club camaraderie. Left unchecked, these symptoms can significantly impact club performance and reduce meeting quality, as well as membership and attendance.

Here are 10 ways to promote camaraderie in your club and keep the flame of fellowship alive:

**Arrive 15 minutes early.** It's the simplest way to promote club camaraderie. Shake hands, greet members and guests, make friends and learn more about people in the club. It's a charming custom. But don't overdo it. If you're a natural Miss Congeniality, fine. But if you're shy and quiet, you can still make others feel welcome. Just be friendly and be yourself.

**Share yourself.** Be willing to share your ideas, opinions and feelings with others. Try getting others to talk about themselves. Show them you care by listening attentively.

**Try round robin introductions.** Ask members and guests—if they care to participate—to pair off, interview each other and introduce each other. Make it a part of the assignment to discover something new about each member.

**Open your circle to newcomers.** Toastmasters is not meant to be a closed social club. Sure, you're entitled to choose your friends, but be wary of forming cliques that leave new members out. Visitors often sense when a group is not likely to accept newcomers. Small clubs in particular, perhaps

because they have worked so hard to keep the club together, run the risk of appearing so closely knit that guests fear they will not be accepted. It's not enough to have good fellowship; it's necessary to share it.

**Work together.** When people work together toward a common goal, they experience a variety of social interactions that tend to foster mutual respect, openness and trust. Toastmasters clubs provide ample opportunity for members to work together through regular programs, committees and special projects such as Speechcraft, Youth Leadership and Club Extension. As relationships grow stronger through positive social interactions, members become more deeply committed to the team and are willing to accept more challenges to reach group goals. It's a very productive cycle.

### Learning common interests

**Play together.** Parties, picnics, bowling tournaments, volleyball games and other outings build camaraderie and team spirit. These "club socials" provide a chance for members to get to know each other in a relaxed setting (or at least a different setting). In novel roles and circumstances, people may reveal different aspects of themselves. You may discover common interests that lead to more satisfying relationships and make working together easier.

**Laugh together.** Laughter seems to be a natural part of Toastmasters meetings. Laughter makes us feel good and lubricates social interaction. If humorous speeches and Table Topics don't provide enough laughter for your club, try appointing a "jokemaster."

**Personally recognize accomplishments.** Congratulations from a friend is often as welcome as an impressive trophy. The applause of an appreciative audience, in recognition of a job well done, is an act of caring that says, "We thank you, we honor you, we like you." It builds self-esteem, helps the achiever to identify more with the group and reinforces his or her motivation to contribute to the team.

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enough to  
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share it.

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**Celebrate group accomplishments.** A team victory merits celebration by the entire team.

The celebration of a group accomplishment, such as the attainment of a membership goal, is a fine opportunity to promote fellowship.

**Build your relationships with individuals in the group.** It's difficult to conceive of a strong member-club bond unless there are some fairly strong member-member bonds. It's one thing to relate to "the group" as a whole, and quite another to relate to a person. For some, having one or two well developed relationships with other members may be more important than loose associations with a score of friendly acquaintances.

To advise you to be someone's pal would be going a bit too far; you're going to use the same criteria you've always used in selecting friends. Yet it doesn't hurt to be open to the idea of forming closer friendships with members in your club. You may already have been thinking, "I've always thought John was an interesting fellow and I'd like to get to know him better, but I've really not had much time to talk with him."

Take the time. Get together for a cup of coffee. Whether you and John become friends or not, you'll have learned more about John and will feel more at ease in later asking for his help on club projects.

Observation suggests—and common sense confirms—that many of the most successful Toastmasters clubs, in terms of measureable achievements, enjoy a strong team spirit and fellowship. However, it is clear that a club can have high spirits and accomplish little.

Other factors, such as leadership quality, educational programming and the desire of individual members to succeed, are highly touted as success factors, and justly so. Yet, if camaraderie does not fuel the engine of achievement, it is most certainly its oil. And the most finely tuned engine can't get very far if the wheels don't roll. ♣

**Richard A. Taylor, DTM,** is a former District 58 governor.

"Saving is a very fine thing. Especially when your parents have done it for you."

Winston Churchill



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# The Key to Long-Term Relationships

The belief that love can overcome all obstacles is a seductive myth.

BY KATHY BETTS

In these times of advanced technology, communication breakdown is everywhere. Every day we FAX information, receive broadcasts from around the world via satellites, talk long distances through fiberoptical glass and relay messages over a vast number of computer bulletin boards.

But what are your neighbors' names? Do you know the name of that co-worker in the cubicle next to yours?

Recent studies say you don't know. Many of us don't know our neighbors unless we are forced to pull together to fight a common problem. Fierce competition at work is said to keep many from forming close ties there. Four out of 10 marriages end in divorce and more than half of those surviving marriages are far from paragons of health and happiness.

Interestingly, most couples who divorce cite communication breakdown or a third party as the reason for their breakup; not that they stopped loving each other. "The seductive myth," one psychologist explains, that entices people to marry or form close relationships is the belief that love can overcome all obstacles.

Michael Cavanagh, a clinical psychologist in Northern California, compares this reasoning to the belief that if a person "really loves" music and works hard at it, he or she can become an accomplished musician. Though love is a strong motivator in bringing people together, Cavanagh identifies six other factors necessary for healthy, long-term relationships: self-esteem, a strong but flexible sense of self, a healthy attitude toward one's partner's and own sexuality, psychological independence and maturity; and an ability to communicate effectively.

Cavanagh defines effective communication as "the sharing of significant ideas and feelings immediately, honestly, clearly and constructively."

Susan, for example, may not think it's appropriate to reply to her husband's (Jim's) criticism of her mother in front of the children. In this case, "immediately" doesn't mean "right now," Cavanagh points out, but it always means the same day.

Those who do not communicate their feelings immediately tend to bottle them up, creating tension and distance in their relationships. Cavanagh says this is unfair to others, who can't help resolve a problem if they're not aware of it.

Being "almost completely honest" doesn't make the grade. For Susan to communicate honestly, she must say to Jim: "I notice you are consistently coming home late from work and it makes me wonder if you are avoiding coming home for some reason." Less effectively, she might say: "When you come home late, I have to prepare two separate meals. Can't you bring your work home and do it after dinner?" The latter approach would lead to a discussion about Jim's work rather than Susan's fear, which is the critical issue.

Even the most serious message can be worded in a simple, straightforward sentence. Susan could say: "I think you may not be allowing Jessica the freedom that a 16-year-old girl needs." Clear communication is brief and to the point.

Finally, it's most important to get a message across without insulting your listener. If Susan told Jim, "Well, I know what you're saying, but I think there is another side of the issue we need to discuss," it would be better than saying "It really bugs me that you leave parenting to me and then sit back and criticize me when you don't like what I'm doing." The latter statement might make Jim defensive and cause an argument, instead of leading to a discussion on how to solve the problem.

Children need much more than love to grow into reasonably happy and effective adults, according to noted child psychologist Bruno Bettelheim. The same premise applies to marriage, Cavanagh says, adding that skills basic to a good marriage ideally should take shape by age five and subsequently increase and be reinforced throughout childhood and adolescence.

However, Cavanagh and other marriage and family counselors say interpersonal skills can be learned at any point in our lives and can always improve with practice.

"Remember not to give family and friends leftover time," cautions Cynthia Coad, Ph.D., a mother of seven who coordinates a job placement program for disadvantaged students at Cypress College in California. You may find plenty of time for work and hobbies, she says, but your friends and family might be groping for your attention.

To avoid this, she recommends scheduling time with family and friends. We make appointments to see the doctor or play a game of golf, but quality time with those we love is much more important: it builds the self-esteem we need to face life's many frustrations.

Coad cautions that quality time is not expensive. Meaningful conversation is the goal and can be incorporated into any activity, such as a trip to the grocery store or a visit to the park.

Keeping close ties with loved ones requires a mutual commitment to spend time together and to communicate effectively. With commitments like that, we can make our world a friendlier place.

*Kathy Betts is a freelance writer from Anaheim, California.*

# Nothing More Than Common Sense and Communication

The more you know about the other side, the better.

BY JAMES PATTERSON

**A**lmost everything we do is somehow tied to the negotiation process. Conflicts in business and in personal life are commonly solved through negotiations. When we buy things, sell ideas or solve problems, negotiation gets us what we want.

But most people are uncomfortable with negotiations. Remember the last time you bought a new car? There's nothing sinister about being a good negotiator. It's nothing more than common sense and communication; a way to get your fair share, whether it's selling a proposal to your boss, settling a labor dispute, buying real estate or getting that new car.

The reason we avoid negotiation situations is because we've handled them poorly in the past. This probably resulted in us "giving away the farm" just to settle.

As Toastmasters, you probably already have, or can acquire, these important negotiation skills:

- Thinking on your feet. Impromptu speaking situations are excellent practice for negotiating. Can you respond quickly and intelligently with only moments notice?
- Planning and organizing. These skills are important for speech success, but crucial in negotiations.
- Listening. Listening is comprehension. Do you understand what others are saying? Can you "read" what they want? Negotiators are the best listeners.

You can master your life through knowing:

1. The kinds of "games" people are likely to play while negotiating.
2. How to control the three crucial negotiating variables of power, time and information.

3. Useful strategies and tactics for increasing your negotiating chances.

## Games negotiators play

When two sides can't agree on an issue, they can do three things: they can do

This article only gives you the basics of how to be a good negotiator. The only way to learn is through practice. How about a special Toastmasters meeting on negotiations? Here's a rough sketch on how such a meeting might work:

**1**

Select a topic to negotiate. The more specifics you include in a situation, the better. A fun one for sports fans: negotiate a baseball (football, basketball) players contract.

**2**

Using the baseball player contract idea as an example, select three people for each side. Give each side basic information shared by all (player statistics, salary history, salary comparisons, etc.). In addition, each side should be given information only its members know.

**3**

Each side should prepare for the negotiation session using the information in the article. Evaluators can judge participants based on that criteria.

After a practice negotiation, you'll see the need to listen, think, organize and speak on your feet: all skills you can learn as a Toastmaster.

nothing ("Oh well, I tried. He just won't listen!"), one side can force a solution ("You'll do it because I'm the boss!") or they can reach a mutually satisfying agreement through negotiations.

There are three kinds of games that people play while negotiating: win-lose, lose-lose and the best one, win-win.

**Win-Lose.** As the name implies, one side wins and the other side loses. This strategy focuses on who has the greater power. People who start out with unwavering positions are setting themselves up for a win-lose outcome. Interestingly enough, the democratic concept of majority rule is based on a win-lose game. An example would be the system of voting on a proposal: 51 people vote yes and win; 49 people vote no and lose. This hardly seems the way to build lasting harmony!

**Lose-Lose.** Both sides lose something in the negotiations. The best example of a lose-lose game is compromise. We've always been taught that compromise is a good thing to do. But think about it: Many times a series of compromises only leaves both sides with far less than they needed in the first place.

Another example of a lose-lose game is when unions make unreasonable demands that force a company to close. On a personal level, two feuding co-workers both end up losing in the long run. Both are branded "troublemakers" or "poor team players." Try getting a better job with that kind of reference!

The best outcome is **Win-Win**, which ends at a solution satisfying all parties. An effective negotiator should look past conflicting means (me vs. them) and focus on satisfying ends (us vs. the problem). When both parties in a negotiation

have similar goals, a win-win game is more likely to occur. This requires a positive open attitude on both sides: yes, we can both get something out of this; the enemy is the problem, not each other; we're flexible enough to know there are several solutions for every problem; we understand each others' positions.

But to be a great win-win negotiator, you must also be able to use the three variables of time, power and information.

The **time** you choose to negotiate is of great importance. Unfortunately, what gets done in this world usually gets done right before deadline. If you understand that negotiation takes place over time and is an ongoing process, you won't feel compelled to rush a decision. This relates to another point about time: The person who feels under the gun is more likely to give something up to complete a deal. People set up time limits in negotiations. Try not to interfere with deadlines of others, but never let your opponent know your deadline.

Also, save the tougher issues for the end of the session when both sides won't be as apt to waste time. Starting with the easier items will not only speed up the process, it will also build goodwill that both sides can use later when the sticky issues come up.

Far too many managers play the win-lose game because they're afraid of losing. They view negotiation as a threat to their **power**, so their aim is always to have the other guy lose. But the only way you really lose is when you let the other side win without getting anything for yourself. Build a win-win climate by being open and honest about what you want. Explain why something is unacceptable. Appeal to the other side's sense of fairness.

The real key to power is perception. If the other side thinks you have power, you do. If you think you have power, it's far easier to convince the other side you have it.

Other ways to gain the power edge include:

*Establish legitimacy based on a demonstrated need.* Written proposals give an aura of legitimacy merely by being printed.

*Don't fear risks.* Calculated risk-takers often end up with respect, higher rewards and the most power.

*Be persistent.* You gain power by asking for what you want several times in a negotiating session.

*Be fair and ethical* and call that to the other side's attention. Check it by asking, "Doesn't that seem fair?"

Toastmasters skills such as research and preparation of speeches are really helpful in negotiations. The more **information** you have, the better.

Know your opponent's background (expertise, experience in negotiations, goals, etc.) and personal characteristics (emotional and personal needs, office politics involved, etc.).

Also find out how much the other person wants what he or she is fighting for. The more a person wants something, the more likely that person will make concessions. Try to increase the other side's desire for what you can give them in negotiation. On the other hand, don't reveal how much you want what they

have. The instant you show how much you need or want something, you lose negotiating power.

Effective negotiations involve each party arriving at a mutually satisfying end.

To be successful at negotiating, you should know how the three variables of time, power and information affect the proceedings. ♣

**James Patterson** is an Education Specialist with the U.S. Army's Communicative Skills Office at Fort Huachuca, Arizona. In addition, he is an active speaker and trainer of business communication and marketing. He resides in Tucson, Arizona.

## NEGOTIATING POWER

Now that you know the basis of negotiating—the types of games people play (and why win-win is the best way) and the three most important variables in every negotiation (time, power and information)—it's time to apply your strategies and tactics for the negotiation battlefield.

In preparation, develop an approach that is only a preliminary plan. Locking yourself into an inflexible plan will spell disaster if conditions change later during the negotiations.

Find the answers to these questions, and you'll be on your way to a successful strategy:

— How badly do you want what they have? How badly do they want what you have?

— What are the *real* causes of the problem being negotiated? Brainstorm creative solutions. What are the alternatives to negotiation?

— How does the other person act in certain solutions? Ask around for answers. Do your homework.

— What personal and psychological needs does the other person have?

— What is the minimum you'll give up? What's the maximum? Make a list of what you really need, what you'd like to have and what you could give up.

— What will the other person say to your various requests? Anticipate objections.

Tactics vary according to the subject being negotiated and the people involved:

● Slice up larger issues into manageable pieces.

● Solve easy issues first, hard issues

last. Remember, most things get done close to the deadline.

● Offer alternatives or proposals as "what ifs." This will give you information on how the other guy acts and allows both sides to consider an issue without deciding on it.

● This point is controversial, but worth mentioning: Sometimes being the first to concede something gives you power. It gives the impression that you're the fair guy, and the other side may feel obligated to concede something. Of course, you shouldn't give up something that's vital to you.

● If you need to concede a point, don't do it easily. Make your opponent work for it. There's truth to the saying, "You'll appreciate it more if you work for it."

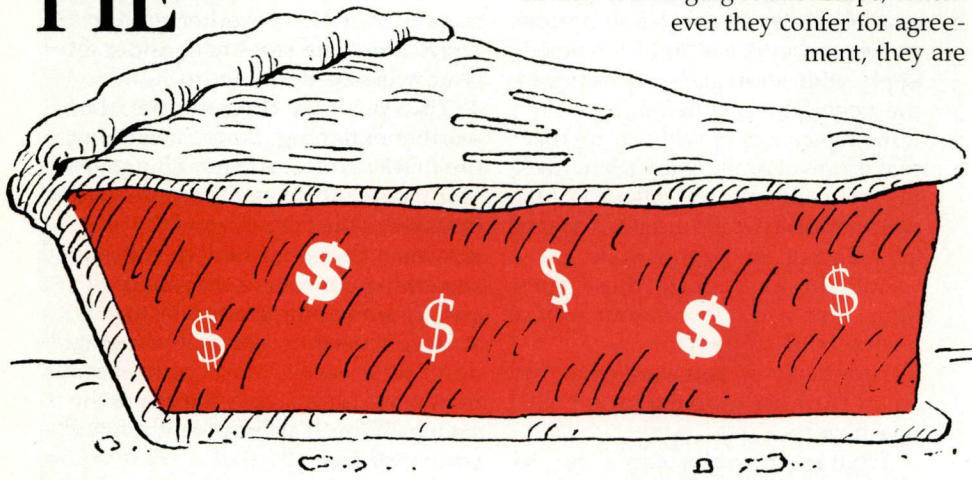
● One tactic that works when you think you're being taken advantage of is to say you've changed your mind. The other side will then make concessions; it's either that, or they'll risk losing the whole argument.

● What to do about temper tantrums: remain calm. Coolly ask for an explanation and try to push the situation back into the win-win mode.

● If there's nothing more to negotiate or you're not getting what you want, you may have to walk out. The other side may be willing to make concessions if the negotiations are really important to them. This can be risky, but if they walk out, let them be the first to come back. This will give you the psychological edge of knowing how much they want what you have.

## **Negotiation:**

# GETTING YOUR SLICE OF THE PIE



BY PETER STARK

recently asked participants in one of my seminars how often they negotiate. More than one-third of them said they used negotiation skills seldom or never. I didn't tell them it was a trick question: The correct answer is always.

While most of us are engaged in some kind of negotiation nearly all the time, few of us recognize it for what it is. From asking our significant other to take out the garbage in the morning to merging our car into rush hour traffic on the way home; from pleading with a client for two more days to complete a project to requesting a raise from our boss; most of our waking hours are spent in some form of negotiation.

Dr. Gerard Nierenberg, president of the New York City-based Negotiation Institute and author of the first book on negotiation, defines negotiation in terms of changing relationships: "Whenever two people exchange ideas with the intention of changing relationships, whenever they confer for agreement, they are

you had with someone who did not treat you honestly or fairly, or did not fulfill obligations as promised. Chances are you won't do business with that person again.

To create a win-win outcome, it's important to keep two points in mind. First, do not narrow down your negotiation to one issue. For example, if you are negotiating a design contract, do not focus on just the hourly fee. As soon as you reduce the issues to just one, there will be a winner and a loser. The other negotiable issues might include: the length or scope of the contract, the turnaround on the project or the specific person to handle the contract.

Second, realize that people may not want the same things you do. If you believe they do, your loss is your opponent's gain and vice versa: *you* fall back into the win-lose trap. It is very seldom that the needs and wants of your opponent are the same as yours.

The outcome of any negotiation is decided by three variables: the behavioral skills of the negotiator, the strategies and tactics used by the negotiator and the prevailing situational dimensions surrounding the negotiation.

These three variables are crucial in every negotiation. Most important are the behavioral skills of the negotiator. Great negotiators have extremely high aspirations. When they enter a negotiation, they expect a good outcome. To accomplish this, they do their homework. They know what the payoffs are worth and they know what is important to their opponent.

Successful negotiators know that the negotiator who is best prepared will walk away with a better outcome. The side with the most information usually wins. Peter Ueberroth, master of the 1984 Olympics in Los Angeles, sold the Olympics television rights for \$225 million, about \$138 million more than they sold for in 1980. He did this by studying the ratings and knowing the exact value of what he was negotiating.

Negotiation is an important part of our daily interaction with others. With some planning and research, negotiations in all areas of life can be more successful and fulfilling. As with other managerial skills, it can be learned, practiced and mastered, and the rewards are great. ♦

negotiating. For many people, this definition changes the framework for negotiation."

Rather than perceive negotiation as conflict—a win-lose atmosphere—negotiation by this definition is viewed as taking place in a positive setting of intended cooperation. The action is taken neither to widen or breach the relationship, but to form a new or different configuration.

The reason many people perceive the word negotiation negatively is because they view negotiation as a win-lose scenario. In reality, negotiations are most successful when the needs and wants of both parties are satisfied. Another benefit of the win-win outcome is that both sides will be willing to come back and negotiate with each other again. To be successful in business, this win-win outcome is critical. Just think back to an interaction

**Peter Stark** is vice-president and co-owner of Photomation West, a commercial printing and graphic arts company in San Diego. He is also a part-time instructor at San Diego State University.

## Watch Out!

# Your Body is Outtalking You

The way you walk may reflect your feelings, attitudes and skills.

BY VIVIAN BUCHAN

**Y**ou never get a second chance to make a first impression. So whether you're negotiating, teaching, reporting, persuading or selling, you will succeed or fail according to your ability to communicate. And that includes an awareness of your body language.

Nonverbal communication specialist Ken Cooper has said that every move you make expresses more about how you feel and think than anything you may say. "Controlling your body language or changing it to fit something you are not is almost impossible," he says. "I can do it because I'm

a professional. Most of us, however, are not good enough actors to do it."

What you say is only half as important as how you handle your body movements, posture, gestures and stride. Yes, even the way you walk reveals a great deal about how you feel and how you view life.

"A basic walking style is set early in life and formed by family or peer group imitating, personality and physical problems," says Maurita Robarge, a professor of physical education and kinesiology. "But a walk can vary according to the situation and be a barometer of feelings, attitudes and skills."

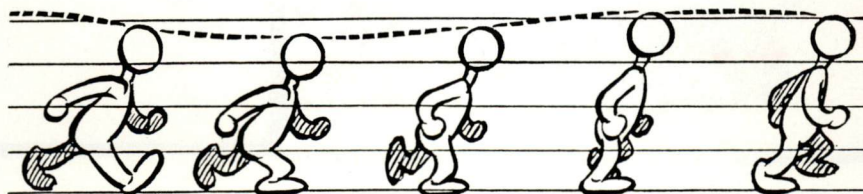
Think of the time and effort fashion models put into learning to strut the way they do in front of crowds and cameras—there's more to it than just putting one

foot ahead of the other as a means of locomotion.

Because of the incredible amount of information obtainable from a walk, it's important to understand what to look for.

Robarge's following eight clues can help you decipher what a person's walk might be saying:

**Posture.** A perpetual slump may in-



dicate feelings of insecurity or inadequacy. Temporary "slumps" in life likewise can take a physical expression.

**Stride.** Self-confidence, purpose and destination are revealed in a brisk walk. Hesitant steps are often taken by those who fear the future and are aimless and indecisive. It may also indicate discouragement and disappointment.

**Angled head.** The torso thrust forward as though one can't get to a destination fast enough usually signals aggressiveness. This person thrives on meeting challenges head-on while welcoming obstacles. In contrast, a person whose head droops and eyes face the ground may feel discouraged.

**Swinging arms.** Open and receptive people walk with their arms swinging. Hands buried in pockets or dangling at

one's side are saying, "I want to be left alone."

**Bouncy walk.** Dancers and gymnasts walk with a springy step that comes from well-developed leg and foot muscles.

**Macho walk.** This is a cocky, masculine swagger characterized by feet swinging out and around from the body with a slight rocking motion of the upper body.

**Wall hugger.** People who walk next to buildings are symbolically avoiding entanglements and involvements by keeping clear of life's mainstream. A wall hugger may also be someone who is fearful of injury

by careless pedestrians.

**Torso angler.** The person who walks with the upper body turned to one side or who leads with one shoulder may subconsciously be trying to avoid conflicts or adversarial encounters. It's similar to a crab's walk, sidling through life, avoiding head-on encounters.

These eight walking styles obviously can't summarize the entirety of a person's character, but they can be used as one jigsaw of the whole puzzle we piece together when meeting strangers.

Communication, even at its present technological best, is not completely reliable. Interpreting body language can make that communication link a little clearer.

†  
**Vivian Buchan** has taught writing, speaking and literature at the University of Iowa.

# BEAT THE PARTY DREADS!

How to put your Toastmasters skills to work at parties and other social gatherings.

BY PHIL MILLER

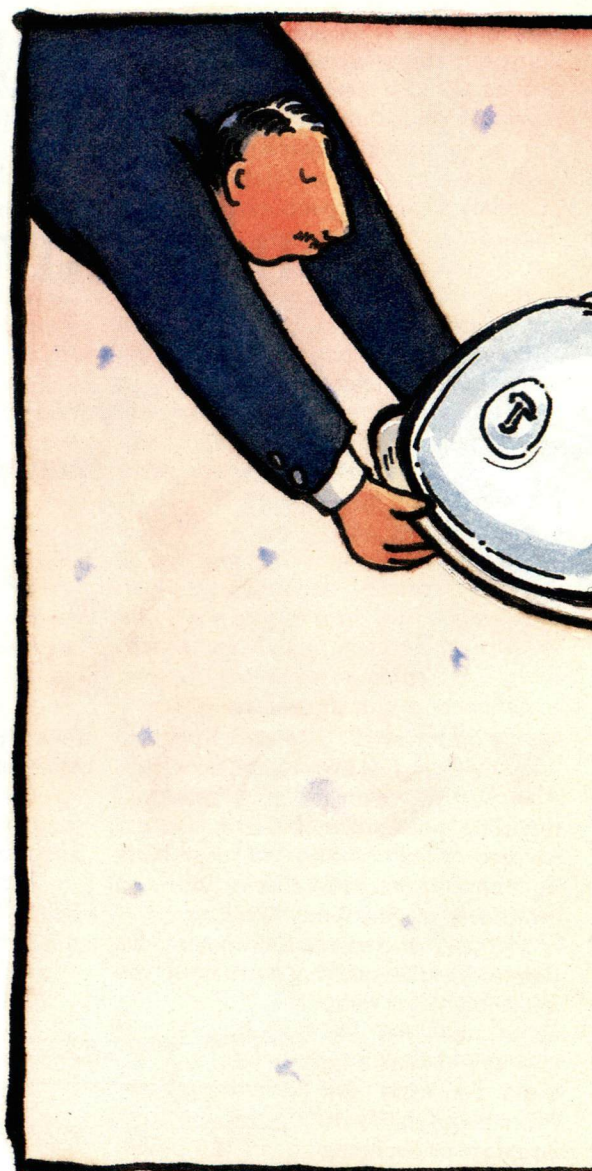
**A**n award-winning Toastmaster tells me that he dreads parties because they make him feel tongue-tied and uncomfortable. The same person's performance behind a lectern is near perfection and his Table Topic responses delight and entertain us at every meeting.

I know successful politicians, ranking military officers and famous entertainers who panic when faced with a room full of friendly people.

Why should a party have such a dreadful connotation to intelligent people who lead active, interesting lives and possess excellent verbal skills?

"Because there's no form to a party," says my Toastmaster friend. "There aren't any introductions and it's hard for me to approach someone I hardly know, or have never met, and start talking. What if he or she rejects my conversation with a cold answer? Or worse, turns away? Everyone there will see my rejection and laugh at me."

Many people have the same dreadful thoughts. Of course, such rude behavior is not likely to occur at most parties.



Loosely structured social gatherings, such as cocktail parties, are designed to allow guests to circulate and meet in a pleasant, relaxed atmosphere. They are a boon to those whose careers require wide public acquaintance.

In addition, they are meant to be fun!

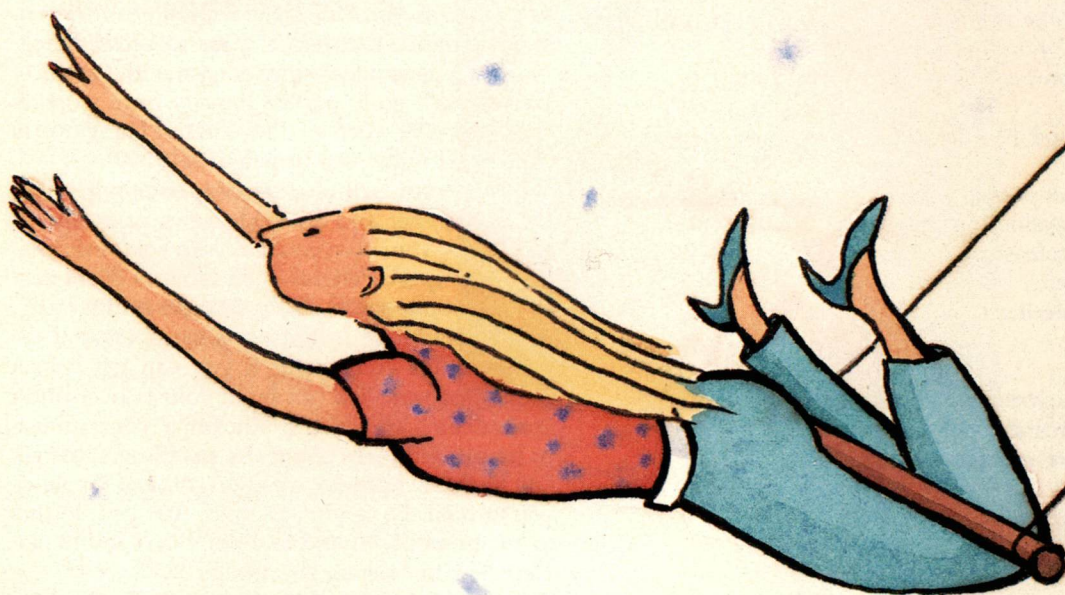
You can beat the dreads and win your share of fun at a party if you put things in proper perspective and take advantage of your Toastmasters training.

Unlike meetings, sales presentations, speeches and other structured events, parties have no agenda. You enjoy them and you profit by your attendance in direct proportion to the effort you invest in making them successful for yourself.

First, get yourself into the right state of mind.

"I feel that everyone's watching me and they all know how uneasy I am," my Toastmaster friend says. "If no one speaks to me immediately I panic, because I'm certain everyone notices and believes that I'm unpopular and unworthy to be part of their group. If someone does speak to me, I'm liable to





grunt and make an unintelligible, one-word reply because my mind is preoccupied with trying to find a way to look relaxed."

With all that garbage going through his head, it's amazing he can even walk straight while at a party (disregarding drinks), much less try to enjoy one.

#### **A Common Problem**

What he fails to realize is that many of the other guests are thinking exactly the same thing. In fact, most people at any unstructured gathering are thinking of themselves and their appearances so intently they don't have time to notice anyone else.

Once you fix this simple fact firmly in your mind, you can stop centering your thoughts on yourself and look around. It becomes almost perverse fun to observe how others nervously preen and furtively search for someone to rescue them from their imagined wallflower status.

All it takes for you to be a knight on a white charger is an appropriate phrase that bursts others'

bubbles of anxiety and permits conversation.

Here's where Toastmaster training gives you an edge.

Remember your Table Topics talks? Prepare a short introduction, body and conclusion on a subject general enough to interest anyone. Then speak to a guest at the party. Your introduction has to be a very short statement or question. It can be as direct as "Hello, I'm George Bush." Or it could be as innocuous as "That's a pretty dress you're wearing." You could even be as flippant as to say, "Boy, the rumaki was lousy."

Usually you'll get an equally short reply, such as "Hi, I'm Kathy Ortega," or "Thank you," or "What's rumaki?" Now the ball's back in your court. Return it with backhand Toastmaster finesse. Ask a question or make a statement that requires more than a single word reply. "What do you think of Frank's move to a new agency?" or "What is the color of your dress? It's something between purple and pink, isn't it?" Or you could say "Everyone thinks of rumaki as an ancient Polynesian dish, but

it was really invented by Don the Beachcomber in Los Angeles back in 1972. What's your favorite Polynesian food?"

After a couple of these verbal volleys, conversation should follow without difficulty.

The best conversationalists listen for gratuitous information supplied by the other person. When a juxtaposition of subjects occurs, that's a signal your fellow guest wants to tell you something about the new subject. Fuel the conversation with a lead that allows discussion of whatever it is he or she wants to talk about.

"Frank will do well in the new agency. I work there too," she says.

"Oh? Are you also a copywriter?" you ask.

Or: "It's mauve," she says. "I had a 'vette the same color once."

"I love sports cars, but I've never owned one," you say. "Do you drive a corvette now?"

Or maybe: "I don't like Polynesian food. I spent four years on Tuamotu and got sick of it," he says.

"Got sick of Polynesian food or Tuamotu?" you ask.

If you're at the party to meet possible clients, work something into the conversation that will interest people in meeting you professionally. Give them your card and accept theirs, but never try to make a deal at a social gathering.

### Exit Lines

Don't spend an entire party Velcroed to one person or group. Tear away and circulate. Use a concluding phrase to take your leave and depart with a few complimentary words.

"I think I see George and I haven't said hello to him yet. I'm glad we've met, Kathy," or "I'm going to search for another drink. I will take you up on your offer of a ride in your 'vette." Or "I see they've put out some Tuamotuan shark rolls. Your shipwreck experiences are interesting; I hope we'll continue our conversation later."

Then you may initiate conversation with another person, or talk to George, or get another drink or grab some rolls.

Not so dreadful, is it?

There's a particularly rewarding bonus experience to be enjoyed at almost every party:

Often there are one or two people at the party whose serious, sour demeanors give the impression that they'll bite the head off anyone who dares to speak to them. They stand back, close to a wall, cocktail clutched rigidly in hand, eyes focused on a point across the room, refusing to make eye contact with any guest.

The truth is that these types would love to meet and talk with other people. Fear that no one will approach them forces self-defense in the form of an "I don't need anyone" stance so that, if no one does talk to them, it will be justified because they didn't appear to want company anyway.

It takes only a little more courage to talk to these sourpusses. If you manage to pull them in-

Most people  
at any  
unstructured  
gathering are  
thinking of  
themselves  
and their  
appearances so  
intently they  
don't have time  
to notice  
anyone else.

---

to conversation, though chances of scintillating dialogue are slim, you'll know you eased a burden from a troubled person for at least a few minutes. That's a bonus you can reap after you feel secure in your party role.

### Confidence Boosters

Until you've gained confidence, you may take some actions before the party to allow yourself to feel less threatened:

- Wear fresh clothing. Dress early and conduct a mirror inspection. See that even the tiniest details are perfect. Clip loose threads from your clothing. See that your dress or trousers are precisely the correct length. Shine your shoes. Comb your hair exactly how you want it.

True, no one is likely to notice miniscule imperfections. But knowing that your appearance is as perfect as you can make it provides inexpensive insurance that boosts your self-confidence.

Later, as you feel more at ease with the party scene, you'll go to parties directly from work in clothes you've worn all day, without being overly concerned with your appearance.

- Update yourself on current events by reading the newspaper and a weekly news magazine. It will fortify your conversation with solid information. Pay special attention to subjects of interest to the people you're likely to meet at the party. Relate something in the news to a personal experience. It's even better if you can tell it in a humorous way. You can build your conversation around such material. If you bring your spouse or friend, tell them about the people you expect will be there. Enroute, mention some of the news you've read. Be careful, though, that you do this in an apparent offhand manner. Don't sound like Gen. Patton briefing the troops.

- If your spouse or friend hates parties and he or she hasn't read this article, and especially if he or she says something like "I'll go if I have to, but I don't want to go"—go alone!

As a novice, you may have a difficult time yourself and you don't need to drag a bored, mute, possibly hostile, lump around beside you. It's their loss, not yours. Your mobility is increased without them. You'll meet more people and you'll be able to relax and engage in more interesting conversations.

You fight the party dreads primarily by remembering that most guests feel as insecure as you do, are too consumed by their worries to bother watching you, and by making a short mental outline, a' la Table Topics, when addressing anyone.

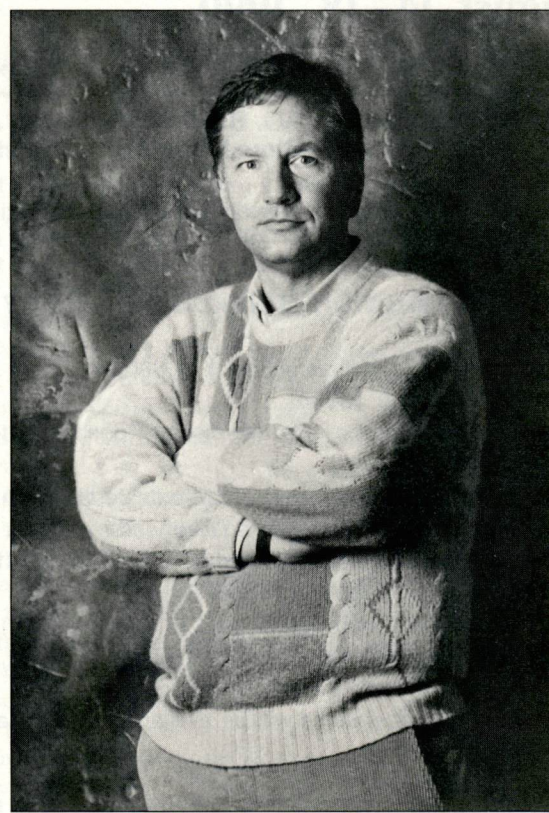
You may attend scores of parties, battling the dreads at all of them, then finally one day you will find you're actually looking forward to attending one. ♦

*Phil Miller has been a public relations professional since retiring from the Marines.*

## TOASTMASTERS' 1990 GOLDEN GAVEL RECIPIENT

Every year, Toastmasters International presents its prestigious Golden Gavel Award to an individual of significance in the fields of communication and leadership. Few people have had as much impact in these areas as this year's Golden Gavel recipient, Tom Peters. A best-selling author, management expert and electrifying speaker, he is founder of The Tom Peters Group, five training and communications companies in Palo Alto, California.

Tom Peters' first book, *In Search of Excellence*, was the first business book ever to top national best seller lists. His other two books also were best sellers. In fact, Peters has had at least one of his three books on The New York Times nonfiction



### TOM PETERS

best seller list for the last seven years.

*In Search of Excellence*, co-written by Bob Waterman, graced The New York Times nonfiction list for 130 weeks from 1982-86; it topped the list for a year. *A Passion for Excellence*, which he wrote with Nancy Austin, replaced Lee Iacocca's biography on the top spot, and stayed on the list for 40 weeks in 1985-86. *Thriving on Chaos* made it to the No. 2 slot and remained on the list for

more than 60 weeks.

Each book has been translated into a dozen languages, and have been best sellers in countries as diverse as Malaysia, Japan, Australia, China, Ireland, Sweden and Brazil.

**“Train people to perpetually educate themselves, no matter what comes along.”**

Tom Peters

Toastmasters will have an opportunity to see and hear Tom Peters in August, at the Golden Gavel Luncheon during the 1990 International Convention in Dallas. His impassioned message about the need for excellence, innovation, service and leadership in all organizations is sure to inspire Toastmasters from all walks of life. Don't miss it!

See pages 28 and 31 for details and registration form.

**“The person who sees a career as one of perpetual investment in education stands a much better chance of surviving in today's world.”**

Tom Peters



# TOASTMASTERS 59th ANNUAL CONVENTION

August 14-18, 1990

Loews Anatole Hotel, Dallas, Texas

**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 1990-91.)**

To attend general sessions on Wednesday, Thursday and Friday, a registration badge will be required. Preregister and order event tickets now! **You must be registered to purchase tickets** to any event except the International Speech Contest. ATTENDANCE AT ALL MEAL EVENTS AND THE SPEECH CONTEST WILL BE BY TICKET ONLY. Advance registrants will receive a receipt by mail. Tickets can be claimed at the registration desk beginning at 10:00 a.m. Tuesday, August 14.

**ALL ADVANCE REGISTRATIONS MUST REACH WORLD HEADQUARTERS BY JULY 10.**

- \_\_\_\_\_ Member Registrations @ \$50.00 \$ \_\_\_\_\_
- \_\_\_\_\_ Joint Registration: Husband/Wife (both Toastmasters) @ \$80.00 \$ \_\_\_\_\_
- \_\_\_\_\_ Spouse/Guest Registrations (each) @ \$30.00 \$ \_\_\_\_\_
- \_\_\_\_\_ Dinner for Members Outside U.S. and Canada/Interdistrict Speech Contest (Monday, August 13) @ \$30.00 \$ \_\_\_\_\_
- (Note: The above event is restricted to delegates from outside U.S./Canada)
- \_\_\_\_\_ Tickets: **Golden Gavel Luncheon** with Tom Peters (Wednesday, August 15) @ \$25.00 \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets: **Toastmasters & Guests Luncheon** (Thursday, August 16) @ \$19.00 \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets: **DTM Luncheon** (Thursday, August 16) (Note DTM# \_\_\_\_\_) @ \$19.00 \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets: **"Honky Tonk" Fun Night** (Thursday, August 16, Dinner, Show) @ \$35.00 \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets: **President's Dinner Dance** (Friday, August 17, Dinner, Dancing, Program) @ \$35.00 \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets: **International Speech Contest** (Saturday, August 18) @ \$10.00 \$ \_\_\_\_\_

(PLEASE NOTE: Continental breakfast items will be available for purchase prior to the contest).

TOTAL \$ \_\_\_\_\_

Check enclosed for \$ \_\_\_\_\_ (U.S.) payable to Toastmasters International. **Cancellation reimbursement requests not accepted after July 25. Cancellations not accepted on site.**

(Please Print) \_\_\_\_\_ Club No. \_\_\_\_\_ District \_\_\_\_\_  
 Name \_\_\_\_\_  
 Spouse/Guest Name \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State/Province \_\_\_\_\_  
 Country \_\_\_\_\_ Zip Code \_\_\_\_\_  
 Daytime Telephone Number ( \_\_\_\_\_ ) \_\_\_\_\_

If you are an incoming club or district officer, please indicate office: \_\_\_\_\_  
 Please check here if you need special services due to a disability. We will contact you before the Convention.  
 Please check here if this is your first TI Convention. **A**

**Mail This Part To: Loews Anatole Hotel, Reservations Dept., 2201 Stemmons Freeway, Dallas TX 75207-9990**

**1990 TOASTMASTERS INTERNATIONAL CONVENTION  
Loews Anatole Hotel • August 14 - 18, 1990**

**Reservations must be received by July 12, 1990.** Reservations received after this date will be confirmed on a space available basis.

Name \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
 Phone ( \_\_\_\_\_ ) \_\_\_\_\_  
 Sharing with \_\_\_\_\_

Reservations are not transferable and are held until 6 p.m. unless guaranteed by advance deposit, MasterCard, Visa, American Express or Diners Club cards. I will guarantee by:  **Advance Deposit**  
 **MasterCard**  **American Express**  **Visa**  **Diner's Club**

Card No. \_\_\_\_\_  
 MC Interbank No. \_\_\_\_\_  
 Signature \_\_\_\_\_

If room or suite is not available at requested rate, nearest available rate will be assigned. All reservations are confirmed subject to failure of prior guest to vacate, or other causes beyond our control. Check-out time is 12 noon. Rooms may not be available for occupancy until after 4 p.m. Rates are subject to 13% tax. For persons exceeding two per room, there is an additional charge of \$15.00 per person per night. For VIP services, try the Concierge Floors.

Please check type and rate of accommodation requested:

ATRIUM	_____ Single	\$92.00
	_____ Double	\$99.00
TOWER	_____ Single	\$92.00
	_____ Double	\$99.00

Suites Available Upon Request

Call Hotel Reservations for details (214) 748-1200  
 Arrival Date \_\_\_\_\_ Time \_\_\_\_\_ AM/PM  
 Departure Date \_\_\_\_\_ Time \_\_\_\_\_ AM/PM

## Words Aren't International

Writers for international magazines should choose their technical terms with care.

I noted the word "blueprint" in the November issue. This word was used to describe building documents for the new Toastmasters International World Headquarters building.

The word "blueprint" is a reminder that some technical words may be interpreted differently in different countries. It should be noted that in many countries outside the United States the word "blueprint" refers only to building documents reproduced with white lines on a blue background. The illustration of these documents in the November issue did not display these characteristics.

Similar problems in communication exist for many readers outside the United States with words such as "sidewalk," "body shop" and "hood" of a car.

All technical words presented to an international reading public require careful checking to discover whether they are internationally acceptable.

I hope this letter will motivate an interested author to submit a detailed article on this communication problem.

*Marcus Gottlieb, ATM  
Johnsonville Club 4775-72  
Wellington, New Zealand*

## Snakes Rank First

I'd like to direct Robert Orben, author of "Reflections on Stage Fright" in the January issue, to a national survey by the Roper Organization in 1988. The survey found that 26 percent of adult

Americans fear public speaking, second only to the 41 percent who admitted their fear of snakes.

*Vijay M. Gokhale  
Livingston, New Jersey*

## Schulz — Not "Schultz"

As the sister-in-law of several Toastmasters, I enjoy reading your magazine. However, I was disappointed to see a spelling error repeated several times in B. Eugene Griessman's article, "If at First You Don't Succeed, Try a Different Way," in the January issue.

The artist who draws "Peanuts" is named Charles Schulz, not Charles Schultz. Please accord this gifted cartoonist the respect he deserves by spelling his name correctly.

By the way, I really enjoyed the article "Panel Power" in the same issue. It may come in handy for me some day. Keep up the good work!

*Joyce F. Rosenthal*

## October Cover "Misleading"

I must protest about the cover of the October issue, which I recently received. I do not think it enhances the image of Toastmasters to show overweight ladies with stupid hats, balloons and streamers on the cover. What on earth does it have to do with a serious organization with an educational purpose? Frankly, I am ashamed to show the magazine to anyone, in case it gives a misleading impression.

What would a guest or potential member think if they saw this cover? If this is your idea of Toastmasters

"having fun" at a convention, then I am delighted that I have never attended one. Surely Toastmasters should "have fun" with dignity and self-respect. Not many intelligent people "have fun" in the way depicted on your cover. As for the pictures on pages 8-15, they were so embarrassing I just want to forget them!

I wish I could understand why you printed them — there must be a reason — but what has it to do with an organization that teaches me to improve my public speaking skills?

*Josephine Brader, ATM  
Aylesbury, Buckinghamshire,  
England*

## Happy Reader

Thank you for a wonderful magazine. I read it from cover to cover!

I am a new Toastmasters club member, but I have been in sales for 10 years and have never used finer materials than Toastmasters' manuals and magazine. Every article in the January issue was absolutely outstanding. I look forward to the day I will be qualified to be a contributor.

*Audrey I. Sater  
Southridge Club 2084-47  
Lake Placid, Florida*

## Offended by Picture

Thank you for the most informative article, "The Care and Feeding of Professional Speakers" (January).

My enjoyment was reduced by the accompanying photo showing a male speaker being pampered. Why all women's hands? Will this always be seen as our function? Could we not view a male arm pouring the

wine, shining the shoes, even performing the manicure?

As a business woman and Toastmaster I find this offensive and would delight in seeing a female speaker being attended to in the same fashion.

The article itself was careful in referring to the speaker as both "he" and "she" — a refreshing touch. Surely this enlightened approach could also be represented in the photograph.

*Margo Jamieson  
Forest City Club 2729-60  
London, Ontario, Canada*

## Art Insensitive to Women

Only a day after I sent a letter to my local newspaper taking exception to its editorial put-downs of strong and intelligent women, I opened up the January issue of *The Toastmaster* to a centerfold picturing a man being pampered and served by a faceless, naked harem of well-manicured babes.

This was an unusually tacky and insensitive art selection, and it certainly did not rouse this woman's interest in the accompanying article.

Stereotypical thinking patterns are antithetical to the Toastmaster philosophy upholding communication ideals and creative leadership. At my Toastmasters club we give a dog bone—the "Bone Award"—to any member who commits an unforgivable faux pas or anything similar during the course of a meeting. I nominate your art director for the "Bone Award" this month.

*Kat Avila, CTM  
Winners' Club 4244-F  
Orange, California*

# HALL OF FAME

## DTM

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

Tim Boyd, 231-F  
Charles Lester Vawter Jr., 4633-3  
Karl Smith, 47-5  
Letha Baldwin, 683-5  
Becki Renee Longmire, 851-5  
Betty Ingram, 2312-6  
Eugene Brennan, 2464-6  
Pat McDougall, 1556-12  
Samuel Wieder, 2954-13  
Nancy Lee Morris, 3738-15  
Marilyn H. Snyder, 3738-15  
Coleman Hull, 2106-16  
Judith T. Bennett, 4248-23  
A. Dean Holt, 3761-25  
Joseph Barrows, 4444-26  
M. Louise Butler, 3448-36  
Paul Lynch, 661-37  
Donald William Stanek, 2706-38  
Jeffrey Akens, 3359-39  
Flo Mawson, 3296-42  
Henry Heinrichs, 5820-42  
Lanie Ruth Morris, 5632-43  
Karen Mayfield, 2995-56  
Alberta Roberts, 6045-56  
Kai Rambow, 3057-60  
Bunny R. Ward, 1673-63  
Carolyn Sanders, 7207-68  
James A. Gibson, 494-70  
David Orr, 1091-70  
Dulcie Willmot, 3558-70  
Bryce John Peddle, 7339-70  
Erika Menneer, 3473-72  
Andrew Pollock, 3474-72  
Christine Mary Kirkman, 7030-72  
James Graham Pearce, 5423-73

## ATM SILVER

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

Nick Nichols, 2924-1  
James F. Allison, 3921-1  
V. Neal Nikolaisen, 3480-3  
Cheryl Watkins, 4124-4

Catherine Roush, 1508-5  
Wayne Warren, 810-14  
James R. Dawson, 1713-14  
Marilyn Snyder, 3738-15  
Virgil Gunnarson, 272-20  
Sue Anderson, 6693-25  
Susie Coon, 4785-32  
Gary Joseph, 3332-33  
E. Frank Poyet, 4055-33  
Midge Cameron Mitchell, 4622-33  
Paul Lynch, 661-37  
James A. Brewer, 3735-43  
Jeffrey Davidson, 7488-52  
T.K. Subramanian, 2797-57  
Helen K. Fooshe, 771-66

## ATM BRONZE

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

Kathleen Thompson, 2717-F  
Linda Paine, 3033-F  
Norman Slonim, 11-1  
Don Luby, 4723-2  
Eleanor Skinner, 5144-2  
Juris Kursulis, 2083-3  
Vera Mizell, 203-5  
Stephen Guffanti, 276-5  
Letha Baldwin, 683-5  
Harry Sundblad, 851-5  
Bill Greger, 167-6  
Sally B. Muraski, 3937-6  
Mark Andrew Schumacher, 431-9  
Barbara E. Newberry, 1521-11  
Keith Hood, 5498-11  
Colim James Decker, 1713-14  
Thomas E. Munson, 2906-14  
Lawrence Geisler, 5396-15  
Patrick McKinnon, 4105-16  
Maxine Von Tersch, 3288-19  
Tim Gill, 5295-19  
Ricardo Gonzales, 5929-23  
Mary Clar Haven, 4300-24  
Mickey Lewis, 1190-25  
Bobbi Rhe Stringer, 5297-25  
Tracy Perry, 4071-26  
Daniel Saxton, 4071-26  
Conrad Bishop, 704-29  
Robert F. Happel, 1743-30  
Linda J. Dowd, 146-33  
Mary J. Finch, 3254-33  
Richard Fath, 3740-36  
Ellis Hirst, 2370-39

Fred Herrmann, 924-41  
Hannai Grant, 1448-42  
Richard Lanny Coulson, 5847-42  
Marie Braddock, 2123-44  
Evelyn-Jane Burgay, 1958-47  
Annette Sonclair, 2449-47  
Thomas Brachko, 251-52  
William Walsh, 921-53  
Ann Avila, 5268-56  
B. Arthur Breslow, 961-57  
Kai Rambow, 3057-60  
Sue Harris, 3728-63  
G. Wayne Drummond, 4559-63  
Mary Bjork, 686-66  
Grace E. Williams, 5168-66  
Ruth Davis Cooley, 4528-68  
Ivy Foster, 900-69  
Colin Sutcliffe, 5285-69  
Laurel Salt, 5483-70  
William Burton, 6475-72  
Adolf Berger, 1381-73

## ATM

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

Fred H. Gebert, 15-F  
Lisa Pasquale, 2717-F  
Alexander Tiquia, 2757-F  
John W. Lerch, 3733-F  
Robert Richert, 4191-F  
Rhoda Neal, 4438-F  
Diana L. James, 7368-F  
Roger Sivaraiian Sarathy, 1059-U  
Dora L. Gropp, 3069-U  
M. Lelia Guilbert, 280-1  
John P. Kirk, 3645-1  
Sherrie Railsback, 4396-1  
Donald T. Knapp, 4419-1  
Norble Leslie Derrington, 6266-1  
Martina Gever, 306-2  
Nancy S. Crimm, 748-2  
Charles Lare, 1161-2  
Dennis Ward, 1161-2  
Gillian Martin, 1531-2  
John Bukoskey, 2227-2  
Roberta Arvidson, 4739-2  
Scott Shcolnik, 1631-3  
Ila Carpenter, 1751-3  
Allan R. Canfield, 2531-3  
Judith Ann Brown, 3850-3  
Cecil Maddux, 4029-3  
Chisomana "Chio" Black, 4459-3  
Jerry Lerch, 4517-3  
David Geist, 5056-3  
Joanne Brickman, 5240-3  
Jason Byler, 5317-3  
Laurana Johnson, 5565-3  
Donna Wiegman, 6729-3  
Annikki Keskitald, 191-4  
Sandra Potash, 3842-39  
Laura Dornan, 4457-39  
Stephen S. Roberts, 4457-39  
Joe A. Coffin, 5273-39  
Jay Abbott, 6636-39  
Robert Schroeder, 524-40  
Jean Schwinne, 524-40  
Wanda Dille, 2891-40  
Henry Cordes, 2239-41  
Thomas G. Schuelke, 323-42  
Winson Lee, 864-42  
Timothy William Squire, 2282-42  
Dan M. Pacholik, 2448-42  
Spencer Silver, 2479-42  
Alice Sears, 2882-42  
Ronald Duckworth, 3418-42  
Robert L. Kelham, 3489-42  
Dayle Gordon West, 5721-42  
Hazel Banush, 5766-42  
Brenda Mulyk, 5826-42  
Rose Marie Anderson, 6131-42  
Mollie Bradke Phillips, 243-43  
Richard Young, 243-43  
Marry Ellen Murray, 1359-43  
James Miles, 2217-43  
Sister Janice Campbell, 3962-43  
Carl Graham, 4496-43  
Ritch Sorenson, 884-44  
James Early, 1557-44  
Mary Koester, 5011-44  
Roger M. Scott, 2156-45  
Anita Coady, 3978-45  
Lee Young, 1781-46  
John F. Kane, 2286-46  
Seymour Elk, 2639-46  
Francis Kowalski, 2664-46  
Mark Felix DeCesare, 3188-46  
Robert Bieber, 4764-46  
Dorothy Saunders, 6167-46  
Anne De Hart, 546-47  
Paul E. Nelson, 1463-47  
Richard Boodle, 1600-47  
James Clayton, 2262-47  
Warren K. Watson, 4170-47  
Allen Linquish, 5193-47  
David Voissem, 6273-47  
Alba Ann Cooper, 6581-47  
John M. Smilek, 1745-48  
Sharon Wilson, 3513-48

Susan Ismail, 5175-48  
Thomas E. Lyle, 5178-48  
Carroll Puckett, 5178-48  
Cassandra D. Duncan,  
5327-48

Adelino P. Valentin,  
2525-49

James Marsh, 4012-49  
Linda Cota, 29-52

Bernard Kirsch, 1476-52

Samuel J. Cory, 3707-53

Peggy Ann Burton, 995-54  
Lana Croft, 109-56

Bruce Youngblood, 966-56

Frederick Washington,  
1763-56

Verna Richardson, 1843-56

Ruth Elaine Lundberg,  
2207-56

James O. Brooks, 3731-56

George A. Macke, 4570-56

Arthur Casiraighi, 5811-56

James Russell, 6517-56

Larry Evans, 6659-56

Gloria Mattos, 961-57

Kent J. Barcus, 1034-57

Mae Meldav, 1034-57

Anne Melox, 1034-57

Thomas Albracht, 1441-57

Margaret Cavender, 2910-57

Beverly Harris, 4027-57

Larry McCord, 4027-57

Neil Wilson, 4027-57

Edward Ocampo, 5269-57

June Werklwy, 6732-57

J.R. Johnson, 4513-58

Allen Harman, 6426-58

Irene Konzelmann, 3541-60

Don Anderson, 5439-60

Jo Rand, 477-62

N. F. Mickey Knowlton,  
1021-62

## ANNIVERSARIES

### 40 years

Boeing, 791-2  
Springfield, 527-22  
Pueblo, 795-26  
Cheyenne, 798-26  
Jackson, 807-62

### 35 years

Alexandria, 1748-27  
Maumee Valley, 1637-28  
Determined, 1735-39

### 30 years

High-Noon, 2072-8  
Greater Des Moines,  
3049-19  
Noonday, 3109-23  
Burlington, 2857-35  
Agricultural Res. Ctr.,  
3039-36  
JSC, 3116-56

Burlington, 3074-60  
West Knoxville, 3117-63

### 25 years

Hiawatha Valley, 205-6  
MITRE/ESD, 2779-31  
ATM/DTM, 3895-35  
Tuesday Nooners, 3868-42  
Pellissippi, 697-63

### 20 years

West Gate, 3384-U  
High Noon, 2028-43  
Crossroads, 1396-64  
Blacktown City, 3378-70  
Taupo, 2441-72

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DCAS-Orators, 2214-1

Firestone, 3315-10  
Sandy Springs, 3133-14  
Bowmen, 2161-42  
Clonakilty, 2272-71

### 10 years

Bay Broadcasters, 4136-F  
Christian Crusaders, 4142-F  
Irvine Complex, 4149-F  
ADAK, 4118-U  
Long Beach Live Wires,  
4131-1  
C.I.T.I.E.S., 4138-1  
G-E-M, 4124-4  
Almaden Valley Orators,  
4148-4  
Expressions Unlimited,  
4130-5  
Liberty, 4152-5  
Lunch Bunch, 4134-7  
Collinsville, 4129-8

Stone Mountain, 4144-14  
Lake Region TM Club,  
4116-20

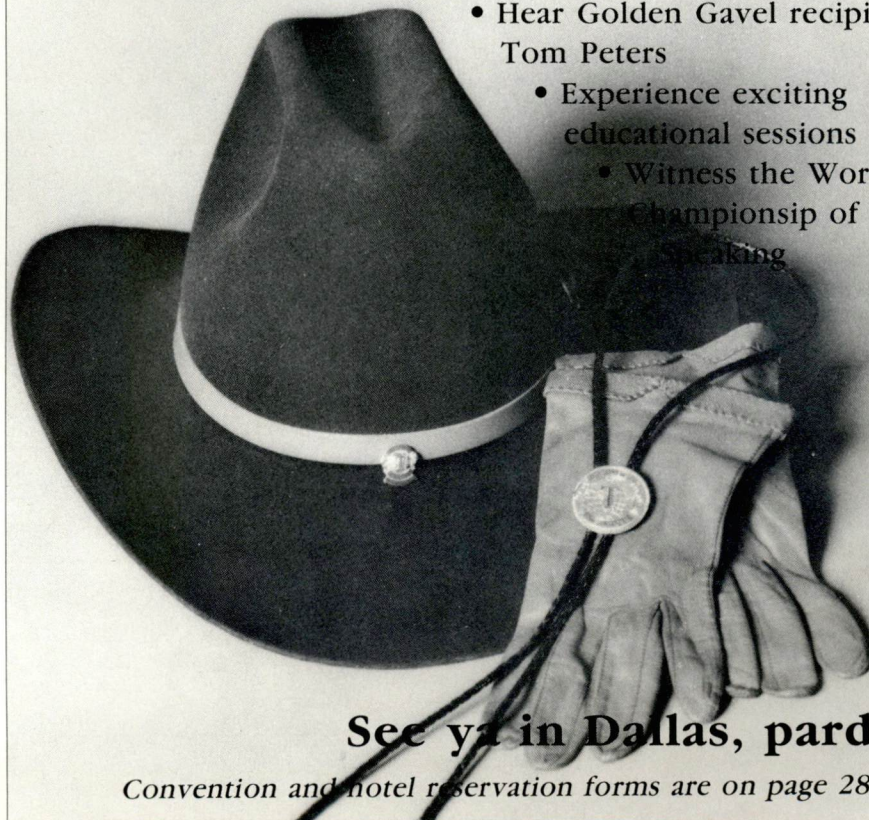
Gunsmoke, 4117-22  
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# Bustin' Loose in Big D

## in Dallas, Texas, August 14-18, 1990

Join Toastmasters from around the world for an exciting week of learning, achievement and fun. Plan to attend the Toastmasters International Convention at the Loews Anatole Hotel in Dallas, Texas.

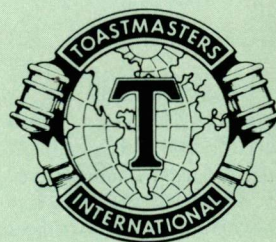
- Hear Golden Gavel recipient Tom Peters
- Experience exciting educational sessions
- Witness the World Championship of Public Speaking



## See ya in Dallas, pardner!

Convention and hotel reservation forms are on page 28.

# SUCCESSFUL MEETINGS



Does your club have the tools it needs to conduct effective club meetings—meetings that create an atmosphere of learning for your members and entice new members to join your club? All clubs should have these tools:

403	MEMBER INTEREST SURVEY (Quantity of 25) Plan your club programs around the needs and interests of members	\$1.00 plus \$.50 s&h	1415	WORD OF THE DAY Large cards with pronunciation, definition and use in a sentence	\$3.00 plus \$1.00 s&h
900	PROGRAM ASSIGNMENT NOTICE (Quantity of 75) Postcard to remind members of their assignments	\$1.75 plus \$.50 s&h	1211	SPIRIT OF SUCCESS AWARDS (for five members) Recognize members during their first six months of membership	\$2.00 plus \$.75 s&h
1114	TOASTMASTERS CHECKLIST (Quantity of 50) Outline of an effective club meeting	\$2.00 plus \$.50 s&h	1324	CLUB ADMINISTRATIVE MATERIALS KIT Contains all the forms you need to keep accurate financial and administrative records	\$13.00 plus \$2.00 s&h
1310	CLUB MANAGEMENT HANDBOOK All officers should have a copy	\$3.00 plus \$1.00 s&h	1504	COMMITTEE MINUTES RECORD (Quantity of 25)	\$2.00 plus \$.50 s&h
1502	QUARTERLY PROGRAM ASSIGNMENT SCHEDULE (Quantity of 20) Plan club program assignments month by month	\$1.00 plus \$.50 s&h	1160	MEMBERSHIP BUILDING KIT Complete collection of materials	\$5.00 plus \$2.00 s&h
1167-D	A TOASTMASTER WEARS MANY HATS Every member should have one of these informative brochures	\$.50 plus \$.25 s&h	1162	NEW MEMBER ORIENTATION KIT All new members must be oriented. Contains everything your club needs	\$5.00 plus \$2.00 s&h
1315	THINK FAST! TABLE TOPICS HANDBOOK	\$.50 plus \$.25 s&h	1167	TOASTMASTERS & YOU KIT Designed to give to new members upon joining	\$2.00 plus \$1.00 s&h
1316	STAND UP & SPEAK! TABLE TOPICS GAME	\$6.50 plus \$1.50 s&h	1167-A	PACKAGE OF FIVE TOASTMASTERS & YOU KITS	\$8.75 plus \$2.00 s&h
			1550	CLUB REFERENCE FILE 40+ of the most used educational material. Don't delay, order today!	\$35.00 plus \$4.00 s&h

## COUPON

Mail to: Toastmasters International, P. O.  
Box 10400, Santa Ana, CA 92711

Please send me:

Quantity

___ 403 @ \$1.50	___ 1211 @ \$2.75
___ 900 @ \$2.25	___ 1324 @ \$15.00
___ 1114 @ \$2.50	___ 1504 @ \$2.50
___ 1310 @ \$4.00	___ 1160 @ \$7.00
___ 1502 @ \$1.50	___ 1162 @ \$7.00
___ 1167-D @ \$.75	___ 1167 @ \$3.00
___ 1315 @ \$.75	___ 1167-A @ \$10.75
___ 1316 @ \$8.00	___ 1550 @ \$39.00

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\_\_\_ Check or money order enclosed: \$ \_\_\_\_\_ (U.S. funds)

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Credit Card No. \_\_\_\_\_ Expiration Date \_\_\_\_\_

Signature \_\_\_\_\_

Name \_\_\_\_\_

Club No. \_\_\_\_\_ District No. \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State/Province \_\_\_\_\_

Country \_\_\_\_\_ Postal Code \_\_\_\_\_

See the 1990 Supply Catalog for complete descriptions and a list of other materials to help make your club a success.