

MAY 1972

The Toastmaster



AUCKLAND, NEW ZEALAND

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TOASTMASTERS INTERNATIONAL is a non-profit, non-partisan, non-sectarian, educational organization of Toastmasters clubs throughout the free world.

Toastmasters programs provide opportunities to develop skill in listening, thinking, speaking, and leadership by participating in a series of oral communication projects, constructive evaluation, and leadership experiences. These and many other opportunities to develop leadership potential are presented in the fellowship of an organized group of men — the Toastmasters Club.

Each club is a member of Toastmasters International. The club and its members receive services, supplies, and continuing guidance from the World Headquarters, Santa Ana, California, U.S.A. 92711.

THE Toastmaster

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BETTER LISTENING, THINKING, SPEAKING FOR MEN ON THE MOVE

A CHALLENGE — Daniel J. Haughton, president of The National Multiple Sclerosis Society urges Toastmasters to consider the MS cause as a challenging oratorical opportunity. See page 6.

TUNE IN—TURN ON — Toastmaster Stephen D. Boyd discusses the problems involved in listening — or NOT listening. See page 11.

PROJECT FUN — Reports from various districts on their Project Fun activities. See page 14.

DEBATES — READ ALL ABOUT THEM — Able Toastmaster Ray Eldridge focuses attention on the value of debates. See page 16.

CROSSING THE COMMUNICATION CREVICE (Part I) — C. P. Prahalis discusses why communications break down, and how understanding the barriers to effective communication is a necessary step toward improving our communication skills. See page 22.

PROGRESS COMES A STEP AT A TIME — Able Toastmaster Barney Kingston provides interesting comments on constructive criticism. See page 32.

In The Good Ole Summertime!

CHORUS B^b

In the good old sum-mer

mp *ff*



Summertime can be a bright time for you and your club to use the summer months for unique club programming.

Don't disappoint your club members by allowing your club to stop meeting. TI's *Standard of Excellence* is meeting year around. Keep on the move... Hold joint meetings with other clubs... Move outdoors with beach parties, picnics, poolside gatherings, or stay inside and choose innovative meeting places such as a courtroom, a judge's chamber, the town hall, or some historical location. Then build a program around your meeting place that will be educational and beneficial to all your members. It will give them the opportunity to become better acquainted with their community.

When a club discontinues for the summer, you are robbing your members of the opportunity to continue developing their communication and leadership abilities.

Put more fun into your summer months by keeping your club on the move with imaginative planning and interesting guests.

Russ

Russell G. Herron, Ph.D.
International President

I Think I Believe, I Believe I Think

By ROBERT H. BERGQUIST

The one abominable phrase one hears constantly during speeches, and one which grates on the listener's ears like a well scratched blackboard, is the mealy-mouthed, weak-kneed, temporizing, "*I think.*"

If one would scrutinize the definitions of the words "think" and "believe" he would note that to "believe" is to be certain; that to "think" may or may not denote certainty, and usually doesn't.

When I say, "I BELIEVE," (past participle of "think") I am implying that I have thought about something and have come to such and such a conclusion. When I say "I think thus and so," I leave an element of doubt. I am telling my audience that the thing I state may or may not be true and that even I am not sure of it. This is a typical bureaucratic, "don't-quote-me" trick, and not worthy of a good Toastmaster.

Therefore, to make our speeches more positive, more convincing, more believable when we make a statement we believe to be true, let us please say, "I BELIEVE."

After all, if you only "think" a thing is true and don't really "believe" it yourself, then why waste my time, and yours, by telling it?

A CHALLENGING OPPORTUNITY

By DANIEL J. HAUGHTON

In glancing through a recent issue of *The Toastmaster* magazine, a sentence jumped out of the page that read: "One becomes his full self only by becoming an instrument of a cause greater than himself."

The sentence no doubt riveted my attention because I know such a cause. It is the conquest of Multiple Sclerosis, which in the words of President Nixon is a cause "as big as the whole world."

I commend the MS cause to you for your consideration as a challenging oratorical opportunity that could lead to the ut-

most in self-fulfillment. As Wendell Phillips once said, "If you want to be an orator, first get your great cause." Here is such a one.

Perhaps the most tragic and socially significant aspect of multiple-sclerosis, which is a neurological disease of the central nervous system—the brain and spinal cord, is that it predominantly strikes young adults between the ages of 20 and 40—in their prime productive career and family building years.

Few Pertinent Facts

Although the enormity of the disease hardly can be measured

statistically, here are a few pertinent facts. In the United States alone, there are an estimated 500,000 people afflicted by MS and closely related neurological disorders like the one that claimed Lou Gehrig in his baseball prime.

Because the disease strikes many victims in their productive prime years, two million family members feel its economic and emotional impact. It is estimated that this loss of manpower results in a \$2 billion annual economic loss to the nation and places a heavy tax burden on business because of the need for public support of families that have lost their wage earners and the need for long term institutional care for MS patients.

Minor Breakthrough

Until about 100 years ago next to nothing was known about multiple sclerosis. A minor breakthrough came when Jean Martin Charcot, the great French clinical neurologist, first identified and recognized MS as a distinct neurological disease.

Since then many more detailed analyses of neurological signs have been identified and defined. But as the cause of multiple sclerosis eluded Charcot and scientists who followed him, so it continues to baffle scientists today.



DANIEL J. HAUGHTON

Mr. Daniel J. Haughton is Chairman of the Board and a Director of Lockheed Aircraft Corporation in Burbank, Calif. He is currently serving as President of the National Multiple Sclerosis Society, and is a former director of the Los Angeles chapter of the American Red Cross, Merchants and Manufacturers Association, and the Los Angeles World Affairs Council.

Mr. Haughton has also served as chairman of the 1968 United Crusade Campaign for Los Angeles County and he has been a member of the Board of Governors of the American National Red Cross.

National MS Society Founded

But at least today there is not the silence that once engulfed and trapped MS victims in an elusive mysterious disease. A handful of men and women broke this silence in March, 1946, when they founded the National Multiple Sclerosis Society.

That date marked the beginning of the world's first organized effort dedicated to finding the cause, prevention, and cure of multiple sclerosis, which is recognized today as the foremost neurological disease of our time.

Today the Society has more than 200 local chapters, branches, and units in 50 states and close association with a growing number of MS societies in other countries.

Where less than three decades ago practically nobody ever heard of multiple sclerosis and victims of MS believed themselves to be alone and trapped in an obscure affliction, today our chapters offer a range of services to MS patients from the loan of a wheelchair to providing physical and occupational therapy, nursing services, counseling, transportation, recreational programs, friendly visiting, and homemaker services.

These are life-sustaining

services, but I know from personal experience that the uppermost thought and prayer in the minds and hearts of MS victims and their families is that the Society's research program will break the crippling grip of MS before it takes its toll of still another generation of Americans.

MS Research

When the Society was founded in 1946, theories were many as to the cause of multiple sclerosis, but the cupboard of scientific evidence was all but bare.

Today we have the research equipment, the techniques, together with the scientific clues to indicate that either immunology or virology may lead to the cause and prevention of MS. The research studies in these areas suggest three hypotheses on the cause of MS.

Courses of MS

The first is that the disease is caused by a slow acting virus. The second is that the disease is the result of an autoimmune reaction. The third is that a virus or some chemical agent initiates the attack which triggers the autoimmune reaction that keeps the disease process going.

Other research in progress includes studies of the structure of myelin—that protective

tissue of nerve fibers that control so many of our body's vital functions and that MS attacks—the function of myelin, and its alteration by the disease.

Still other scientists are investigating the electrical properties of nerve tissues and how they may be changed by MS; others are attempting to determine the mechanisms that result in the breakdown of myelin by studying the effects of tissue grown in test tubes of fluids obtained from MS patients; other Society research grantees are working on the development of tests for diagnosing MS; and some are exploring the bio-chemical changes in the nerve cells and myelin of MS patients.

Other scientists are traveling still different roads in their search for answers. Sometimes portions of research may overlap. When this happens scientists in one field share their insights and findings with colleagues in related research areas. It was this collaborative pattern in the past that resulted in the conquest of diseases like tuberculosis, pneumonia, and polio.

New Questions

Scientists like Jonas Salk and others think that nearly every great discovery in science has come as the result of providing a new question rather than a new answer.

When Pasteur asked new questions, they led him to the discovery of the rabies vaccine.

When Sir Alexander Fleming asked new questions about a culture of bacteria that had become contaminated by a mold, they led him to the discovery of penicillin.

And when Einstein asked new questions, the answers led him to postulate the theory of relativity that led man to take his giant step in the conquest of space.

Today we know that scientists are asking many new questions about multiple sclerosis. We know this because knowledge of the disease has built, is building, and will continue to build toward the understanding and control of one of the world's most baffling diseases. This optimism is corroborated by Dr. Salk who said, "Every disease has its time and the time has arrived to find the answer to multiple sclerosis."

MS Knows No Boundaries

When President Richard M. Nixon formally launched a recent Annual MS Hope Chest Campaign, he said that multiple sclerosis is a disease "that crosses all political lines and all geographical lines and whatever discoveries are made are

going to help the world... it is as big as the whole world itself."

Today other nations, especially those in the European community, recognize that multiple sclerosis knows no geographic, political, racial, social, or cultural boundaries. Where once the Society stood alone in the world to battle MS, it is now joined by 17 other national multiple sclerosis societies in an International Federation of Multiple Sclerosis Societies.

Since the Society awarded its first research grant in 1947, it has awarded more than \$16 million to research and medical programs in institutes and universities around the world. Yet these millions have been far too few and far too limited to finance many promising research opportunities now available that could be the open sesame to the cure of multiple sclerosis.

U.S. Public Health Joins Battle

Early in the formation of the Society, the U.S. Public Health Service joined the Society in its battle. Through its National Institute of Neurological Diseases and Stroke, it supports work primarily on the basic research level in university medical centers and other institutions.

The Society also has found allies in other agencies, foundations, and groups in this country and elsewhere. As of now and in the future, the So-

ciety anticipates including Toastmasters International among its allies.

Toastmasters Role

I know that many Toastmasters, as community-minded citizens, have been and are active in local health agency campaigns and in other public service community events. I urge all Toastmasters to contact the local MS chapter in their communities and in concert with the Chapter's program obtain a Speakers Bureau Kit and speak on behalf of the Society and its great cause.

This is a challenging opportunity with both measurable and immeasurable rewards. In terms of the latter, it is often difficult to measure the scope of our contributions to others. But the personal rewards are measurable in terms of individual development, expansion of experience, and in self-fulfillment.

Should a MS chapter not be conveniently close to you, National Headquarters will be glad to fulfill your request for a Speakers Kit and other information. Just direct your requests to the National Multiple Sclerosis Society, 257 Park Avenue South, New York, New York 10010.

As Pasteur once said, "Chance favors the prepared mind." I know that Toastmasters are prepared.

“What is tomorrow’s assignment?”

In disbelief, I stared at the student who had asked the question. I had just finished explaining the next day’s assignment in detail! Carefully, I repeated the instructions.

You might think I was speaking to third graders, or junior high students, but I wasn’t. I was speaking to college freshmen.

This situation is illustrative of all of us, at times. We fail to communicate.

This problem is not peculiar to the classroom; it occurs between husbands and wives, heads of state, employers and employees, and parents and children, to mention just a few situations.

It is not a new problem. Two thousand years ago, the master teacher talked about people of his generation who “had ears and heard not.” Why do we have breakdowns in communication? Why can’t we communicate more effectively?

Reason For Poor Communication

First, it’s because we are poor listeners. Robert Louis Stevenson has said: “... all speech, written or spoken, is in a dead

Tune In- Turn On

By STEPHEN D. BOYD



language until it finds a willing and prepared hearer." We often are poor listeners because we are easily distracted. Our attention span is very short—just a few seconds at a time. So, when talking to a customer, employee, student, or associate, we may be distracted by movement in the room, the sounds of other conversations near us, or noises common to our surroundings. We also may be poor listeners because we think much faster than we talk. We talk about 125 words per minute, but we think about 400 to 500 words in the same amount of time. While a person is speaking to us we can be thinking about other things. This is especially a problem if the person speaking to us is uninteresting or if he is saying things we disagree with.

If we disagree with the speaker, we may use our leftover thinking time developing an argument in favor of our own position. This sometimes is why a mediating session will reach an impasse.

We can eliminate many communication problems if we can improve our listening. Let's work at overcoming distractions

and concentrate on giving our complete attention to the ideas and thoughts of the person speaking to us.

Speaker's Ambiguity

We've talked about the receiving end, now let's discuss the person doing the speaking. Another reason for communication breakdowns is the speaker's ambiguity.

Earl Nightingale has remarked that "It seems that in order to be properly impressed people have to complicate things. We forget to keep it simple."

Some people seem concerned about impressing others with big words, or keeping the listener in the dark with elaborate word choice. I have noticed this problem especially among politicians and educators.

Sometimes we're guilty of ambiguity by the use of words with double meaning. I married a girl from Tennessee. Being a Yankee, it was a while before I learned that the word "carry" also could mean giving someone a ride (He carried me to town). The jargon of our occupations also can contribute to ambiguity. These special terms are fine as long as we are talking to people of our own profession, but they can create problems in

communication when speaking to people unfamiliar with our occupation.

I recall not long ago listening to a conversation between a lawyer and a judge during a court hearing. I could understand very little of what they were saying. In that case it was appropriate for me not to know since the conversation was between them, but if either of them wanted to direct his attention to me, he could not use the jargon of his occupation and expect me to understand what he was talking about.

Ways To Improve

To avoid ambiguity, let's keep our speech simple and direct. One of the reasons Franklin D. Roosevelt was an effective communicator was because of this point. You recall his famous statement in his first inaugural address at the height of the depression: "We have nothing to fear but fear itself." The nation understood this. Whether addressing the nation in an inaugural address or in his famous

"fireside chats," he kept his language clear and simple. This point is characteristic of most of our effective leaders who were also capable speakers.

Ultimately, I believe to avoid failures in communication, we need some special training. We receive special training, often years of it, to prepare for a vocation. Yet in that which will help us relate these skills to others, we often receive little or no special preparation. This is one main reason why Toastmasters can be such an important tool to a man interested in advancing in his vocation. Special attention should be given in adult education courses in discussion, persuasion, or fundamentals of speech.

You and I may not be able to solve the world's problems by overcoming failures in communication, but if we communicate more effectively we can lead a less tension-filled life, develop a more peaceful relationship with our fellow man, and be more successful in our occupations.

ABOUT THE AUTHOR

Stephen D. Boyd is a member of Bloomington Club 850-54 in Bloomington, Ill. He was winner of the Toastmasters International Speech Contest in 1970, and is currently completing a doctoral degree in speech at the University of Illinois.



All The Way With

Project Fun!

Something New Has Happened In Toledo, Ohio

Area Governor Kenn Davis of District 28, reports that four clubs of Area 11 helped to charter the new Downtown Toastmasters Club 2185 of Toledo, Ohio. This was part of their Project Fun activities.

When the new club group was first organized, each club in the area made a commitment to send one member to meet with the group for the next six weeks to carry out the key assignments of Toastmaster, Table Topicmaster, General Evaluator, and to give a five to seven minute talk about Toastmasters and the club program. District officers also participated in meetings to lend assistance in the group's organizational activities.

Area Governor Davis reports that by each club accepting one assignment per week for the six weeks, all had an equal share in the project and members enjoyed the participation. The result? A new club in Area 11 and the opportunity to work together as an area.

District 3 and 36 Gain New Members

In District 3, under the leadership of District Gov. Alan Scherer, ATM, and immediate past District Gov. Kenneth Jagolinzer, ATM, the district is running a close race with District 36 for new clubs.

District 3 reports as of February 24, seven new clubs, while District 36 reports eight.

Keyman Awards

Hats off to the following for being awarded the Toastmaster Key Man.

Durwood English, ATM
Mt. Helix Club 126-5

Alan L. Hill, ATM
Vernon Club 1929-21

Jack Jackson, ATM
Miracle Mile Club 2283-47

Earl McConna, ATM
Smedley Club I-F

James E. Williams, Jr.
Keannekeuk Club 1518-54

Melvorn E. Hansen
Point Loma Club 198-5
Co-op Club Club 1125-5

A Toastmaster Key Man sponsors five new members. The Key Man receives a certificate of recognition, and his name is added to Membership Sales Honor Roll in TI's Hall of Fame booklet.

DEBATES?

Read All About Them Right Here

By RAY ELDRIDGE, ATM



Try a debate — It can be an exciting meeting for your club! The strong argument for such a program is that a debate was once the vital part of a liberal education — an educational venture to serve an educational end. Debates are without doubt the most effective and challenging form of communication be-

cause the speaker is trying to communicate ideas rather than exhibit himself.

In addition, the debate format is a most effective method of getting out information on a specific topic to an audience. Because the debate brings out the affirmative and negative viewpoint on a given question,

the enjoyment by the audience is dependent upon the preparation and the skill of the debaters. These are three types of debate propositions:

1. Proposition of policy. Resolved: The present draft laws should be repealed.
2. Proposition of fact. Resolved: Big corporations operate more efficiently than small ones.
3. Proposition of belief. Resolved: U.S. intervention in Viet Nam will prevent the spread of communism in Asia.

Proposition Required

From these examples you readily can see a well worded debate proposition should fulfill the following requisites: The proposition must be —

1. Argumentative
2. Place the burden of proof on the affirmative
3. Provide only one issue for debate with both sides carrying equal weight
4. Contain terms that are capable of definition.

Since debate demands not only good speech, but intensive research and the knack of organizing ideas in a flash (Table Topics), a verbal clash always is the result.

Some of the best meetings I have attended were debate meetings. The important point to remember is, the debaters gain valuable experience in argumentative speech (the almost lost art of advocacy) and the primary essential is thorough preparation. Maybe this explains why forensic speech is not too popular among Toastmasters. Yet I will guarantee the discipline gained from a debating experience will be the equivalent of four or five regular manual assignments because you not only work as an individual but as a member of a team.

Suggestions

For those clubs or individuals interested in a club debate program, here are some general suggestions that might prove helpful.

The first problem — and one

of the most difficult in debate — is the framing of the debate proposition, which is the precise wording of the subject into a complete statement that sets forth a course of action.

When the debator takes his assignment seriously, he engages himself in such challenging exercises as:

- A. Research into the issue. Many debates are won before the speaking starts; they are won in the library and by thorough preparation.
- B. Organizing the case — weighing the logic of each argument for greatest strength and effect, for it is on your arguments that you win or lose.
- C. Refutation — the exercise of attacking, weakening, tearing down and perhaps destroying the opponents' argument.
- D. Rebuttal when one has to defend, strengthen and rebuild arguments after they have been attacked by his opponent.

Each of the rebuttal and refutation speeches is in re-

ality a critic's report, an evaluation of logic and ideas. Here is where wit, humor, and critical thinking can be employed to good advantage by both sides.

- E. Debate Moderator. Instead of the Toastmaster of the Evening, you have a Debate Moderator who is kept busy introducing the contestants and keeping the program on schedule.

This will give you some idea of what is involved. For clubs and individuals interested in obtaining more information on the subject, write to World Headquarters and order a copy of the *Debate Handbook* (104), 60 cents each.

Why not start organizing a club debate now? Publish your proposition in your local newspaper or see that the announcement gets on the company bulletin board. Invite members of your community or fellow employees — let them see Toastmasters in action. What better way for your club to gain an image worthy of the name Toastmasters.

You even might gain some new members as a bonus!

ABOUT THE AUTHOR

Ray Eldridge, ATM, is Past District 30 Governor. He is a merchandising consultant in Oak Lawn, Ill.



HATS OFF TO—

World Headquarters recently held a surprise luncheon for Mrs. Flora Wiley and John Bartlow on the anniversary of their 20 years' service to Toastmasters International.

They were presented a gift and a Certificate of Appreciation by Robert T. Buck Engle, Executive Director of TI.

Mrs. Wiley, manager of the Administrative Services Department, is well known by present and past board members as "the gal who knows all the answers." Frequently, International officers, board members, and district officers ask her reactions to proposals only to learn that in years past others have made similar proposals that were tried and then dropped.

Prior to joining WHQ, she had a business career that included a position as administrative assistant for a business management firm in Los Angeles.

John Bartlow is manager of the Production Department. He has had over 40 years experience in printing. Prior to joining TI, he was superintendent of printing for the Indiana Farm Bureau Cooperative Association.

Mr. Bartlow has proven invaluable in the preparation and planning of the annual convention and has become nationally known among convention-hotel managers for his thoroughness.

Toastmasters International is fortunate to have two such dedicated employees.

On the Move — TOASTMASTERS

Appointed Chief-of-Staff

Dr. Jacques R. Perrault, ATM, District 61 Gov., has been appointed chief-of-staff, Department of Stomatology and Oral Surgery, at the **Delanudiere Regional Hospital**.

New Appointment

Alex J. Pappas of Kachina Club 1473-3 in Phoenix, Ariz., was appointed assistant vice-president of the northern branch of the **Arizona Bank**.

Elected President

Walter Weisenburger of Circle-Cee Club 1036-3 in Phoenix, Ariz., was named president of the **Arizona Society of Hospital Engineers**.

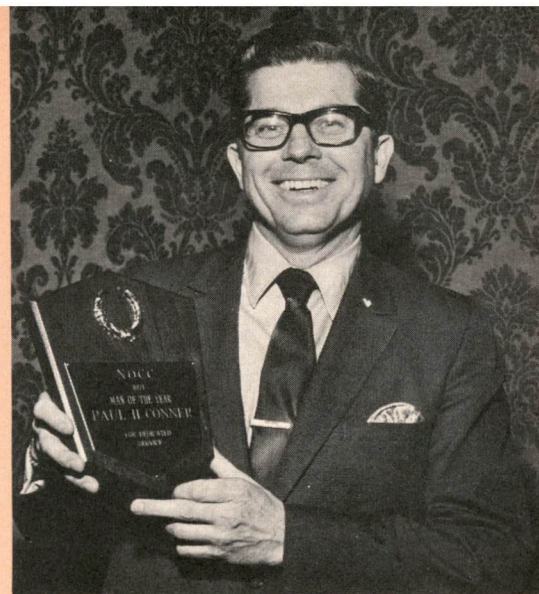
Named Director

Milton L. Deever of Voice of Motorola Club 2083-3 in Scottsdale, Ariz., was named director of planning at **Motorola's Government Electronics division**.



NAMED MAN OF THE YEAR — A. H. Christian, right, of Tejas Club 966-56 in Austin, Texas, is presented a trophy designating him right of way man of the year by the **American Right of Way Assoc.** Presenting the award is **Calvin J. Hager** of Duke Power Co.

MAN OF THE YEAR — Paul H. Conner, DTM, of Port Angeles, Wash., smiles upon receiving a plaque naming him man of the year by the **North Olympic Chamber of Commerce**.



RECEIVES HONOR — Lew Selby, of Uncle Joe Cannon Club 127-54 in Danville, Ill., receives a plaque honoring his service to the club by, from the left, **Roland Moll** and **Jerry Savesky**.



Crossing The Communications Crevice (Part One)



By C. P. PRAHALIS

Never has it been more important for management to reach and influence employees. Hardly an aspect of a manager's job exists that doesn't involve communications. Albert Schweitzer observed, "We wander through life in a semi-darkness in which none of us can distinguish exactly the feature of his neighbor, only from time to time through some experience that we have with our companion, or through some remark that he passes, he stands for a moment, close to us, as though illuminated by a flash of lightning."

Effective communication can be as dramatic as a "flash of lightning," and far more illuminating. It enables us to see others and to make ourselves seen. The industrial manager is doubly responsible for communication: like everyone else, he's responsible for communication with others, plus he's also responsible for maintenance of good communications among his personnel. An efficient information flow is as necessary to an organization as the bloodstream is to a person.

We Hear What We Expect to Hear

When someone speaks, what we hear is largely shaped by our own experience and background. Instead of hearing what people tell us, we hear what our minds tell us they have said. These may be the same things—or very different. For example, a manager tells an employee that the company has lost some important orders. Now this employee has had other jobs, and whenever a company has lost business he has been thrown out of work. So he "hears" the manager's statement as, "You can expect to be laid off in the near future." When the worker announces he has quit to work elsewhere, the manager may be surprised to learn that the man thought his job was in danger.

An extreme form of letting expectations determine communication content is stereotyping. We expect pretty, amply endowed blondes to be rather dumb and when they say something, we knowingly nod our heads and mutter to ourselves, "Well, there's another typical

remark by someone who's all beauty and no brains." This, of course, is short-cut thinking. In their book, *Management and the Worker*, Roethlisberger and Dickson advise, "One of the most time-consuming pastimes of the human mind is to rationalize sentiments and to disguise them as logic."

We Ignore Information Conflicting With What We Know

We all resist change. In some ways, our communications receiving apparatus works like an efficient filter. Sometimes these filters work too well. So well in fact, we don't hear the message at all. And even if we do hear it, we either reject it as a fallacious notion or find some other way of twisting and shaping its meaning to fit our preconceptions. A movie reviewer writes, "What a stupendous waste of fine actors and great story which could otherwise have made this one of the year's outstanding films!" A newspaper ad quotes him as saying, "Stupendous . . . fine actors . . . great story . . . one of the year's outstanding films!" We're all adept at his kind of editing.

Communications sometimes fail to have the desired effect

because they run counter to other information the receiver possesses. Managers may insist the company must reduce costs if it's to survive. Everyone is urged to cut expenses to the bone. But some employees shrug off the announcement. They know salesmen still receive lavish allowances for entertainment expenses. These expenses may be vital to obtaining orders, but this is something the employees are in no position to appreciate.

The story has been told that, while the U.S. was able to break the Japanese top-secret code before Pearl Harbor and thus had information concerning the projected attack, this data was ignored because it did not fit into the working hypothesis of some key government officials. The record of World War I is filled with similar examples of information that had been drawn up by the French and German General Staffs.

Evaluation of the Source

It's extremely difficult to separate what we hear from our feelings about the person who says it. How often has each of us said, "The first time I met Stan Young he tried to impress

upon me that he was a hot-shot salesman. Ever since, I've discounted everything he says because I know what kind of phony he is."

Frequently, too, we ascribe non-existent motives to the sender. William H. Whyte, in his book, *Is Anybody Listening?*, relates how one experimenter clipped a cartoon from a union publication illustrating "The Four Goals of Labor" and pasted it up with a caption indicating that it had come from a publication of the National Association of Manufacturers. When the clipping was shown to members, they were overwhelmingly critical of it as an unfair, biased representation of labor's goals. Having accepted the source as antilabor, they automatically drew the "obvious" conclusion.

Halo Effect

One aspect of stereotyping and evaluating the source is our proclivity to ignore shaded areas and react only to black or white terms. If someone begins a speech by saying something with which we agree, we will hear everything he says as good and correct. On the other hand, someone we dislike or distrust

will be ignored or heard to say nothing worthwhile. Our inability to discriminate between the good and bad intermixed within an individual and his comments is often called the "halo effect."

Words Mean Different Things to Different People

Strictly speaking we can't convey meaning. All we can do is convey words. And yet the same words may suggest quite different meanings for different people. Meanings are in the people, not in words. This is the so-called semantic problem. In his book, *The Second World War*, Sir Winston Churchill tells of a long argument that developed in a meeting of the British and American Chiefs of Staff Committee. The British brought in a memo on an important point and proposed to "table" it, which to them meant to discuss it right away. The Americans protested that the matter must not be tabled, and the debate grew quite hot before the participants realized that they all wanted the same thing.

Abstractions like "profits," "capital" and "growth" have real meaning in the world of

management but they may have little meaning to employees. This problem is especially acute with nebulous terms, but even clear concrete words and phrases often lead to trouble. Simply telling people isn't enough. Confusion arises even when words are selected with great care. Again because the sender and receiver live in separate worlds.

For some people, a particular word or phrase may have a symbolic meaning others overlook. When using words of this sort, we may find ourselves communicating things we had no intention of saying. For instance, when a manager tells a new supervisor the parking lot is too crowded for him to have a parking sticker, something more is being communicated than simple information on parking conditions. What the new supervisor hears may be this, "You are not accepted as a member of management, and everyone will soon know it."

Esoteric Language

Occupational groups tend to develop their own special language. Sometimes we forget this when talking to an outsider who doesn't share these "insider" meanings. Only a social

scientist would understand, for example, a report that the bureaucratic city school system was suffering from "sub unit chauvinism." Few but the most rabid football fans would comprehend the coach's explanation that his team lost because "the defense was burned on a safety blitz."

Esoteric expressions simplify in-group communication. They also provide a sense of belonging and sometimes status to those who use them. But there may be other motivations in their use. Individuals may seek to impress people. In a sense, they use words that communicate something about themselves by not communicating about the subject under discussion.

Similar to special language is the use of certain techniques of speaking and acting that only insiders understand. Americans, unlike other cultures, often tease each other, feigning extreme criticism when it's not meant seriously. Someone not used to this joking style may misinterpret, with disastrous results, a comment like, "That's the worst job I've ever seen a lathe operator take all week to finish."

Joking and teasing, however, perform other functions in communication. A manager can impart delicate or sensitive information that would be unacceptable if it were said straight forwardly. Also, a joking or teasing manner can loosen up a tense situation.

Non-Verbal Communication

Like actors in the theater, we use many cues besides language when trying to understand what another person is saying. The speaker's eyes, his bodily posture, his facial movements are all communications indicators. Frequently, they tell more about what he really thinks than the words he utters. The classic picture of a grim wife, hands folded, clutching a rolling pin as she glares at the clock striking 2:00 a.m. is worth a thousand words.

Styles of dress, tone of voice, even our speaking manner often communicate a good deal about us. The non-college trained employee may have a difficult time adjusting to a company in which most employees have degrees. He always seems "different." He's not like everyone else. He must learn subtle bits of behavior normally as-

simulated during college and that communicates to others he is sophisticated, or well educated. These traits, or cues like them, communicate even more than what we think we are saying.

Noise

Living in a world of words and being inundated with sounds all the time, we learn the art of "tuning out" many things. While a mother unfailingly hears her child crying in the next room, the father often sleeps through. Many things a manager says are ignored. Actually, they're never heard. Why? Because they sound much like what he always says. "Work efficiently." "Let's have zero defects this month." "Plan the work, then work the plan." "The company is depending on us." Like the football coach who repeatedly exhorts his team to "win one for the Gipper," the manager has to realize that before individuals can hear a message, they must learn to discriminate between background noise — what is always being said — and what is significant new information.

So far, a rather discouraging, one-sided picture has been

painted. Only reasons why communications break down have been given; pervasive problems with no solutions seem to surround us. But our plight need not be that bleak. Many techniques for improving communications exist. However, there is one note of caution. Linguists, mathematicians, and social psychologists have not yet brewed the concoction which will prove the patented elixir for complete comprehension. Unfortunately, a panacea for perfect understanding between individuals is not yet on the market.

But good communication is a

journey, not a destination. And modern managers have come a long way. Encouraging progress has been made. We've learned that effective communication basically requires simultaneously solving two different problems. The manager must learn to improve his transmission — those words, ideas, and feelings he actually sends to the other person. At the same time, he must cope with and attempt to improve his own reception — what he perceives the other person's reaction and statements to be.

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It is with regret that *The Toastmaster* announces the recent death of Mr. Aubrey Hamilton, 1958-59 past International President. Mr. Hamilton resided in St. Louis, Missouri.

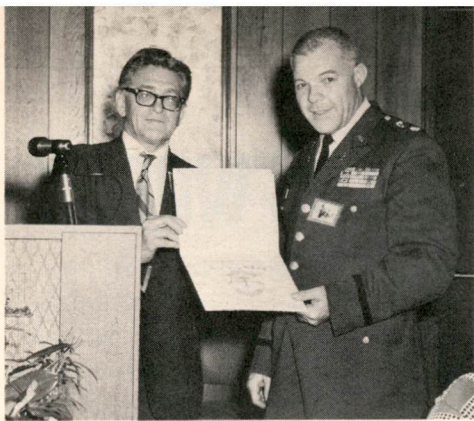
CLUBS AROUND THE WORLD



PIN PRESENTATION — Einar Augustsson, Foreign Minister of Iceland, presents Svavar Hansson, incoming president of Vukon Club 1768-U in Keflavik, Iceland, with his president's pin.

PAST PRESIDENTS HONORED — Wisconsin Club 3490-35 in Milwaukee, Wisc., honored their past presidents during a regular club meeting. Shown, from the left, are John Presslein (1972), Dick Jackson (1966-1967), Gene Duncan (1967-1968), Al Wirth (1965-1966), Bob Brumm (1969-1970), Dave Wegner (1968-1969), and Terry Wunsch (1962-1963).





HONORARY MEMBERSHIP — John J. Negro, past president of Arsenal Club 2264-38 in Philadelphia, Pa., presents an honorary membership certificate to **Col. James M. Bishop**, Deputy Commander of Frankford Arsenal.

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UNUSUAL BULLETIN BOARD — Gibraltar Club 2819-30 in Chicago uses this bulletin to promote their club.



PATRICK HENRY PRESENTATION—Hon. Robert Doyle, Mayor of Mobile, Ala., presents best speaker award to **Joseph Sullivan** at the graduation of the Patrick Henry program sponsored by **Mobile Club 226-29**.



TOP CLUB AWARD — Bringing home the top club award for 1971 from District 32's Winter Conference was **Bremerton Club 63** in Bremerton, Wash. Admiring their trophy, from the left, are **Richard L. Taylor**, **Roger Couch**, Division III Gov. **David Niederberger**, and **Bruce Congdon**.

CLUB ANNIVERSARIES — JUNE 1972

30 YEARS

New Orleans Club 234-68
New Orleans, Louisiana

Grand Prairie Club 965-25
Grand Prairie, Texas

15 YEARS

Hanford Club 2490-27
Hanford, California

Professional Men's Club 624-5
San Diego, California

Chemical Capital Club 2535-18
Wilmington, Delaware

Hui Olelo Kane Club 2516-49
Barber's Point, Naval Air Station, Oahu

Hy Duty Club 2495-11
Indianapolis, Indiana

Mid-Day Club 2474-62
Flint, Michigan

Tip Top Club 2410-6
Minneapolis, Minnesota

Shelby Club 2497-37
Shelby, North Carolina

Diamond Club 2486-10
Painesville, Ohio

Johnsville Club 2437-38
Johnsville, Pennsylvania

Bull Horn Club 2513-38
Philadelphia, Pennsylvania

York Club 2435-38
York, Pennsylvania

Omak-Okanogan Club 593-9
Omak, Washington

Kitchener-Waterloo Club 2432-60
Kitchener-Waterloo, Ontario

Oshawa Club 2398-60
Oshawa, Ontario

Ramstein Club 2442-U
Ramstein AB, Germany

25 YEARS

Compton Club 464-51
Compton, California

St. Clair Club 496-8
Belleville, Illinois

Boonville Club 465-11
Boonville, Indiana

Wednesday Noon Club 462-11
South Bend, Indiana

500th Club 500-6
Minneapolis, Minnesota

Zephyrus Club 490-6
St. Paul, Minnesota

Capital Club 503-8
Jefferson City, Missouri

Moundbuilders Club 511-40
Newark, Ohio

Fond du Lac Club 498-35
Fond du Lac, Wisconsin

20 YEARS

Fort Shafter Club 248-49
Honolulu, Hawaii

Muncie Club 1096-11
Muncie, Indiana

Richmond Club 707-11
Richmond, Indiana

Muscatine Club 685-19
Muscatine, Iowa

Uncle Sam Club 1138-34
Troy, New York

Kittyhawk Club 1108-40
Wright Patterson AFB, Ohio

Progress Comes A Step At A Time

By BARNEY KINGSTON, ATM

Many years ago I learned how to play tennis. It was one lesson at a time: how to stroke a forehand, how to follow-through with a backhand, how to volley, how to come to the net, how to handle a lob, and on through all the fundamentals. After I had been taught all the rudiments of the game I was introduced to such things as court strategy, where to place first and second serves, how to fake an opponent out of position and how and when to pull off a drop shot.

I'll never forget the first set I played with another kid under the watchful eye of the tennis pro; I'm sure, although I can't remember all the gory details some 35 years later, I forgot all the rules he taught me in the heat of actual court combat. After the set was over the ten-

nis pro called me over and said only one thing: "For Petes sake, keep your eyes on the ball." The problem was I was so intent on following all the rules he had taught me I overlooked the most important fundamental: keep your eyes on the ball. But as long as I was thinking about how to hit a forehand, backhand, lob, watch my footwork, execute court strategy, *et al*, I simply had no time to think about keeping my eye on the ball.

The tennis court analogy is similar to what it takes to develop yourself into a skilled public speaker. The Toastmasters manuals have the right idea; each assignment is basically to develop a particular skill, and by the time you get to the last assignment in the basic manual you should be on your

way to becoming an effective speaker. But in actual practice what do we experience in our Toastmasters clubs? Every time a fellow speaks, whether it's his first or final manual talk, he is judged by all the "strokes" of effective speaking. At almost every Toastmasters evaluation session the critic gets up and proceeds to tell the speaker every sin he has committed; with no real emphasis on any one thing, but everything in the book! It isn't unusual for a man to speak for six minutes and get a seven-minute drawn out evaluation. A few months ago I was a guest in one of the local clubs and thought it the last word in evaluation — of everything that is wrong and ineffective.

X-Ray Evaluation

The club used what can at best be referred to as the "X-Ray" diagnostic method of evaluation. First there was the profile of everything concerned with the speaker's appearance; next, a minute analysis where every aspect of the talk itself was dissected. Finally a comprehensive point-by-point discussion of everything that was wrong. The evaluator did offer

some constructive ways to overcome about a dozen faults. But that wasn't the last of the evaluations! After the program was completed the club president asked, "Now we'll hear from the rest of you fellows about what you thought was wrong with the talks we heard tonight." Needless to say the meeting lasted a good 3½ hours.

Evaluator's Problem

After some 16 years as a Toastmaster, listening to thousands of evaluations, I believe I know what the big problem is with evaluators. They seem to feel they will never see the speaker again and therefore they conscientiously feel nothing but the most comprehensive kind of evaluation will do. It must be frustrating to a speaker to wonder what he should do to improve his speaking ability — in such a club we've described. After all if every time he speaks he is rewarded with an "X-Ray" analysis of everything he does wrong, *how is he to know where to bear down in particular?* No one can overcome a dozen flaws at the same time. The human mind can only concentrate on one thing at a time.

Progress Comes in Steps

It must be self-evident *progress comes a step at a time*. Since a Toastmaster signs up for at least six month's term when he pays his semiannual dues, we know he's going to be around for awhile. So why not follow the instructions in the Toastmasters manuals; make your critique on the basic point in each assignment. I believe we should make it mandatory, a rule if you will, that evaluators should stress only the ONE glaring flaw each time a speaker gives a talk — as it applies to his particular Toastmasters manual assignment; this to be followed by a positive suggestion on how to overcome the weakness. This oral evaluation should take *no more than two minutes*. A second evaluator should then be invited to talk about the ONE outstanding thing the speaker accomplished — and why the praise was justified. It is just as important for a speaker to know what he did well as it is what he did wrong.

Two Evaluators

Yes, that's right; I am suggesting the innovation that we have TWO evaluators for each

speaker: a "Mr. Good," and a "Mr. Bad." Each should stick to his assignment in keeping with his designation. Why two evaluators? Because strange as it sounds, I am absolutely convinced it is impossible for the average fellow to give a fair oral evaluation on the "good" and the "bad," effectively, in two minutes. What's more my 16 years' observation tells me most Toastmasters, just like people in all walks of life, find it easier to criticize than to praise. Think back; when's the last time somebody paid you a genuine compliment? It's a good bet most people get ten times as much criticism in life as they do compliments.

Evaluators — Not Attorneys

Too many evaluators sound more like prosecution attorneys rather than evaluators; every time I hear an evaluator start off with the words "I submit" . . . I cringe for the poor victim. This "district attorney" type sounds off on every item in the speaker's category as if he were seeking a conviction rather than in any way being genuinely helpful. Somewhere along the line the "district attorney"

runs out of things to tear down and he realizes, after five or six minutes of blasting the speaker, he ought to wind up with something praiseworthy; so he will usually end up with, "but outside of that Bill had a good talk." All of us know, but how often we tend to forget, the best way to make criticism digestible is to first give a compliment. Constant criticism of everything a speaker attempts can't be assimilated, much less digested at one sitting; the end result is bound to be frustration and hopelessness.

Mr. Good and Mr. Bad

As adults we surely realize that progress in any human endeavor is measured one step at a time. So why don't we plan our Toastmasters meetings with this objective in mind? In keeping with this goal I'd like to make a suggestion. Let's have each club assign a "Mr. Good" and a "Mr. Bad" evaluator for each speaker. Let "Mr. Good"

tell the speaker what he did well—specifically the ONE best thing, say why he feels it was good, and then sit down; and take no more than two minutes. Let "Mr. Bad," the second evaluator, point out the most serious flaw he observed—particularly as it applies to the Toastmasters manual assignment; then tell the speaker how he can correct the fault. And take no more than two minutes doing it.

Let's have "Mr. Good" also handle the written evaluation in the manuals. (We can switch the evaluators so that nobody is "Mr. Bad" all the time!) This will surely be a blessing to most Toastmasters. It is wearisome and boring to listen to these long-winded, time-consuming evaluations meeting after meeting. The end result of this progress-comes-a-step-at-a-time evaluation technique will be greater speaker progress, more enjoyable meetings, and fellows able to catch an earlier train.

ABOUT THE AUTHOR

Barney Kingston, ATM, is a member of Speakers Forum Club 371-31 in Chicago, Ill. He is merchandising director for "Salesman's Opportunity Magazine," and a frequent contributor to The Toastmaster.

**NEW
PUBLICATION
MANAGER**



Toastmasters International has named Paul R. Taylor as Manager of Publications and editor of *The Toastmaster*. The appointment was announced by Executive Director Robert T. Buck Engle.

Mr. Taylor comes to World Headquarters with credentials in the advertising, public relations, marketing, and the publications industry. He was an advertising manager with various commercial industrial organizations, and account executive with advertising agencies and marketing groups.

He was on the staff of the University of Denver's Research Institute

A member of the Association of Industrial Advertisers and the Editors and Publishers Association, Taylor developed, edited, and prepared news and engineering articles for publication in a leading international trade magazine. He also was publisher of a regional consumer and industrial magazine in the Midwest.

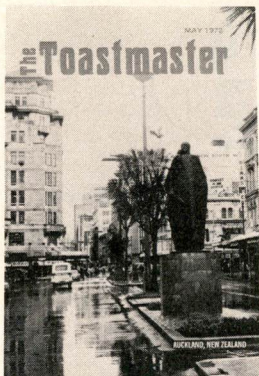
Former Publications Manager Bob Satterthwaite recently resigned to accept a position with the Simi Valley Recreation and Park Department in Simi Valley, California.

**TOASTMASTERS
HALL of FAME**

Congratulations to these 37 Toastmasters who completed the TI Communication and Leadership Program between February 5 and March 6.

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- | | |
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Anaheim Breakfast Club 3836-F | Bernard A. Raymond, ATM
Le Foyer Club 2127-31 |
| Don O. Tellis, ATM
Papago Club 2694-3 | Robert A. Buerki, ATM
Schlitz Club 1989-35 |
| Ronald J. Goodwin, ATM
Tele-Talk Club 3016-3 | Louis Levy, ATM
Milestone Club 1511-36 |
| James V. Quinn Jr., ATM
Tele-Talk Club 3016-3 | William O. Miller, ATM
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| David A. Dale, ATM
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| Neil M. Tangen, ATM
Minnehaha Club 2563-6 | John D. Krout, ATM
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Magnavox Industrial Club 479-11 | George D. Fullerton, ATM
Dartmouth Club 3119-45 |
| Donald H. Reese, ATM
Tecumseh Club 3111-11 | Edward Riche, ATM
Hub City Club 1298-46 |
| Cmdr. Louis E. Vann, ATM
Point Mugu Officers Club 3276-12 | Richard Reade, ATM
Northern Brookhaven Club 2413-46 |
| Posy L. Holcomb Jr., ATM
Gainesville Club 2520-14 | John Pierce Stilwell II, ATM
Orlando Club 1066-47 |
| Raymond Bomar, ATM
Tinker Club 1362-16 | Takeo Fujii, ATM
Municipal Club 1668-49 |
| Rodney G. Stebbins, ATM
Breakfast Forum Club 1897-17 | Herman A. Loebl, ATM
Palolo Club 1780-49 |
| Bernard H. Skold, ATM
Ames Club 569-19 | Alfred Donald Story, ATM
Uncle Joe Cannon Club 127-54 |
| M. Norman Hogue, ATM
Suburban Club 1009-22 | Charles W. Oldborg, ATM
Alzafar Shrine Club 2180-56 |
| Edward L. Kitchens, ATM
Bayou Pierre Club 2485-25 | Oak Hills Club 2947-56 |
| Alfred M. Cook, ATM
Downtowners Club 3663-25 | James H. Nicholson, ATM
Red Bank Club 2091-58 |
| Kenneth L. Davis, ATM
Ft. Miami Club 1442-28 | Thomas Kavanagh, ATM
Chateauguay Club 3006-61 |
| | Frank E. Wood, ATM
West End Club 2661-66 |



Toastmasters Town of the Month

AUCKLAND, NEW ZEALAND

AUCKLAND, an energetic, bursting, and aggressive city is one of the most cosmopolitan in this small South Pacific country.

From its humble beginnings as a frontier town, the "Queen City" has grown into New Zealand's largest and busiest city. Its population — now more than 600,000 — is expected to reach the magical million in 15 years.

While it is not the nation's capital, Auckland is the center of industry, commerce, and trade. The visible effects of its extensive industry has earned it the rather critical description, "The Big Smoke."

The city has been described as one of the finest maritime metropolises in the world. Located on a humid isthmus dotted with volcanic cones, it crawls outward, voraciously eating into its perimeter of ever-retreating agricultural land.

The coastal waters of the Hauraki Gulf offer some of the finest sailing waters in the world and inevitably yachting has become one of the most popular recreations with Aucklanders.

Hunters have the nearby Waitakere Ranges to meet their needs while closer to home the volcanic cones have been developed into parks which are pleasant oases of peace and green in the midst of the city.

Auckland is the largest Polynesian city in the world and faces a great challenge in successfully blending the diverse cultures which enrich its life.

Auckland is home to five Toastmasters clubs: Auckland Club 3593-U, Akarana Club 3398-U, Waitemata Club 2017-U, Takapuna Club 2506-U, and the newly formed Travel Industry Club 3332-NZP.

NEW CLUBS

Chartered during February, 1972

District F

CERRITOS Club 2645-F. Meets 1st & 3rd Mon., 6:30 p.m., Sambo's, 13350 E. Firestone Blvd., SANTA FE SPRINGS, Calif. Contact: 920-1680. **Sponsored by LAKEWOOD CLUB 815-F and DOUGLAS AIRCRAFT CLUB 1497-51.**

District 2

LEADING KNIGHTS Club 3666-2. Meets Wed., 7:00 p.m., Burien Elks Lodge, 14005 First Ave., SOUTH SEATTLE, Wash. Contact: 824-5992. **Sponsored by SPACESPEAKERS CLUB 1018-2.**

District 3

EARLYBIRD Club 802-3. Meets Tues., 6:00 a.m., LaGranada Rest., Tucson Int'l. Airport, TUCSON, Ariz. Contact: 294-5211. **Sponsored by EYE-OPENER CLUB 2607-3.**

District 5

CO-OP Club 1125-5. Meets Tues., noon, County Operations Center, Library Training Rm., Bldg. 15, 5555 Overland Ave., SAN DIEGO, Calif. Contact: 272-7823. **Sponsored by MT. HELIX CLUB 126-5, POINT LOMA CLUB 198-5, and CONVAIR CLUB 3745-5.**

District 6

TWIN TOWN Club 2021-6. Meets Wed., 6:00 p.m., Slingers Bar & Cafe, 1938 University Ave., ST. PAUL, Minn. Contact: 927-9981. **Sponsored by KING BOREAS CLUB 208-6.**

District 8

ELECTRIC TOASTERS Club 1306-8. Meets 1st & 3rd Tues., noon, Trio Rest., 7900 N. Lindbergh Blvd., HAZELWOOD, Mo. Contact: 731-4141. **Sponsored by NOONTOASTERS CLUB 1822-8.**

District 13

ALCOA TECHNICAL CENTER Club 1729-13. Meets Mon., 12:15 p.m., Alcoa Technical Center, NEW KENSINGTON, Pa. Contact: 339-6651. **Sponsored by ALCOA CLUB 1092-13.**

District 14

310 NORTH CLUB 2195-14. Meets Mon., 7:30 a.m., Coca-Cola Company, Exec. Dining Rm., 310 North Ave., ATLANTA, Ga. Contact: 897-4063. **Sponsored by PERSHING POINT CLUB 2662-14.**

District 21

ABBOTSFORD Club 1151-21. Meets Mon., 7:00 p.m., Park Hotel, ABBOTSFORD, British Columbia. Contact: 859-8405. Area: Ten. **Sponsored by CHILLIWACK CLUB 3486-21.**

District 25

HURST-NOON TIME Club 2476-25. Meets Tues., 11:45 a.m., Holiday Inn, Northeast Interstate 820 & Hwy. 183, HURST, Texas. Contact: 284-3441. **Sponsored by ARLINGTON CLUB 1728-25.**

District 26

ORATORS Club 2964-26. Meets Mon., 5:00 p.m., Western Electric Co., Exec. Conference Rm., 111 Havana St., AURORA, Colo. Contact: 755-4842 or 394-4364. Area: Sixteen. **Sponsored by WETALK CLUB 1533-26.**

District 28

NORTH AMERICAN ROCKWELL Club 2856-28. Meets Fri., 11:45 a.m., Troy Technical Center, TROY, Mich. Contact: 576-5431. Area: Five. **Sponsored by AREA 5, DISTRICT 28.**

District 37

AIB Club 2573-37. Meets alt. Tues., 12:30 p.m., Wachovia Bank & Trust Co., N.A., Dining Rm. C, WINSTON-SALEM, N.C. Contact: 761-5809. **Sponsored by TWIN CITY CLUB 1356-37.**

District 48

BLUE-GRAY Club 2459-48. Meets Wed., 11:30 a.m., The Non-Commissioned Officers Club, GUNTER AIR FORCE BASE, Ala. Contact: 279-4936. **Sponsored by FAIRCHILD CLUB 2594-48.**

District 49

DIAMOND HEAD Club 2740-49. Meets 1st & 3rd Thurs., 4:15 p.m., FAA Bldg., Diamond Head Crater, HONOLULU, Hi. Contact: 623-2756.

NZP

WANGANUI Club 2417-NZP. Meets alt. Thurs., 5:30 p.m., Avenue Motor Inn, Conference Rm., 333 Victoria Ave., WANGANUI, New Zealand. Contact: 48539 or 4529. **Sponsored by PALMERSTON NORTH CLUB 1923-U.**

STRATFORD Club 2802-NZP. Meets alt. Mon., 7:30 p.m., Lounge, County Hotel, Broadway, STRATFORD, New Zealand. Contact: Stratford 7509.

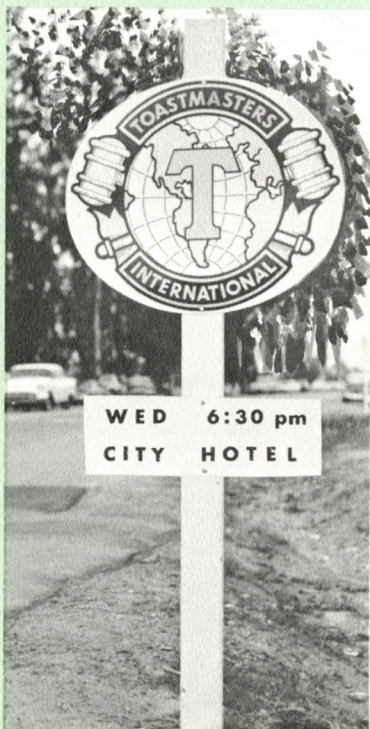
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GUILDFORD Club 2119-U. Meets alt. Wed., 7:45 p.m., Clavadel Hotel, Epsom Rd., GUILDFORD, Surrey, England. Contact: Hindhead 5666. **Sponsored by NORTH DOWNS CLUB 1997-U.**

SCIENTIA Club 3499-U. Meets 1st & 3rd Wed., 7:30 p.m., Council for Scientific & Industrial Research Recreation Site, PRETORIA, South Africa. Contact: 74-6011, Ext. 2630. **Sponsored by PRETORIA CLUB 2199-U.**

DISTRICT GOVERNORS 1971-72

- F. Eugene R. Beckwith
2. James E. Bell, ATM
3. Alan P. Scherer, ATM
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6. Robert L. Haynes, ATM
7. Kenneth E. Herman, ATM
8. Earl W. Drennen, DTM
9. Henry A. Rozeboom
10. Allen C. Kingseed, ATM
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58. Thomas M. Marchant III, DTM
59. David G. Towell
60. George Hevenor Jr., ATM
61. Dr. Jacques R. Perrault, ATM
62. Colin H. Broddle
63. Preston E. Allen
64. J. Hugh Graham
65. Robert H. Root
66. Carlton E. Burley
67. Dr. Donavon E. Hampton, ATM
68. Anthony E. Llambias
69. Russ Walkington
70. Tom W. Stubbs
- NZP Terry W. Boon
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- 8942 Kirkpatrick Cr., Tucson, Ariz. 85710
- 2927 Fallwood Ln., San Jose, Calif. 95132
- 711 S. Rose, Escondido, Calif. 92025
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- 26 Hollen Cr., Fairmont, W.Va. 26554
- 2859 Parkridge Dr., N.E., Atlanta, Ga. 30319
- 510 E. Logan, Caldwell, Idaho 83605
- 5505 N. Independence, Oklahoma City, Okla. 73112
- 109 Briarwood Ln., Helena, Mont. 59601
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- 3106 9th St. N., Fargo, N. D. 58102
- 5249 Keith St., Burnaby 1, B.C., Canada
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- 3133 Daisy, El Paso, Tex. 79925
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- 18491 American Ave., Hilmar, Calif. 95324
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