

## Vancouver Toastmasters' 1978 Convention Site





If your Toastmasters experience had increased your desire to be a top-notch speaker. . .

If you want to advance in your career by communicating effectively. . .

If you've wondered whether you have what it takes for the professional speaking circuit. . .

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Designed as an extension of the Toastmasters education program, the Leadership Through Speech seminar is taught by Cavett Robert and Merlyn Cundiff, two professionals with many years of combined experience. In an exciting, dynamic presentation, they will review the speaking techniques that will carry you to the top and allow ample opportunity for you to practice these skills. Your speeches will be videotaped and played back for evaluation by you, your audience and the seminar leaders.

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CAVETT ROBERT is one of America's top speakers, with hundreds of speaking engagements each year. A former Toastmaster and Golden Gavel recipient, Cavett was selected Speaker of the Year in 1973 in a canvass of more than 10,000 associations and corporations. Since giving up his law practice for full-time speaking, he has spread the word: "We are all in the people business."



MERLYN CUNDIFF is author of *Kinesics — The Power of Silent Command*, a consistent best seller on use of body language, and a popular speaker in great demand worldwide. She has worked with Cavett on professional speaker training seminars for more than eight years, bringing warmth and excitement to the program.

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August 20-21, 1978	Vancouver
(following TI convention)	
September 16-17	Las Vegas
October 21-22	Chicago
November 18-19	Hawaii
December 9-10	Las Vegas
January 13-14, 1979	Atlanta
February 17-18	Minneapolis
March 17-18	Disneyworld
April 21-22	Disneyland
May 19-20	Las Vegas
June 9-10	San Francisco
July 14-15	New York City
August 4-5	Charlotte, NC

We'll also come to *your* company or city for any group of 20 or more participants.

\*A tax deductible educational expense.

# The Toastmaster

May 1978 Vol. 44 No. 5

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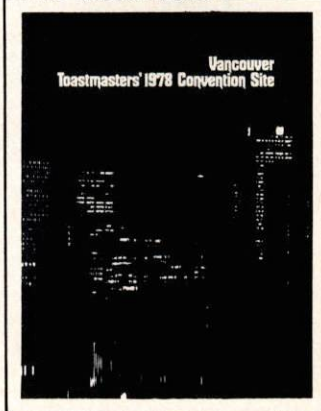
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*If it is indeed true that British Columbia is, in a sense, Canada in giant capsule form, then Vancouver — the site of Toastmasters International's 47th Annual Convention — is the nucleus of that capsule. Canada's third largest city, and probably the most beautiful on the North American continent, Vancouver is a tourist's — and conventioner's — delight . . . as you can see for yourself. (Cover slide courtesy of the Greater Vancouver Convention and Visitors Bureau.)*

## The Toastmaster



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# Letters

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## **"Sold" on the Award**

Recently, *The Toastmaster* suggested use of the Communication Achievement Award (267) as a means of generating publicity for the individual Toastmasters club. I made mention of it in some of my district visitations, but never put any personal "gusto" behind my comments because I had not seen it presented.

Well, recently my home club, the Downey Space Club 513-F in Downey, California, presented this award to a local company manager actively involved in communications. It created such excitement and enthusiasm among our members, in addition to the publicity aspects, that we are considering making it an annual award for the Downey community.

The best feature about the award is that it is handled at the club level and does not burden the already busy district staff with another activity. Yet, the benefits go beyond the club boundaries and help the district meet its growth goals.

Please continue to feature this award in future issues of *The Toastmaster*.

John S. Latin, DTM  
International Director  
San Dimas, California

*Thank you, Director Latin, for the nice comments. If you'll look to page 28, you'll notice that we've followed your advice! —Ed.*

## **No Change for the Better**

Yes, indeed, *The Toastmaster* has changed! However, I'm not convinced that it is all for the better.

First, we all readily admit that advertising most certainly helps to defray the costs of publication. Nevertheless, we are now being treated to an endless array of "motivational" ads by so-called "authorities," all singing the same tune about subjects for which Toastmasters clubs all over the world provide real, professional input and continuing education in a far better manner and environment than all the seminars, tapes and courses put

together. And the cost of Toastmasters is infinitesimal by comparison.

Secondly, we are being subjected to article after article by the so-called "pros" on all those good things that the average Toastmaster practices every week. In 26 years of Toastmasters experience, I have found dozens of real, live Toastmasters who are better speakers than most of those "circuit travelers." Nevertheless, we are suddenly deluged with articles by "management experts," "morale builders," "possibility thinkers," "leadership technicians" and the old "how-to-win-frienders."

While this is not to knock the achievements of all those professionals who are, without doubt, great speakers — and who certainly have a right to sell their wares — all we really need to hear from is great Toastmasters.

It really is a great magazine . . . but it could be better!

Tom Hawkes, DTM  
Brainerd, Minnesota

## **Keep the "Pros" Coming**

It's surprising that R.T. Oelrich, writing in the February letters column ["Amateur or Pro?"], signs in from Chicago, a big city. From the tone of his piece, it seems he is speaking from on high and telling the world he thinks his is the right way. Well, as one of many, I hope he speaks only for himself. His biggest error, however, is his claim that "Toastmasters training was never intended to create orators, entertainers or great speakers. Its main purpose is to train our members to speak with clarity and confidence, without nervousness or elevation of blood pressure, and with a modicum of technique."

Fortunately, our club is composed of a number of individuals. Each is different from the other. None of us feel we are being trained to become a group of regimented robots, as Oelrich seems to imply the training is meant to make us. On the contrary, we consider some of our members to be of professional caliber. In our

opinion, there should be no such distinction in public speaking. One is either an excellent speaker or one is not, after, of course, the necessary exposure.

Finally, it is our understanding that many of the "pros" with ads in *The Toastmaster* are present and former members. We welcome these ads. There will be those of us who are going to Chicago to avail ourselves of the Cavett Robert training seminars there on June 2, 3, 1978. Mr. Oelrich, who is already in that great city, might like to observe the great Cavett Robert, Toastmasters International's Golden Gavel Award winner in 1972 . . . and a former Toastmaster!

Shirley Dawes

Pittsburgh, Pennsylvania

*We wholeheartedly agree with your opinion of Cavett. Incidentally, you might like to know that Toastmasters will be sponsoring Cavett Robert's speaking seminars beginning at the Vancouver convention in August. See page 2 for additional details. —Ed.*

## **Two Regional Sites Changed**

There has been a change in two of the meeting sites for next month's June Regional Conferences. In the first, the Region 6 Conference will now be held at *The Carrousel*, instead of the Christopher Inn. Region 8, which was originally reported to be holding their conference at the Jekyll Island Motel, will now be meeting at the *Holiday Inn*. (For more information, see last month's *Idea Corner* or your club president.)

*All letters are printed on the basis of their general reader interest and constructive suggestions. If you have something to say that may be of interest to other Toastmasters, please send it to us. All letters are subject to editing for reasons of space and clarity and must include the writer's name and address. ■*

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# The Way I See It

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by Durwood E. English, DTM, International President

## What IS the "Standard of Excellence"?

In any successful organization, there is always something — some unique element — that stands out above all others in explaining its success. In Toastmasters, it is the overall quality of our club meetings, often referred to as our "standard of excellence" in club programming.

But what exactly is this "standard of excellence"? We've talked about it often enough, but I don't believe we've ever really defined it, especially as it pertains to club programming. Like all phrases that are used over a long period of time, it may have lost some of the meaning — some of the value — that has made it so important to our educational and organizational growth.

In my long Toastmasters career, I have had the opportunity to visit hundreds of clubs in all parts of the United States and Canada. At the conclusion of each meeting I attend, I have developed a habit of asking myself three questions to determine, in my mind, whether or not the club could be considered one of our successful ones: Was the club's programming interesting? Educational? Was it fun?

The answers to these questions are of great importance to me because I know that if the majority of our clubs conduct quality programs, our organization will continue to be successful . . . and continue to grow. This "standard of excellence" in the club is important because this is where we accomplish the communication and leadership training our organization depends on to educate and, therefore, attract others to join in with us.

Now for the \$60,000 question: How can we provide this high standard of excellence in club programming? There are several factors that must exist, among them: the need to plan every meeting — and each assignment — at least three meetings in advance to ensure the meeting's quality and continuity; the need for a variety of programs to keep the interest of the club members, as well as the guests; the need to follow good Toastmasters meeting practices, which include staying inside your prescribed meeting time limits, giving speeches from the manuals and presenting good, constructive evaluations; and finally, the need to do all of this in an atmosphere of fun and fellowship — one of the basic foundations of the Toastmasters organization.

There is one thing, however, that is perhaps more important than any of these. And that's a dedication by you — the member — to do your very best at whatever assignment you are given at a meeting, whether it be as timer, speaker, Toastmaster, evaluator . . . anything!

So how about it? Won't you do your part to help your club develop this "standard of excellence" in club programming . . . and help us maintain our success? I'll be grateful, and so will the 60,000 other Toastmasters around the world. ■



*Durwood E. English*

If it is indeed true that British Columbia is, in a sense, Canada in giant capsule form, then Vancouver — the site of this year's 47th Annual Convention — is the nucleus of that capsule. Canada's third largest city, and probably the most beautiful on the North American continent, Vancouver is a tourist's — and conventioneer's — delight . . . as you can see for yourself!  
(Photos by Jim Ferri.)



# Vancouver

by Jim Ferri

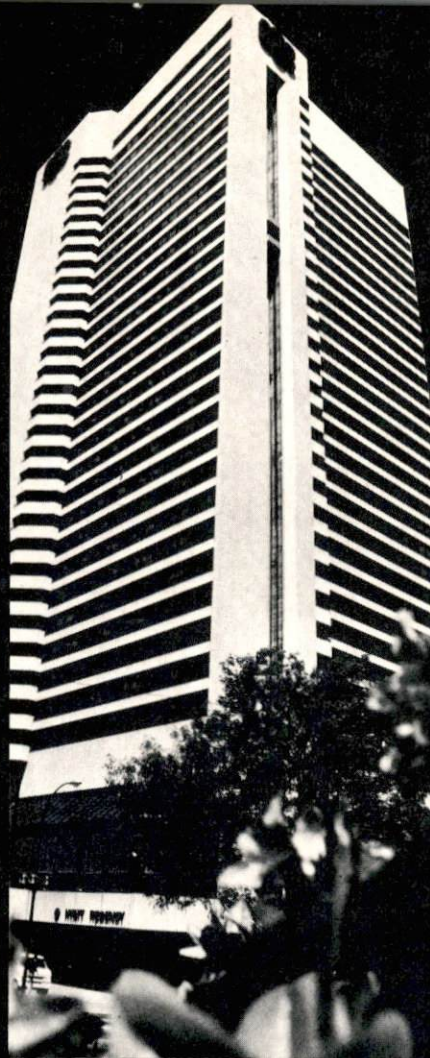
Occupying the peninsula between Burrard Inlet and the Fraser River, the province's largest city, Vancouver is set against a ring of mountain peaks. The city's 98 miles (157 km) of water frontage provide a natural harbor for shipping vessels and for the 30 thousand pleasure craft registered here. As Canada's gateway to the Orient, Vancouver's bustling port contrasts with the stately Seymour and Grouse mountains rising up from the coastal surf. The town's official motto: "By Land and Sea We Prosper," is an apt explanation for the drawing power of the city. It explains why for decades, pilgrims seeking prosperity in British Columbia have been, and continue to be, drawn to the naturally endowed city of Vancouver.

The present site of Vancouver was occupied by 5,000 Indians only 200 years ago. But exploration by Europeans for a Northwest Passage brought settlers. The gold rush of 1859 made Victoria and Vancouver boom towns and lured thousands of others West and North, including 25,000 men from California where the gold fever epidemic was waning. When Vancouver was incorporated as a city in 1886, it maintained 2000 residents. Today, greater Vancouver is home to approximately one million people.





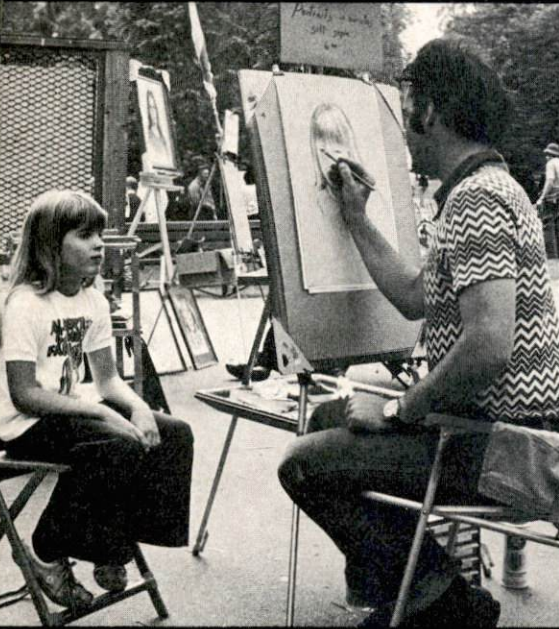
*Vancouver Skyline*



*The Hyatt Regency Hotel*



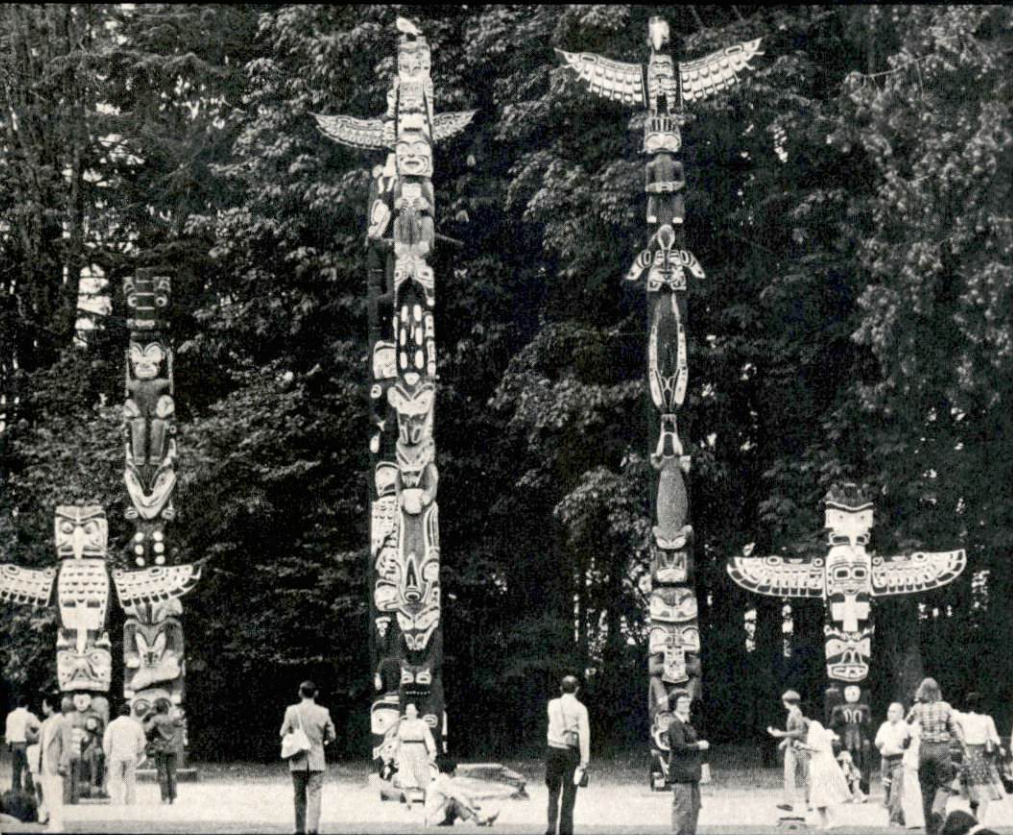
*Vancouver's Stanley Park Zoo*



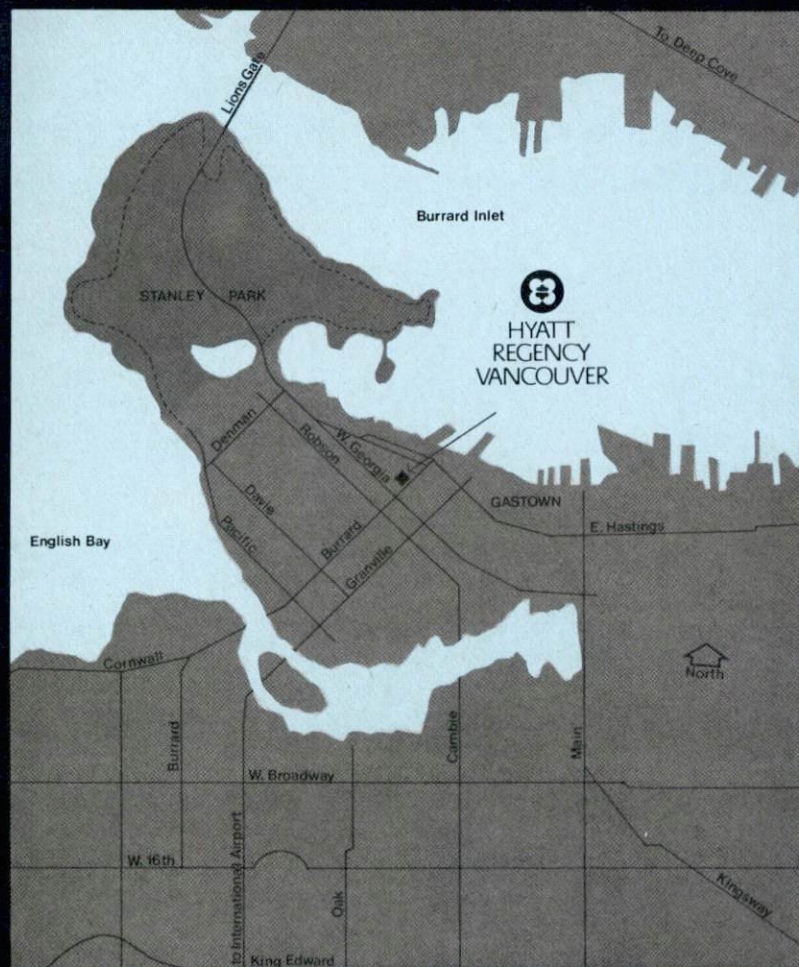
*Vancouver artist and model*



*Shopping in Gastown*



*Stanley Park totem poles*



## How to Get There

Vancouver is a world travel crossroads, and can be reached in a variety of ways. However you travel, it will be a trip you won't soon forget!

- **Air** — Several major carriers fly into Vancouver International Airport, including, *Air Canada, Canadian Pacific, Pacific Western, Quantas, Western* and *Japan Airlines.*
- **Railway** — *Canadian National Railway, Canadian Pacific Railway, British Columbia Railway, Burlington Northern* (to Seattle, Washington) and *Amtrak.*
- **Sea** — *P. & O.*

- **Bus** — *Greyhound Bus Lines.*
- **Automobile** — Vancouver is connected with Canadian and U.S. points by an excellent network of highways. Road maps are available free.
- **Baggage** — The necessary wearing apparel and personal effects in use by the visitor are permitted duty free. Up to 50 cigars, 200 cigarettes and 2 pounds (907 g) of manufactured tobacco, and up to 40 ounces (1.14 liters) of spiritous liquor or wine may also be allowed duty free.
- **Passports** — Visitors entering Canada from any country other than the U.S.A. must have valid national passports.
- **Currency** — Non-Canadian currency may be exchanged at Vancouver International Airport or at any of the local banks nearby the Hyatt Regency Hotel.

Other characters as well as prospectors were also lured. One of the most famous being "Gassy Jack" Deighton (because he gassed or talked too much), an ex-steamboat pilot who built a saloon to satiate the thirst of loggers who were tiring of the 10 mile (16 km) trek to the nearest tavern. Of course, his saloon immediately became popular and the village that sprang up around it was dubbed Gastown, giving Gassy Jack the honor of being the father of modern day Vancouver. In fact, the city's present street numbering system begins at the site of his saloon.

Gastown today is quite different than it was in Deighton's day. For years an area of rundown warehouses in the degenerating downtown, Gastown was revived by the forces of renovation. Today, it is a beautiful brick and cobbled neighborhood of shops, restaurants, antique and galleries that draws both Vancouverites and tourists.

Another Vancouver showplace is beautiful Stanley Park, a 1000 acre (400 ha) retreat which has a six mile (ten km) scenic drive, natural woods, a free zoo, formal gardens, a miniature railway (in the summer months) and an aquarium. Queen Elizabeth Park is in the center of the city (Stanley Park is just north of downtown on a peninsula in English Bay) and is geared more for an older crowd with its rose gardens, floral conservatory and lawn bowling greens.

### Something for Everyone

For all ages, the Planetarium Complex in Vanier Park incorporates the MacMillan Planetarium, the Centennial Museum and the Maritime Museum. In the planetarium (one of the world's most modern) you can take a journey through the night sky, travel back or forward in time, or search for other worlds. The Centennial Museum contains exhibits of Vancouver history — including a full-size replica of the interior of an early immigrant ship, a trading post and a Victorian drawing room. The Maritime Museum contains model ships, artifacts and nautical memorabilia; its prime exhibit is the *St. Roch*, a historic schooner of the Royal Canadian Mounted Police Arctic Patrol. The ship is open to visitors and is a National Historic Site.

Nearby is Kitsilano Beach where you can see the first locomotive to





Earl Nightingale, world-renowned author and lecturer, has spent over 30 years in researching success patterns.

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#### 6 SELF-KNOWLEDGE

Why do some seemingly "average" people always achieve more than others? Find out how you too can achieve the greatness you know you are capable of.

#### 7 CONFORMITY & NON-CONFORMITY

The more you understand human behavior, the more you'll realize how much easier it is to achieve success than suffer with failure.

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To reach your goal for personal success, you must first realize how much you're worth now . . . and then apply the same growth practices to your growth as have built the most successful corporations.

#### 9 MONEY

This session helps you decide how much money is enough for you and then shows you how to get it.

#### 10 PERSONAL GROWTH

The emphasis here is on one factor that controls, to a tremendous extent, the amount of money we will earn in our life-time and the people with whom we will associate.

#### 11 USING TIME MANAGEMENT

How to achieve "the only real security." Now you can control your circumstances and be successful, regardless of whether times are good or bad.

#### 12 BEING A LEADER

Every one of us has the ability to develop the qualities of leadership. Now, you can become the leader every industry, every profession is looking for.

Earl Nightingale invites the readers of The Toastmaster to share in his most successful self-motivation program . . .

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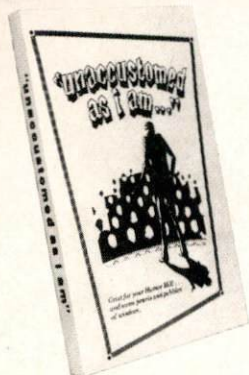
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- Sponsor 5 new members and receive the distinctive Toastmasters Desk Calendar.

*Help . . . Share . . . Grow* is your membership program for 1978. Consult your club administrative vice-president for details, or write: *Help . . . Share . . . Grow*, Toastmasters International, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711 for details and contest entry form.

reach Vancouver back in 1881. British Columbia joined the Canadian Confederation only on the promise that a railroad would be built to the Pacific. Two other dates stand out in Vancouver's history: on April 6, 1886, the city of Vancouver burned completely to the ground. The only surviving relic of that great conflagration was the Old Hastings Mill which now is a museum on scenic Marine Drive past Kitsilano Beach.

building campus at the entrance gates.

**For the Shoppers. . .**

If you would rather shop than sight-see, head back to Gastown or Robson-strasse (three blocks of Robson Street from Howe to Broughton Streets), where you will find some European style boutiques. Vancouver's Chinatown (Pender Street, Abbot through to Gore Street), is one of the largest Chinese communities on the continent and offers a stimulating stroll.



Grouse Mountain Skyride

Continue on Marine Drive past the museum and you'll come to the University of British Columbia, the second largest institution of higher learning in Canada. The University's Museum of Anthropology, near Marine Drive facing the Straits of Georgia, houses a collection of 10,000 Northwest coast Indian artifacts and 10,000 objects from China, Korea, Asia, Tibet, Japan, South America and Africa. To best take advantage of the University's many assets, ask for a map of the 300-

Other attractions within the city such as Capilano Suspension Footbridge swaying 230 feet (70 m) above a gorge, the Grouse Mountain skyride and the recreated turn-of-the-century street at Heritage Village compete with the unlimited possibilities for excursions outside the city.

For further information on Vancouver write to the Greater Vancouver Convention & Visitors Bureau, 650 Burrard St., Vancouver, B.C., Canada V6C 2L2. ■

THE TOASTMASTER

Believe it or not, there are several easy steps you can take that will put real box office appeal into the name that you bear. How you accomplish these steps, however, is up to you.

# The Name of the Game Is Fame

by Howard E. Hill

“**N**ame Power” is a many-faceted jewel of the human expression. How it is achieved is hidden deeply in a musty assortment of clichés, aphorisms, proverbs and general truths supposed to pass as words of great wisdom. Actually, when you peel off the veneer of shallow thinking, the essence of attaining great name power is revealed in easily understood terms.

We begin with a “diamond in the rough” of tremendous value: YOU. It is up to you — and you alone — to shape and polish this priceless gem into a precious stone of remarkable brilliance.

How is this accomplished?

The guidelines that will direct you to this place of commanding eminence are few and powerful. Each one of them is tipped with atomic energy.

Use each of them cautiously, for they should be marked: “Handle With Care.”

## Be Honest

For a starter, YOU should firmly resolve to be honest in all things — with yourself, your associates — and with your clients. There is no other way.

With this much going for you, you can plan now to specialize, *with enthusiasm*. Whatever you are doing, perfect your skills by practice, practice, practice, until no one can match your accomplishment.

Having established this much as fact, you will be in high gear — ready for great responsibilities. How you handle all of the steps to dynamic name power will determine your entire future.

Another point to consider is how well you have mastered the basic concept of the “Golden Rule.” In other

words, your human relations. How people react to you can be your key to the treasure vaults of the world.

Now we come to a series of really “sticky” questions — the point where most persons usually fail in their quest for name power and fame. How well do you keep promises, appointments, or follow-up and determine the validity of grievances? How prompt are you in paying your bills, meeting your obligations, delivering a maximum quality of performance?

The noted philosopher, the late Napoleon Hill, called it “Going the extra mile,” but I prefer to describe this as just plain common sense.

## The Extra Mile

By now the foregoing should be an essential part of your working equipment. There is no place for you to go but up — in recognition, in earnings and in general acceptance. The world will then be yours for the asking.

# Every Club Needs A Banner!



Your club needs a banner to be easily identified at club meetings and at area, district, regional — and even International — conferences. Without one, where are you going to hang your club's award ribbons for President's 40, Top Ten Club, Anniversary Month and Spring into Action?

The Toastmasters Club Banner (234) is made out of gold satin and stands 3' x 4', with a blue Toastmasters emblem and matching club identification lettering. And it's only \$30.00!

So what are you waiting for?

To order a banner, be sure to fill out the information below completely. Please note that your club name should take the same format as the banner shown in the accompanying picture. (Allow 30 days for delivery. Orders for new clubs will be processed after chartering forms and fees have been submitted and a club number assigned.)

**Please ship a club banner for the (please print):**

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You won't find the quality of name power for sale in the supermarkets. It is an advantage or special benefit that only YOU can build into the life expression that is yours.

Obviously, this will come as a surprise to some persons.

It has been known since the beginning of modern business and professional practice that a big name attracts big earnings. The value that you bring to your name by your manner of reacting to the vagaries of everyday events establishes the level of your growing fame. You can work yourself to a frazzle the hard way — or you can spend a little time each day adding prestige to your name power, and fame will soon be coming to you as if drawn by a giant magnet.

The choice is yours as of today!

### The Basic Steps

There are several easy steps you can take that will put real box office appeal into the name that you bear. How you accomplish these basic steps is a personal matter, but the ingredients have been mentioned so often that it is difficult to repeat them here for fear of insulting your intelligence. However, here goes, so hold on to your hat:

- Operate with complete honesty in all of your dealings
- Plot your goals of achievement and then work toward your destiny with supreme confidence
- Be prompt and deal carefully in handling all queries regardless of the source
- Do something, say something, or deliver something over, above and beyond any obligation you have assumed.

Does that sound like preachiness to you? If it does, I have news for you. It works! It is the solid foundation of a high income name power — yours!

Now that we have the preliminaries out of the way, let's get on to the main event. To generate the essentials of name appeal requires three dynamic moves on your part:

1. A highly energized desire to succeed greatly

2. The selection of a service, product or profession that inspires high-powered motivation

3. A strongly revved up determination to be the greatest in your field of operation.

With these priceless ingredients working for you, there is only one

place for you to go — into the orbit of fame and big money returns for your dedicated efforts.

### The Building Blocks

With these fundamentals known to you, let us examine a few of the building blocks you will need in order to stay up there ahead of the leaders. To begin with, it is necessary to accept the fact that you are embarking on a strongly energized name building program. To accomplish this purpose effectively, it is important that you do three things — in the order given:

1. Make certain that the top men in any organization know you are with them all the way

2. Support these contacts with responsible and dependable effort

3. Don't be afraid to do a little discrete personal horn-tooting. When used with restraint, it is the first step toward building fame value.

As an example, I will never forget George Johnson. This man came to my office one day and declared, "I need a job, and I believe I have the qualifications to sell your product." Because his attitude was so positive and determined, I handed him an application blank and said, "When do you want to start?"

"Now!" was his terse reply.

It would be pleasant to report that this souped-up resolution on Johnson's part caused him to turn in orders by the fistful. On the contrary, at first his sales were adequate, but not startling, until he got the idea one day of building name power a little at a time. The only way he could think of was to advertise, so he went to the office of the local newspaper and inserted this small ad:

*My name is George Johnson. I sell quality \_\_\_\_\_ in this territory. I will call at your home or place of business at your convenience.*

With his address and telephone number included, he was on his way to a new career. The first week brought him one lone order — barely enough to pay for his ad. This slow progress went on for several weeks until, one day, he was called to the office of a well-known local company. Within a matter of minutes he had a signed order for his product that totaled several thousand dollars. His earnings on this particular call were almost as much as he formerly made in a week as a grocery clerk. With this start there was no stopping George. He

increased the size of his ad. He worked his territory mornings and took care of inquiries in the afternoon. Consequently, his sales kept right on climbing.

One morning, about six months later, I opened my mail to find a note from the top brass asking if I would release George for an important new assignment — the job of branch office manager in Seattle. Reluctantly, I let George go, but not until he helped me win a 40th anniversary contest against old established offices in Chicago and New York.

Soon after the news of George's success spread through my sales group, every man in Southern California was running similar ads. Naturally enough, the Los Angeles branch office sales began to climb — all because a very elementary principle of building name power had been invoked.

**Don't Be Afraid!**

The truism here is plain. Don't be afraid to let the world know what you are doing. And paid advertising is something any person can implement, with the possible exception of a few professions.

There are other positive image-building techniques that any live-wire man or woman can use to advantage, but without question the first step is to *tell the world*. In the professions, community service can accomplish the same purpose.

Now comes the time to put some real zing and enthusiasm into the following seven-point program:

1. Find an area best suited to your growth plan
2. Plan your daily work schedule
3. Become a specialist in the product, service or profession you are offering
4. Make only valid claims about your product or services
5. Spend at least part of your day making contacts. For example, a virtually unknown man left his house one morning and said to the first person he met, "My name is Jimmy Carter. I'm running for President of the United States!"
6. Send out a certain number of well-planned mailing pieces every day to the right persons
7. Manage some way to let your name and the product, service or profession that you offer become well-known.

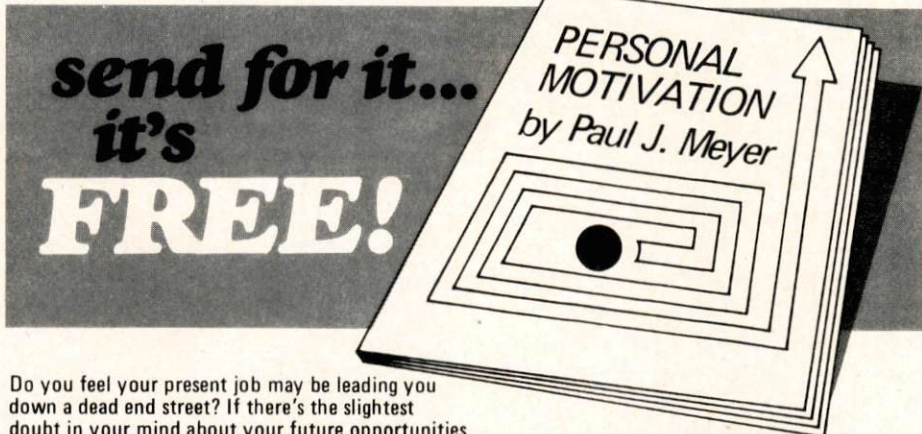
Before too long your name power will begin to take on new dimensions and you will be on your way to undreamed of fame.

After all, that is the name of the game. ■

*Howard E. Hill, a cousin of the late William Randolph Hearst, has been a newspaper and public relations coun-*

*selor for almost three decades. The author of numerous study books and manuals, including the best-selling How to Think Like a Millionaire and Get Rich, How to Create the Big Idea, Energizing the Twelve Powers of Your Mind and his latest, The Money Making Magic of Name Power, Mr. Hill was an active member of the Beverly Hills Club for 17 years, serving as club president in 1957.*

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# Profile

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## Peter H. Coors — Adolph Coors Company Executive, Spokesman

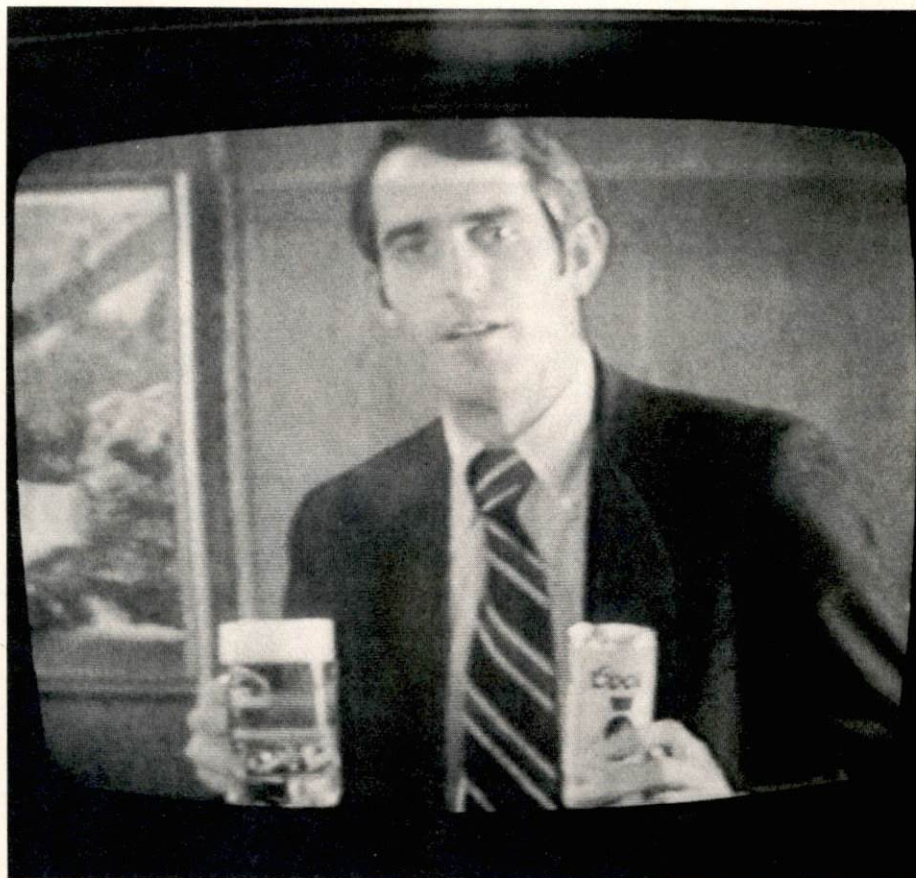
*"I'm not sure I thought of communication that way [as speaking and listening] when I first got started in Toastmasters. I think I've learned a great deal about speaking and listening and now realize the importance of the overall program. For me, it took getting into a formal organization — such as Toastmasters — to understand what total communication is all about."*

Consider the problem: You're the vice-president of sales, marketing and advertising for the largest single brewery in the United States. Your company, in an effort to help clean up the environment, has developed an environmentally-sound press tab opener that eliminates the hazards associated with the traditional ring-pull. The new tab, however, is difficult to open and somewhat dangerous, causing your distributors to name it as one of their major problems in the marketplace. What do you do?

Well, if you're Peter H. Coors, vice-president of sales, marketing and advertising for the Adolph Coors Company in Golden, Colorado — and a former Toastmaster — you make some decisions . . . fast!

Breaking from the traditional low-key marketing and advertising approach Coors had conducted for a number of years, Peter, a former member of the Brewmasters Club 2554-26, became the company spokesman (and demonstrator) in a series of lively television ads designed to acquaint the public with the company's conversion to a new "easier-to-open" press tab. While it is almost impossible to tell just how successful the ads have been there is evidence, according to Coors' Chairman of the Board and Chief Executive Officer Bill Coors (Pete's uncle), that the conversion has already helped sales.

How instrumental was Pete's Toastmasters training to ventures such as this? District 26 Governor Norm Dominguez, a legislative consultant



**COMPANY SPOKESMAN** — *When the Adolph Coors Company decided that it needed someone to act as its spokesman in a recent series of television ads designed to acquaint the public with the company's new "easier-to-open" press tabs, Peter Coors was the logical choice. A former Toastmaster, he is also Coors' vice-president of sales, marketing and advertising.*

for Coors, asked him this and other questions in the following interview he conducted exclusively for *The Toastmaster Magazine*:

**THE TOASTMASTER:** You joined Toastmasters some five years ago when two clubs were organized at the Adolph Coors Company. How did you come to get involved in the organization?

**PETE COORS:** Through an acknowledgement that as my career grew with the company, I would be needing to develop my communication skills

more and more. I never had specific opportunities during my formal education to learn communication skills. And I felt Toastmasters was an excellent chance to learn, perhaps, a little more of what speaking was all about.

**TM:** When you became interested in polishing your communication skills, were you interested primarily in developing your speaking talents or listening skills? Did you want to concentrate on one area more than another?

**PC:** I'm not sure I thought of communication that way when I first got started in Toastmasters. I think I've learned a great deal about speaking and listening and now realize the importance of the overall program. For me, it took getting into a formal organization — such as Toastmasters — in order to understand what total communication is all about.

THE TOASTMASTER

**TM:** What type of atmosphere do you look for when you give a speech?

**PC:** My experience has been primarily internal, speaking to groups of employees. The most important thing is to understand their needs, in terms of what you are trying to communicate to them, and how they are going to interpret what you say. It's a totally different environment when you start talking to an employee group as compared to a Toastmasters group because you are addressing people who are looking to you for leadership and direction, as opposed to the more formal atmosphere created in Toastmasters.

**TM:** When communicating with employees, are you trying to get across a basic business philosophy or establish a rapport with them? In your initial contact, what message are you trying to leave with them?

**PC:** I think there are two basic things. Number one, I try to give employees a feeling of confidence in terms of what I'm going to tell them, who I am and what I represent. Equally as important is to give them a feeling of relaxation — a knowledge that even though an organizational structure has to exist, it takes every part of that organization to make things go. It is important that they feel it's a team approach, and that they should be relaxed. Each individual's contribution is just as meaningful as everyone else's.

**TM:** What makes you feel most comfortable about the presentations you give?

**PC:** The one thing that makes me more comfortable than anything else is fully knowing the subject I'm talking about. I like being able to display an air of confidence that the audience can relate to. They feel relaxed and I feel relaxed when I've been able to research and absorb the subject matter.

**TM:** Do you still get butterflies?

**PC:** Yes, I don't think I've ever given a speech when I haven't gotten a little bit nervous beforehand. I'm much more relaxed now than I was five years ago before I joined Toastmasters. I feel the more you practice speaking, the more

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relaxed you are. Once you've developed a confidence, you have to continue practicing.

**TM:** After you give a presentation, do you receive any kind of evaluation? If not, would you like to?

**PC:** I quite often find myself asking people how they reacted to what I had to say. In many cases it is not offered because, when you are talking to employee groups, they sometimes have some feeling of reservation about saying you gave a lousy speech today or you gave a darn good speech today. I don't have an individual who helps me prepare speeches or helps me critique my speeches. I depend upon my immediate subordinates to do that. I frequently ask them their reaction. I find that 99 percent of the time, if I've given a poor speech, I know about it before anyone else does. And perhaps I'm much more critical of myself than an outsider would be.

**TM:** Do you have a method for getting psyched up before it's time to go to the lectern?

**PC:** I think in almost all cases you get a chance to evaluate the audience before you have to get up on your feet. This is what we used to call getting "pumped up" in athletics. What helps me get my attitude or frame of mind oriented properly is having an opportunity to evaluate the audience — what I think their interests are and how they've reacted to the introduction. It's important to me to listen to what transpires with the audience before I get up to speak.

**TM:** As you were growing up, was

there ever an individual that you wanted to pattern yourself after?

**PC:** I don't think there could be any one individual I wanted to pattern myself after. I prefer to look at it as attributes I aspire to. Those attributes primarily are such things as honesty, loyalty, a high level of intelligence, an ability to articulate, memory recall and the ability to put into action one's own beliefs. When you talk about an individual who's affected me in terms of their ability to lead, I look at my entire family as filling that category. My grandfather, my father (Coors' President Joe Coors), and my uncle (Bill Coors) all showed a tremendous amount of dedication to their company and to their employees.

**TM:** Have you any short-range goals?

**PC:** My goals are basically to provide direction for the company, to give it stability, a security, a leadership that will give employees an opportunity and desire to grow. To give my associates (employees) a sense of purpose. There's nothing I'm going to do while I'm responsible for the company which is going to be forever lasting. Things are going to change. I think it is important that I communicate the impression that change is good, that we encourage it. We need to be reminded that the organization is going to run with no single individual in the organization being absolute and essential. Consequently, my desire is to develop a keen competitive team spirit.

Exactly what we've been saying all along, Pete! ■

These days, it's not so much what you say that makes the difference between a good and a great speech . . . it's how you say it.

# How to Make a Dull Speech Sing

by Thomas Montalbo, DTM

**T**he content, organization and delivery of your speech may be just right. Yet it sounds dull. Why? The reason may be that it lacks one vital ingredient . . . music!

Many speakers turn a deaf ear to what Marcel Proust, the noted novelist, called "the tune of the song beneath the words." T.S. Eliot, the poet and critic, described it as "the auditory imagination, the feeling for syllable and rhythm . . . invigorating every word."

Just as words can bring a song to our lips, so can they make a speech sing in our ears and in our souls. Watson Gilder, author of *Lincoln the Leader*, writes, "Lincoln's prose . . . affects the soul like noble music. Indeed, there may be found in all his great utterances a strain which is like the leading motive in a musical drama."

Music in words comes from the way they sound alone and in combination. Since words spoken or sung are, of course, sounds in themselves, today's songwriters must be very sensitive to the impact of the words they choose because their sound adds to the overall effect of the music. Today's speakers must be just as concerned with the sound of their words.

## Sound and Rhythm

The sound and rhythm of our words goes beyond the meanings of the words themselves. Listeners respond emotionally to the inward vibrancy and beauty of words over and above their pure meanings. Words sound sweet or sour; tender or rude; soothing or disturbing; soft or sharp; friendly or hostile. That's why Shakespeare, in one of his masterpieces, has Desdemona say to Othello, "I understand a fury in your words, but not the words."

Words, however, don't harmoniously combine with each other unless you consider their coloration, texture and intensity. Somerset Maugham, the British author who is especially known for his expert craftsmanship, puts it this way: "Words have weight, sound and appearance; it is only by considering these that you can write a sentence that is good to look at and good to listen to."

## Selecting Your Words

To make your listeners' ears perk up, you must choose and arrange words not only for their meaning, but also for their sound. Word selection is probably the most important factor in creating sound effects. The words you pick are often determined by certain speech techniques. Here are six such techniques:

- *Onomatopoeia* — This is the use of words whose sound suggests the meaning. They enliven our language because they're more expressive than ordinary words. And English has many words whose sound imitates what the word describes.

Instead of using the word "cry," for example, use words that are far more definitive and vivid: *bawl, yelp, sob, whine, wail, yowl, snivel, whimper*. Each of these words, when spoken, makes the sound it represents come vigorously alive. The same applies to many other words. Examples abound, but these may suffice: *crunch, sputter, hush, sizzle, purr, gurgle, hiss, crash, buzz, rumble*.

- *Multi-Syllable Words* — Such words are found in the speeches of every distinguished speaker. Daniel Webster, one of America's greatest orators, once said, "I never use a big word when I can find a short one." His printed speeches show, however, that



this wasn't always the case. Here are a few from his speeches: *destitution, palpable, solicitous, veracity, interrogatory, obtuseness, veneration, transcendent, ignominiously, exigencies*.

Even Wendell Phillips, another superb American speaker, didn't always shun long words. He usually delivered his speeches in a conversational and colloquial style, which contrasted sharply with the bombastic oratory prevalent in his day. Because of this unique style, he needed short words to fortify his stirring speeches on the abolition of slavery, women suffrage, penal reform and other causes. Yet, in looking over some of his more famous speeches, about ten percent of the words in them have three or more syllables: *prerogative, usurpation, presumptuous, inevitable*,

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solemnity, proportionately.

But do our present-day speakers use big words? Yes, indeed! Scan any issue of *Vital Speeches of the Day*, a collection of current noteworthy speeches published semi-monthly, and you'll find a number of multi-syllable words. Here's a sampling: *promulgation, disputatiousness, exhilarating, preponderance, eradication, insurmountable, vindictiveness, prognostications, contentiousness.*

#### A Charming Quality

Besides arousing emotion, long words add charm, color and variety to a speech. Their sound commands attention and enriches your meaning. Listen to William Pitt the Elder, a top-notch British orator of his day, using these words in an eloquent speech against taxing the American colonies: "I could not have slept . . . without

giving this vent to my eternal abhorrence of such preposterous and enormous principles."

Pitt's multi-syllable words, in both sound and meaning, clearly show their superiority over any monosyllables he might have used. Even reading his words today, you could almost hear him tell, in glowing and rhythmic terms, how profoundly outraged he felt. The acoustic effect that results from the harmonious succession of his words pleases the ear, while the words themselves reveal his intense indignation and passionate conviction.

Many of us recognize such grand and glorious words as *effervescent, unconscionable, mellifluous, excruciating, vituperation, obstreperous*. So why not use them in speeches? But use them cautiously. Don't use them merely because they're big or handily

fill out a phrase or sentence, without due regard for their meaning. And, by all means, don't use them if they sound stilted, have too many syllables for a mouthful or are unfamiliar to you.

- *Vowel-Rich Words* — Vowels are the most prominent speech sounds in words. Rich and resonant, mellow and velvety in tone and quality, vowels carry an open, unobstructed sound as the air from the lungs flows freely through the vocal cords. This makes the vowel-rich words sound musical. They brighten up your speech and make it glow with warmth.

Vowels lend themselves easily to stretching sounds, this in direct contrast to the extreme pressure it takes to push out explosive consonants such as "p" and "t." Consequently, the superabundance of vowels in Italian words gives them a sort of musical

quality. Even the ordinary speech of Italians sounds like music.

While the Italian language may use the most vowels, the vowels in the English language often combine with certain consonants to form diphthongs, thus increasing seven-fold the total number of vowel sounds. Notice how you can smoothly sustain the flow of successive sounds when you pronounce the diphthong "ow" in the familiar vocal exercise, "How now, brown cow?" So the English language also has many beautiful and musical words.

When a number of words have essentially the same or the exact meaning, test the alternative words by saying them aloud and choosing the one that sounds best. Many examples of such words can be cited.

Take, for example, *serene* and *tranquil*. What's the difference between them? While both have the same meaning and are therefore interchangeable, *serene* sounds softer and more soothing than *tranquil*. The five consonants and the positioning of "nq" in *tranquil* don't lend themselves very easily to musical sounds. In contrast, the vowel sounds in *serene* make that word delightfully melodious, thus accentuating its meaning of utter calmness.

*Lackadaisical* and *languid* are synonyms, as are *hallucination* and *delusion*, *fastidious* and *fussy*, *superfluous* and *redundant*. To make melodic sounds, use the words with the most vowels, in this case: *lackadaisical*, *hallucination*, *fastidious* and *superfluous*.

• **Alliteration** — Dr. Lynn Harold Hough, former president of Northwestern University and an experienced speaker, once said that alliteration gives a speech "the gracious loveliness of finely wrought phrases."

However you may describe it, alliteration can sparkle your speeches with harmony, swing and rhythm, while reinforcing your listeners' remembrance of what you say. All that is required is that you repeat the same consonant sound at the beginning of two or more consecutive words, as in "Practice produces polished speeches," "Weeping willows wave in the wind" and "Wage war against poverty, privilege and pillage." Now, listen to a couple of examples from masters of alliteration: "... With bloody, blameful blade, he bravely

broached his boiling, bloody beast. . ." (Shakespeare); "... The deadly, drilled, docile, brutish masses of the Hun soldiery. . ." (Churchill).

Another form of alliteration is to repeat the same consonant sound at the beginning of nearby words instead of one after another; that is, skip a beat by sprinkling, as in this example of Cicero, the great Roman orator: "The short period of life is long enough for living well and honorably." Here are some modern examples of sprinkled alliteration: "You must emerge, bright and bubbling with wisdom and well-being. . ." (Adlai Stevenson); "Finally, whether you are citizens of America or citizens of the world, ask of us here the same high standards of strength and sacrifice which we ask of you. . ." (John F. Kennedy); "My record is one of progress, not platitudes; performance, not promises. . ." (Gerald R. Ford).

Like any technique, alliteration shouldn't be overused. If used often in the same speech, it could become tiresome and defeat its own purpose. When used occasionally, however, it will thrill your listeners and make it easy for them to remember the point you are trying to make.

• **Word Repetition** — This method consists of repeating single words two or more times *anywhere* in the same or nearby sentences. Some language purists, however, frown on this technique and invoke the rule of thumb against such repetition, preferring to substitute synonyms.

On the other hand, H.W. Fowler, in his *Dictionary of Modern English Usage*, says this: "The fatal influence is the advice given . . . never to use the same word in a sentence — or within 20 lines or other limit. . ." Daniel Webster, who believed in avoiding unnecessary words, nevertheless has no reservations about "the true use of repetition . . . There is something which may be called augmentative repetition that is capable sometimes of producing great effect."

#### A Real Ear-Pleaser

While repetition may not look good in print, it sounds good to the ear. Recurrence of words generates rhythm. And it anchors impressions firmly in the listener's memory. Advertising, for instance, relies heavily on repetition. In a recent study by market researchers, about 80 percent of the people questioned correctly asso-

ciated Alka-Seltzer with the words, "Plop, plop, fizz, fizz. . ." The repetition of these words helped listeners remember the product.

There's nothing inherently wrong with repetition, especially in speeches. Because words vanish into the air when spoken, listeners can't go back to reread or ask the speaker to repeat. So it's important to give them the idea again and again if you want them to understand — and remember — what you say.

In the Gettysburg Address, Lincoln says over and over again the words "nation" and "dedicated." Each word, echoed five or six times in his short speech, sounds like the chanting of an incantation, and with each recurrence stirs deeper and more affecting connotations of the words. The same is true of his passage, "... government of the people, by the people, for the people shall not perish from the earth." By drumming the word "people" three times, he stimulates an ever-increasing warm feeling and emphasizes his point with drama and a musical roll.

William Faulkner, in his eloquent speech accepting the Nobel Prize for literature, said, "It is easy enough to say that man is immortal simply because he will endure . . . I believe that any man will not merely endure: he will prevail . . . It is his (the poet's) privilege to help man endure by lifting his heart . . . the poet's voice need not merely be the record of man, it can be one of the props, the pillars to help him endure and prevail."

Notice that in these few sentences Faulkner repeats "endure" four times, "merely" and "prevail" twice, while alliterating the "p" sound half a dozen times. His regular repetition of "endure" produces an emotional weight as it gathers great emphasis and goes beyond its literal meaning. Reinforcing his purpose with the other repetitions, he creates the effect of rhythm and gives power and elegance to his total meaning.

Woodrow Wilson, one of the few exceptional speakers among U.S. presidents, often repeated key words. Here's a single sentence from a speech where he repeats the same word four times: "Compared with the importance of America, the importance of the Democratic party, the importance of the Republican party, the importance of every other party, is absolutely negligible."

• *Anaphora* — This last technique is the repetition of one or more words at the beginning of successive sentences. Here's an example from a speech by Franklin D. Roosevelt, one of the most forceful speakers of his time: "Whoever seeks to set one nationality against another, seeks to degrade all nationalities. Whoever seeks to set one race against another, seeks to enslave all races. Whoever seeks to set one religion against another, seeks to destroy all religion."

Dr. Martin Luther King Jr., in his most famous speech, starts five consecutive sentences with the clause, "I have a dream that one day. . ."

In Churchill's Dunkirk speech, he said, "We shall fight on the seas and oceans. We shall fight . . . in the air. We shall fight on the beaches, landing grounds, in fields, in streets and on the hills."

In Lincoln's Peoria speech, he uses anaphora as follows: "I particularly object to . . . slavery . . . I object to it because it assumes that there can be moral right in the enslaving of one man by another. I object to it as a dangerous dalliance . . . I object to it because the fathers of the republic eschewed and rejected it. . ."

In each of these examples, the speaker's use of recurrent repetition at the beginning of successive sentences forms a rhythmic pattern and reinforces his deeply felt and strongly-held beliefs.

We have seen that certain words and arrangements of words can give your speeches the advantages of musical effects. The resultings sounds create rhythm and cadence, perk up listeners' ears, emphasize the speaker's meaning and make a dull speech sing.

All six techniques described and illustrated above have been platform-tested in speeches delivered by distinguished speakers in both old and modern times. Properly used, these methods can make poor speeches good and good speeches better. Try them and see what they can do for you. ■

*Thomas Montalbo, DTM, has been a Toastmaster for over 14 years and is currently a member of the Sarasota Club 1958-47 in Sarasota, Florida. A retired financial manager for the U.S. Treasury Department in Washington, D.C., he is also a freelance writer.*

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*Like any good vaudeville performer, George Burns has learned the secret of entrances and exits. As a speechmaker, have you?*

# Entrances and Exits: The Secret to Getting On (and Off!)

by William S. Tacey

**A**t 82, George Burns, the famous comedian and star of the movie *Oh, God!* not only is more successful than ever in his career, but is able to give helpful advice to others. In storytelling, he advises, "You make a beginning, fool around with the middle a little and put a finish to it. I learned about entrances and exits in vaudeville."

Burns' advice applies equally well to speechmaking. The time-honored "Introduction — Body — Conclusion" plan is hard to beat. Equally useful is the "First I tell them what I am going to tell them; then I tell them; and then I tell them what I've already told them" formula.

But the single most important part of any speech is the conclusion. After all, it is the part heard last — the part that makes the most lasting impression in your listeners' minds. Almost equal to it, though, in importance is the introduction; first impressions are often said to be lasting ones. Try giving an audience a list of 50 words, then ask them to write all that they remember. Most listeners will begin at the bottom of the list, go next to the top, then try to recall words from the middle. Linking this knowledge to speechmaking ought to assure every speaker that time spent on introductions and conclusions will pay big dividends.

## The Opening Paragraphs

Two major functions of the beginning paragraphs of a speech are to catch the attention of the audience and to direct it away from their inter-

ests to the speaker's. As time nears for the speaker to begin his task, his audience becomes aware of him, often even before he stands to speak. His appearance, including stature, physical features, bearing and clothing, comes under close scrutiny. Conclusions are drawn. With fortune favoring him, the conclusions will be beneficial. Consequently, the speaker's dress and demeanor become an unspoken part of the prepared speech.

Your opening words can serve well in getting your audience into the desired frame of mind. Harvard astronomer Harlow Shapley, however, likes to be different. He began an address before the Association for the Advancement of Science with the greeting, "Fellow Primates." For that audience, the greeting was especially apt.

References to the situation can be appropriate. Once I addressed a state meeting of women delegates at their closing banquet. Because a clutch of husbands was present, I greeted the audience with, "Ladies and fellow shoppers." (Maybe the men had actually gone shopping while their wives attended the convention!)

Dr. Robert T. Oliver, a man well-known to Toastmasters, was being inducted as president of the Speech Association of the Eastern States. The retiring president presented Bob with a tiny gavel to serve as his badge of office. With a smile, Bob began his speech, "The policy of this administration will be to speak loudly and carry a small stick." Even those who might not

have remembered the statement as a twist of President Teddy Roosevelt's advice on diplomacy chuckled at the ready wit of the speaker.

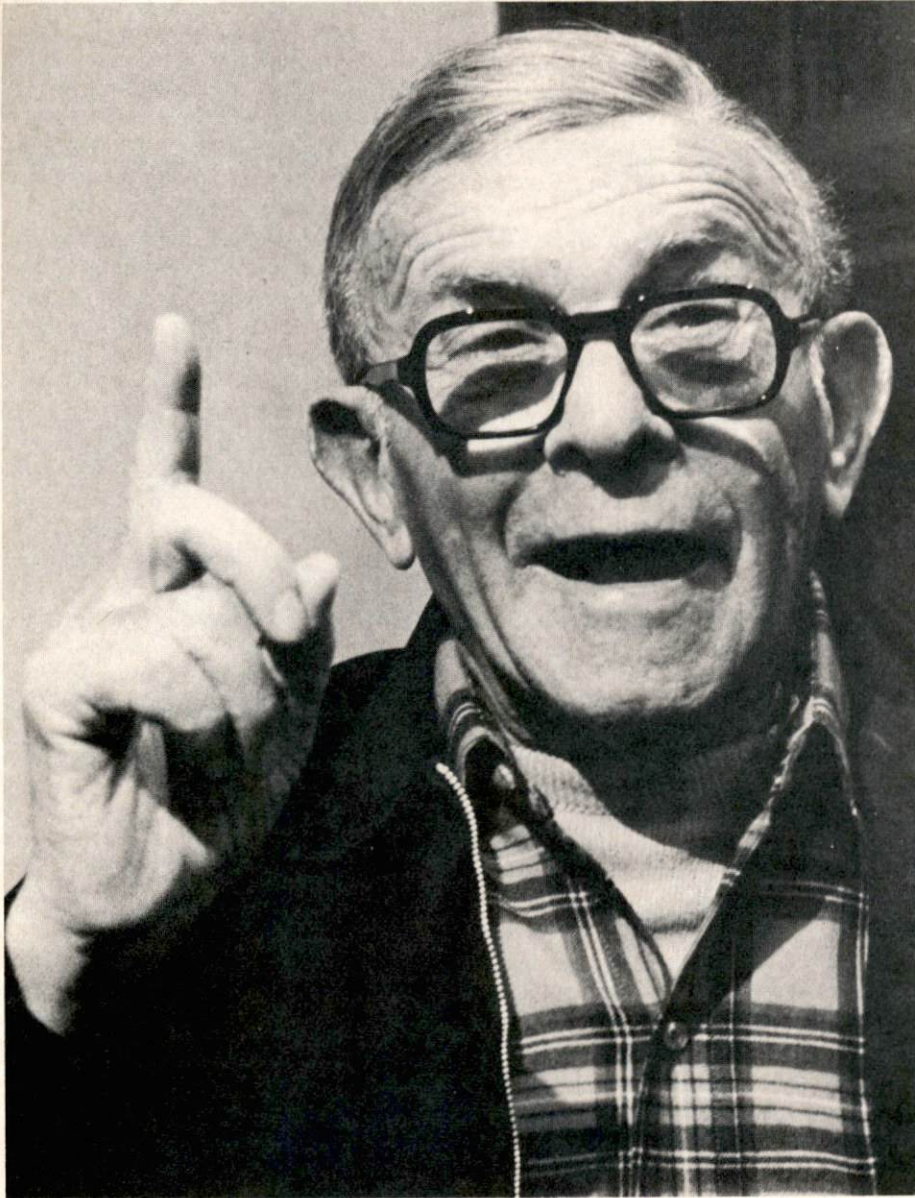
Once at a meeting of Presbyterian men, a banquet speaker noted that a lone woman was in the audience. He began his talk by saying, "Tonight I have chosen my text from the Book of Revelations, Chapter 12, Verse 1: 'And there appeared a great wonder in heaven: a woman. . . .'"

Perry Gresham, president emeritus of Bethany College (West Virginia), attracted favorable attention one excessively hot night at the beginning of his sermon in Heinz Chapel at the University of Pittsburgh. He began, "Fellow sinners, only the most depraved of sinners would come here tonight seeking salvation." The humor did much to overcome the discomfort which all worshippers were enduring.

Under similar circumstances in the Horace Mann Auditorium, Teachers College, at Columbia University, Dr. William H. Kilpatrick announced at the opening session of a summer school class, "The temperature in this room is unbearably hot. It continues this way during most of the summer, but I assure you that no one has ever died from the heat, so let's ignore it and get on with our work."

## Note the Circumstances

A reference to the circumstances of the speaking occasion may be found equally useful. "You women make me tired," were the first words of a man addressing a women's club. The women glowered, then he continued,



**ENTRANCES AND EXITS** — Like all good vaudeville performers, George Burns, who plays God in the Warner Bros. comedy, *Oh, God!* has learned the importance of entrances and exits. In storytelling, says Burns, "You make a beginning, fool around with the middle a little and put a finish to it. I learned about entrances and exits in vaudeville."

"You raise money with bazaars and bridge luncheons, you have garage sales and you sell raffle tickets. Just thinking about all of the work that you do makes me tired." For that he got cheery laughter — and the women's attention.

A Republican woman in Williamsport, Pennsylvania, vowed that she would not listen to a speech by Fannie Perkins, President Franklin Roosevelt's Secretary of Labor. Miss Perkins began her speech by announcing,

"You must be proud of your city," then proceeded to recount numerous examples of buildings and parks she had noticed. Her Republican listener reported afterward, "There I sat busting the buttons off my blouse as I swelled with civic pride. Suddenly I was listening to Fannie's New Deal ideas, and I found myself thinking that they weren't so bad after all."

At a Washington County, Pennsylvania, teachers institute, the audience was angry because their superintendent had refused to let them discuss a problem in which they were embroiled, but instead, introduced Arthur Secord, a popular lecturer who had been scheduled to address the group. As Art rose to speak, the listeners seethed with anger and greeted him with scowls. He began his

address, "I've spoken in all of the mainland states and in every province of Canada, but never in all my experience have I ever addressed an audience so eager to hear me as you seem to be." Instantly, frowns changed to smiles, laughter broke out, then applause, and Art had the teachers ready to listen. This is one instance in which the "vertical" pronoun was used to good advantage. Ordinarily, beginning a speech with "you" will come much closer to meeting the listener's interests than one that begins with "I."

### What's Your Subject?

The subject of your speech also may suggest a way to begin. "Let me tell you about bitches and sons of bitches," said a young woman with a demure smile as she started her speech. Then she regaled her startled — but attentive — audience with tales of her experience as a breeder of Great Dane dogs.

Speakers often start with a joke, an effective means, providing that the joke deals with the subject of the speech. Why? Because any introduction — to be effective — must not only get *attention*, but it must also *orient* the audience, directing their attention toward the subject of the speech.

A question can be a useful way to begin, but only if it is thought-provoking. "How many of you ate lunch today?" is valueless, for doubtless most listeners could say yes without thinking. "How many of you ate *rattlesnake meat* for lunch today?" could have a strong effect — especially on the squeamish — but it would get attention and might be profitably used to introduce a speech about exotic foods.

Once attention has been caught, a speaker needs to capitalize on it by having worthwhile information to give his listeners. A strong introduction can prepare them to receive it.

### The Measure of Success

The aim of a speaker appearing before an audience of store managers was to persuade them to install concave mirrors in their stores as devices to help catch thieves. Toward the end of his talk, he told a dramatic story of how a priest had helped catch a shoplifter. Later, when a member of his audience was asked the main point of the speech, his reply was, "He told us that we ought to make friends with priests who could help us stop pilfering." The speaker had overlooked the

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fact that the conclusion of his speech would help determine whether or not it would be successful. Obviously, the mirror idea was completely wiped out by the dramatic illustration about the priest's help in catching a crook.

"Is it honorable?" was the opening question by David Atlee Phillips as he began a speech on his experience as a CIA operator. As he approached his conclusion, he admitted that while the CIA had made many mistakes, there is still a need to protect ourselves by the gathering of intelligence. He then quickly pointed out why he considered the aims of the CIA to be honorable and necessary. By this back reference to his opening question, he helped to achieve *unity* in his address, one of the chief elements of effective rhetoric.

About the only part of General Douglas MacArthur's address before Congress, after he was removed from his command by President Harry Truman, that is still remembered was his "Old soldiers never die. . ." conclusion. The same is true of Patrick Henry's "As for me, give me liberty or give me death!" the concluding words of his speech before the Virginia House of Burgesses prior to the Revolutionary War. The point to be noted is that what each speaker said in conclusion is what we best remember.

In following the "First-I-tell-them, then-I-tell-them-what-I've-told-them" formula, we end with a summary statement of what has been said. That is accomplished by a reiteration of our main points. To use a visual aid to show them can increase the conclusion's effect, giving the audience a chance to get the points through both sight and sound.

### Anecdotes and Quotations

An anecdote at the end of the speech — if it supports the main idea — can be memorable, and when recalled or retold by a listener can help him remember what it illustrated. A speaker before a high school history club, speaking about George Washington's several visits to Western Pennsylvania, noted that the youngsters had come by couples. He started his speech by saying, "When Washington visited the area where we live, he came at the invitation of a woman. If you're still here at the close of the speech, I'll tell you the story." Acting as if he meant to conclude his speech without telling the story, a bright high school boy with a good memory interrupted by reminding him of his

promise. In recounting the story, the speaker was again able to emphasize the skills that Washington used in his diplomatic and military expeditions to Western Pennsylvania.

Sometimes an apt quotation can be useful if it repeats — in different words — the speaker's main idea. In addition, a challenge to the audience may be equally as strong. In asking for donations, a speaker ended by putting a \$10 bill on the table in front of the room, remarking how ill he could afford it, but challenged his listeners to stretch their own finances to the same extent.

Some conclusions, however, are valueless. For example, at the end of a set of instructions for reaching a street address, of what value is the cliché, "You can't miss it"? My usual reply is, "Do you want to bet on it?" Equally useless is that well-worn phrase, "I see that my time is up." (That may bring a sigh of relief because you're finally stopping.) "In conclusion," or similar labels, don't help the speech, but do signal the women that they ought to put on their shoes. And a mumbled "thank you" only emphasizes that the speaker is an amateur who doesn't know any better way to signal that he has finished. The only time that an expression of "thanks" is in order is when the audience has done the speaker a favor, such as stayed overtime to let him complete his talk.

Speech introductions and conclusions skillfully composed and vigorously delivered can often make the difference between a memorable speech and one that few listeners can ever recall. Start by getting *attention* and *orienting* the audience. End by *clinching* your thoughts and *impressing* them with what you have said. Follow this simple formula, and you'll find your audience will be more apt to react as you want them to.

With an impressive entrance and a memorable exit, you may not aspire to playing God, as George Burns did, but you will be able to make a more impressive speech. ■

*Dr. William S. Tacey is a professor emeritus of speech and education at the University of Pittsburgh. Now serving as a communication consultant to industry, and as a lecturer and professional parliamentarian, Dr. Tacey is the author of Business and Professional Speaking and a long time contributor to The Toastmaster.*

THE TOASTMASTER

*Of all the exercises associated with the Toastmasters learning program, effective evaluation is perhaps the most demanding . . . and the most valuable.*

## Evaluation or Whitewash? The Choice Is Yours

by Anne Shaver

"All in all, that was a very good speech."

How many times have you heard that phrase used when you or one of your fellow Toastmasters were being evaluated in one of your club meetings? What exactly did it tell you? How did that phrase help you to improve your delivery techniques, your material organization? Just what does "All in all, that was a very good speech" tell you? Nothing! It is a "whitewash."

Well, it is tough giving a speech, some even say nerve-wracking. As a speaker, you must search out an interesting topic, present it in logical fashion and use an appropriate vocabulary. But don't for one moment think the evaluation process of Toastmasters is any less of a speech. Evaluation can be just as nerve-wracking.

Evaluation. What is it? It is listening — listening ever so carefully to the presentation. It is listening for the fulfillment of a predetermined purpose, for the appropriate vocabulary required to drive the speaker's thoughts home, for a logical presentation and material format. Evaluating is watching — watching for the speaker's ability to use meaningful gestures. It is watching for the

confidence portrayed in the speaker's stance, for the audience's reaction to the speaker and for the speaker's reaction to them. It is watching the speaker take as well as give.

Listening. Watching. Now stop and contemplate what you have just heard and what you have just seen. You then must ask yourself two simple, but all encompassing, questions:

1. What did the speaker do well?
2. Where and how can the speaker improve?

The first question is usually easy; praise falls easily from well-meaning lips. But praise offered to be nice, to appease, to protect the speaker will do her or she no good in the area of improvement.

If the speaker fulfilled his purpose — if he held your attention, if you want to hear more of his speeches — tell him so and tell him why. Maybe he has a pleasant voice, looks great, has an interesting sense of humor or uses the English language like an artist uses paints and brushes. Search out those things he does well, those things you would like to incorporate into your style of speaking, and spare no words to tell him.

The second question of where and how the speaker can improve is not so easy. In answering this question, you are going to have to show the speaker

some area of improvement, something to help make his next speech just a little better than this one.

Ask yourself if the opening needed more punch to drive the purpose home. And how about gestures? Were they meaningful? Tell the speaker why you lost the train of thought. Why the topic may have been inappropriate for that group or the time of day.

While pointing to areas of improvement, be kind; be tactful. You might tell the soft-spoken speaker, "Your logic was impeccable, but I do not believe those in the back of the room could hear you." Or you may tell the nervous or shy speaker, "Your opening greeting was a good touch, but might have had more impact if you had looked at us rather than down at the lectern." Remember, you are speaking as a representative member of the audience, not as a judge with all the answers.

While tactfully pointing out these areas of improvement the evaluator should not be afraid to offer helpful gimicks. The soft-spoken speaker, for example, could practice talking very loudly at home in order to become accustomed to the sound of his own voice. A speaker who has trouble with time could use different colored ink on the notes for the portions of the body and close to correspond with the color of the timing lights. There are any number of them for the thoughtful evaluator to call upon.

Finally, remember that an evaluation is a formal presentation with an opening, a body and a close which should be presented quickly and sincerely. A good evaluation should never include, "All in all, that was a very good speech" because that is not effective or constructive evaluation.

It is a whitewash! ■

Anne Shaver is a charter member of the Greyhound Earhysers Club 213-3 in Phoenix, Arizona. A former club educational vice-president, Anne is manager of production scheduling and inventory control for the Armour-Dial Company, a subsidiary of the Greyhound Corporation.

*Meetings waste a lot more time and energy than they should.  
From this firm's research come some timely facts  
and some simple and not-so-simple ground rules  
to help you make your time go further.*

# How to Cope With Too Little Time--and Too Many Meetings

by George M. Prince

**T**he trouble with presidents (and many other executives) is that there is too little of them to go around. So why not a new product, which, like Hamburger Helper, would mix with a president to make a little of him or her go a long way? Or how about taking an effective president, multiplying him by two or three and splitting the duties? This would make him go further, give him more leisure and provide him with sympathetic ears into which he could whisper his problems.

In our study of the creative process, we have learned that playing around with such fantasies can help break mind sets and often suggest new ways of thinking about such a problem. One way to use such a fantasy is to pull it immediately back to reality. The practical application of the idea of multiplying is to split the president's duties and have two or three executive vice-presidents help him.

## **Magnify His Impact**

To milk a wishful fantasy, it is necessary to explore its suggestiveness without worrying much about reality or practicality. One line of

thought suggested by the Hamburger Helper is to somehow magnify the impact of the president. If we can make a few minutes with him seem like a long, enriching, learning experience, then he can afford to spread himself thin and still have the impact needed for effectiveness. Perhaps it might be fruitful to examine every exchange in which the president participates, only then could he design his actions to make even brief exchanges wholly effective. Just as Hamburger Helper makes a little meat go a long way, this technique would make a little of the president's time more productive.

Another thought: Structure each encounter so that *all* participants cooperate to make it effective. This would spread the responsibility and focus attention on the critical president/lieutenant interface, a link in the chain of communications that is often taken for granted.

From our study of thousands of executives wrestling with problem-solving by teams, we discovered that the single most important ingredient in a good meeting is a set of mutually understood ground rules. Remarkably, most meetings are held without any discussion of ground rules. The assumption is that we all know how to conduct ourselves in a meeting, but this is seldom true. By studying videotapes of hundreds of meetings, we have learned that very few people

know how to avoid the sort of actions that produce combativeness and diffuse energy. The result? Meetings waste a lot more time and energy than they should.

## **Some Simple Ground Rules**

Here are a few simple and not-so-simple ground rules that can help you make your time go further.

- *Pre-plan every meeting.* Suggest to whomever wants to meet with you that he or she presents your secretary with this information: 1) a one sentence headline that tells what the meeting is about; 2) another sentence that tells what the meeting should accomplish; 3) an estimate of how much time will be required; and 4) the names of those who should attend the meeting to make it most efficient.

Thus, a typical meeting request might read: 1) "I want to discuss company-owned cars for salesmen; 2) I need a decision on whether we lease, buy or allow our salespeople a mileage allowance; 3) 15 minutes; 4) the comptroller, sales manager, you and myself, vice-president of sales, will attend."

If the purpose of a meeting is made explicit, everyone knows when the meeting goes off the track. There are only four legitimate purposes for a meeting: decision making, problem solving, information passing and bull session. When all participants know what type of meeting they are in, they

THE TOASTMASTER



will behave appropriately. For example, in a problem-solving meeting, someone would be less likely to tell war stories than he might in a bull session.

Another advantage of stating the subject and purpose before a meeting is that the individual requesting the meeting will think through his pur-

The usefulness of having a list of appropriate attendees is obvious, yet often this is not thoroughly considered when a topic is brought up. Often a subject is introduced as a kind of piggyback on a meeting about another topic. At the end of a meeting on sales quotas, for instance, the sales vice-president remembers she needs a

problem. For example, if the group is working on a manufacturing problem, the representative of manufacturing would be the client. Another test of clientship is to ask who will take the ideas, decisions and directions reached at meetings and carry them further. It is the client's job to tell the team what he wants and to evaluate ideas and proposals.

In most situations, there will be others in the meeting who share some clientship. You, as president, will be one. However, just as it is wise to delegate and mean it, it is wise to leave main clientship in the hands of the implementor.

The second role, that of leader, is filled by the usual chairman. He is the traffic cop who sees that there is only one conversation at a time, that a team keeps on the track.

Finally there is the role of participant, who is there to help with ideas, provide information and support the client.

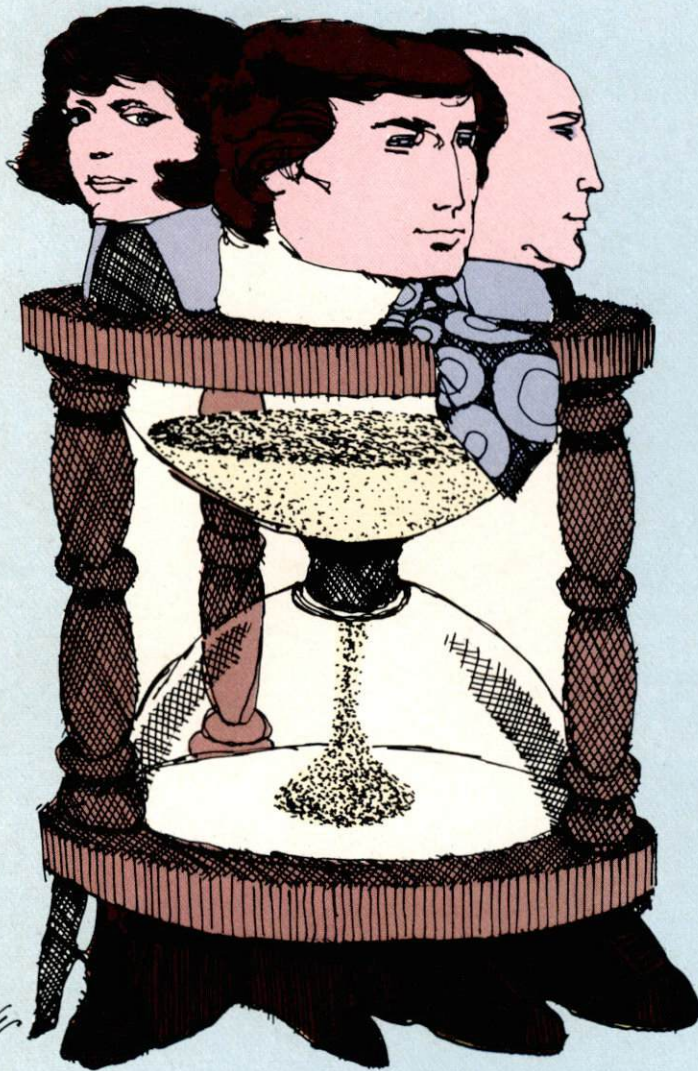
There can, of course, be a lot of flexibility in the roles. For example, you can be leader, participant and client, though it is better when client and leader roles are split. The important thing is to be explicit about what role you represent.

- *Make it a ground rule that everyone use a disarmingly simple device we call a goal/wish.* This is a way of phrasing an opinion, a negative reaction, a reservation, a difference of opinion or an unreasonable desire in such a way that the group won't be offended. Let's say the group is pushing supply of unskilled labor or in a city plant in a town with a large, low-cost supply of unskilled labor in a city where the prices are higher and there is a skilled-labor pool.

*Vice-president of manufacturing (client):* "It will make my life simpler to locate in the city where there is plenty of skilled help. Of course, the costs will be higher, but we'll save lots of production time."

*Vice-president of marketing:* "You're being penny-wise and pound-foolish. The training problem will be a one shot. And if you go for the higher labor costs, you'll hurt both sales and profits from the start."

This sort of exchange tends to shift energy from decision-making to arguing. If both individuals had used the goal/wish ground rule, they would have said something like this:



poses and focus on what he really wants from the exchange.

The time estimate establishes a target that is usually absent from meetings. Most people estimate on the low side. When our vice-president of sales estimated 15 minutes, he was thinking, "We have all comparative data on this matter and have discussed it before, so it really shouldn't take more than 15 minutes." These estimates tend to be self-fulfilling prophecies, because the estimator wants his guess to be right.

decision on car ownership. Turning to you, the president, she says, "Here's my thought on that car ownership issue." Thus, you find yourself discussing a matter which concerns individuals who aren't present — but should be.

- *Start each meeting by making clear who is doing what for whom.* We have identified three roles or functions that influence the actions of the meeting participant. One is the client, the member of the group who has the main ownership of the subject or

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# The Idea Corner

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## May I Have the Envelope Please?

Does your club have problems getting its members to do Communication and Leadership manual projects? If so, perhaps part of the problem may be that the member has no easily-attainable goal to reach for as he or she progresses through the manual. At least, that's what *Daniel V. Ferens* says!

Ferens is president of the Kittyhawk Club 1108-40 in Dayton, Ohio, and, as you can see, has some definite ideas on motivating club members to present manual speeches.

"While I was educational vice-president of the Kittyhawk Club, I instituted two in-club awards for two significant milestones in manual completion: the 'Effective Speaker (ES)' award, presented to the Toastmaster who completes the first six speeches in his basic C & L manual, and the 'Competent Toastmaster (CTM)' trophy, presented to those who complete the entire manual."

According to Ferens, the Effective Speaker award is made up of a blank certificate purchased from Toastmasters International (#511 — 15¢) with a printed narrative describing the award. The CTM trophy (#1918 — \$4.00), comes from Toastmasters International's line of figure trophies, with the letters "CTM" engraved on it.

"These awards are relatively inexpensive and appear to mean a lot to the members when they are presented during the meetings," says Ferens. "While these awards may not entice every member to suddenly start completing two manual speeches a month, they appear to have given our club members something to shoot for — an attainable near-term goal . . . It may not be a cure-all to manual speaking programs, but I believe it is an idea that's worth a try in your club!"

## And Now, in the Center Ring. . .

Whether we care to admit it or not, most of us have, at some disgruntled time or another, referred to the goings-on in our club meetings as nothing short of a "three-ring circus." Well, according to *Harry S. DuBois*, ATM, president of the Eye-Opener Club 1675-33 in Lancaster, California, that would be exactly the way you would describe a recent meeting of his club. But then . . . we'll let Harry tell it:

"Interesting, fun programs certainly add spice to any well-planned training schedule. For a change of pace, our club recently staged a mock 'circus.' The Toastmaster, for example, was introduced as the 'ringmaster' who set the stage by introducing the rest of the circus in typical 'circus' jargon.

"The grammarian was brought on first as the 'sword swallower,' who gave the word for the day. The Table Topicmaster was the 'parade master' who introduced the various members of the circus parade, each telling why they joined the circus. Next, the club jester appeared as the clown. Of course, each act (speaker) of the three-ring performances was introduced with the proper fanfare. The timer was the 'juggler' and the master evaluator was presented as the 'fire-eater.' Speech evaluators were 'animal trainers' and the vote counter — you guessed it! — the 'two-headed monster.' In addition, to provide the necessary 'circus' atmosphere, we passed popcorn out to all of our club members."

The real fun of this presentation, warns DuBois, lies in how skillfully the "ringmaster" uses the circus lingo in explaining and introducing each participant.

"The idea is limited only by the imagination and ingenuity of the club members. Try it for added zest to your meetings!" ■

*Vice-president of manufacturing:* "I have three goal/wishes about this situation. To get skilled workers in the low-cost area. To get into production on schedule without skilled workers. I wish I could get low-cost skilled workers in the city."

*Vice-president of marketing:* "And I wonder how we can design an extensive one-shot training program, and how we can keep sales and profits high in spite of costly skilled workers."

This second exchange solicits the same information the first one does but in a way that makes it clear both parties are on the same team. Essentially, a goal/wish allows the speaker to express speculative thoughts without having to defend them or censor someone else's statements.

• *The fourth helper* is something we call an open-minded evaluation. Much time and energy can be saved if you make it a ground rule in all meetings that everyone practice a three-step procedure when evaluating or responding to an idea or proposal. First, listen. Then, paraphrase in your words what you understand the proposal to be. Be prepared to repeat this until the proposer is satisfied that you grasp his meaning. Finally, point out the possible benefits you recognize might come from the idea or proposal. Open-mindedness has now been demonstrated. Next, give the aspects of the proposal that concern you. When one gets skillful at following these ground rules, these concerns will take the form of goal/wishes.

These are the four procedures that can help you accomplish more in less time in meetings. They are like the "rules of the road" at sea. If everyone observes them, collisions and all the trauma and waste that accompany them can be avoided. Or, to echo the Hamburger Helper analogy, if you can add these guidelines to each exchange, you will save time and money and always produce an admirable end product — every meeting, well done. •

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*George Prince is chairman and co-founder of Synectics, Inc., a Cambridge, MA-based firm devoted to research, training and consulting, as well as developing processes for increasing meeting effectiveness, innovation and creative problem-solving.*

# TI Board Report

## Board Holds Midyear Meeting

**T**oastmasters International's Board of Directors held its second meeting for the 1977-78 administrative year on February 15-17, 1978 at World Headquarters in Santa Ana, California. International President Durwood E. English, DTM, presided over the 21-member Board as it considered and dealt with numerous matters relating to various aspects of the Toastmasters administrative and educational program.

The following is a summary of items and decisions of general interest as recorded by the Board at its meeting:

**Presidential activities and travels** — President English reported on his activities and travels since last August which covered 30 days, 25,000 miles and seven Toastmasters districts. During these visits, President English was given the opportunity to meet with leaders in government, industry, service and civic clubs, and educational institutions; address numerous Toastmasters and non-Toastmasters groups; and participate in numerous Toastmasters educational seminars. President English told the Board how extremely gratified he was by the warm reception he received in these visits and by the response of the media to the visits. There is evidence, he said, of a more positive attitude toward the Toastmasters program, which is reflected in the gain in educational accomplishments by members and in the continuance, in general, of the upward movement throughout the organization that has taken place over the last several years.

**Executive Director report** — Executive Director Terry McCann referred the Board to his written report covering detailed information on all operations, activities and programs of Toastmasters International



**POINT OF ORDER** — President Durwood E. English, DTM (center), raises a point of order during the Board's recent meeting, held on February 15-17 at World Headquarters in Santa Ana, California. The meeting was the

second of the year for the 1977-78 Board of Directors. Also shown are (left) Senior Vice-President Hubert E. Dobson, DTM, and (right) Past President Robert W. Blakeley, DTM.



**BOARD DEBATE** — International Director Hubert R. Barney, DTM (standing), debates a point made during the recent Board meeting. Also pictured with Director Barney are (from l to r): Directors Edward N. Belt, DTM; William N. Crawford, ATM; and Legal Counsel and Past President Joe Rinnert.

for the July 1977 through December 31, 1977 reporting period. His report

included information on the following items:

- In the last complete semiannual reporting period (April-September 1977), per capita fees were received from 64,364 Toastmasters. For the same period in 1976, only 60,945 were received. As of December 31, 1977, there were a total of 3277 active clubs, compared to 3134 in 1976.

## MOVING?

If so, we'll need your change of address. Please give us your old address as well as your new by attaching an address label from a recent issue of THE TOASTMASTER in the space shown.

ATTACH YOUR ADDRESS LABEL OR  
PRINT YOUR OLD ADDRESS HERE:

(INCLUDE CLUB AND DISTRICT NUMBER)

Name (print) \_\_\_\_\_  
 Club No. \_\_\_\_\_ District No. \_\_\_\_\_  
 New Address \_\_\_\_\_  
 City \_\_\_\_\_ State/Province \_\_\_\_\_ Zip \_\_\_\_\_  
 If you are a club, area, division or district officer, indicate complete title: \_\_\_\_\_

Mail this to:  
 Toastmasters International  
 2200 N. Grand Ave., P.O. Box 10400  
 Santa Ana, CA 92711

## NOW AVAILABLE!

Toastmasters International now has a new club-level Communication Achievement Award Package (No. 267) — and it's available now. The kit contains a handsome award plaque ready for engraving. The package also includes a complete "how to" booklet with tips on who to select, how to present the award and how to gain valuable publicity. Order the package for your club today!



Communication Achievement Award Package (267). Contains special award plaque (engraving not included), instruction booklet, sample news release. \$15.00, plus 15% postage and handling. (California clubs add 6% sales tax.) Engraving is available for an additional charge of 8 cents per letter.

- The ongoing emphasis on the basic Toastmasters education program is showing results, with a large gain in CTMs awarded during this period (1299 opposed to 974). Advanced completions also picked up over last year's record (418 to 378).
- The ATM recognition program showed the largest gain in several years (393 compared to 351). DTMs are holding steady after last year's large increase (46 for this year compared to 45 in 1976).
- Although Speechcraft is slowing somewhat after very large increases (263 programs completed in 1977; 237 in 1976), Youth Leadership is up by double last year's rate of increase (213 to 139), reflecting a popular community program.
- The greatest growth experienced by the organization outside of the United States and Canada occurred in Australia (an increase of eight), Mexico (two clubs) and South Africa (two clubs).
- Thirty-nine of the 66 districts are maintaining the number of clubs equal to or exceeding the number needed to reach their goals for the year. Thirty-six districts have already reached or exceeded their speech completion goals for the year, and 33 have equaled or exceeded their ATM completion goals. Based upon the above information, it appears that a little better than 50 percent of the districts may achieve their goals and, thus, be designated Distinguished Districts.

**Tl Bylaws Amendments** — A major project of this Board meeting was to conduct an in-depth study of the basic documents of the organization, including the Bylaws of Toastmasters International, the District Constitution and Bylaws, and the Club Constitution. Since these documents were written several decades ago (although amended periodically), the express purpose of the study was to assure they are consistent with policies and procedures which have developed over the years, and that they meet the needs and best interests of the Toastmasters club and the individual Toastmaster. *The Board completed its study and voted to recommend adoption of amendments to the Tl Bylaws, District Constitution and Club Constitution at the 1978 Convention, to be held August 16-19 at the Hyatt Regency Hotel in Vancouver, British Columbia, Canada.*

In general, the amendments will, in keeping with the changes in membership requirements made in the past several years, remove any membership restrictions from the Toastmasters International Bylaws, allowing Toastmasters clubs to select members of their choice 18 years of age and older. In addition, the amendments will remove the 40-member limitation, will simplify language where needed and will clarify procedures where updating is necessary to conform to current practices in club and district operations. *The exact wording of all the amendments and the reasons for their proposal by the Board were mailed to all club presidents of record together with the Credential and Proxy Certificates for your club's two votes at the Regional Conference and the Annual Business Meeting. Clubs are encouraged to devote a meeting to discuss the amendments and to decide how the club's representatives or proxy will be instructed to vote.*

**Additional Board action** — Other actions taken by the Board at its February meeting included:

- A reaffirmation of the policy for attendance at the District Officers Seminar at the Regional Conference to be limited to district governors-elect, educational lt. governors-elect and administrative lt. governors-elect.
- Evaluation of the achievement of district management goals by all districts and the performances of individual districts.
- Establishment of additional guidelines for identifying and assisting districts that are in a declining club and member pattern.
- A recommendation for additional refinements to the Distinguished District Program to achieve equity for all districts.
- A review of progress and accomplishments in the educational programs, and in the development of materials for programs on conference leadership and basic meeting management.
- Endorsement of marketing concepts in the development of domestic and international extension plans.
- Selection of new awards for participation by clubs and districts in membership building programs.

The next meeting of the Board of Directors will be held August 14-15, 1978 at the Hyatt Regency Hotel in Vancouver, B.C., Canada. ■

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# Hall of Fame

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## DTM's

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

**Paul T. Hubbard**

Demosthenes 1282-4, San Francisco, CA

**J. Ronald Zeller**

Chinook 40-9, Yakima, WA

**Birney T. Pease**

Michael H. Murdock 3851-29, Tyndall AFB, FL

**Edmund J. Schrang**

Baraboo Bluffers 2026-35, Baraboo, WI  
Reedsburg Area 2780-35, Reedsburg, WI

**Edward Balduf**

Down Towners 747-40, Dayton, OH

**Eugene R. Thompson**

Saskatoon 450-42, Sask., Can

**John Will Nichols**

Tulia 129-44, Tulia, TX

**A. Richard Ancil**

Gulf Breeze 2824-47, New Port Richey, FL

**William E. Verdier**

Ft. Shafter 248-49, Honolulu, HI

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## ATM's

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

**Harold C. Lindsay**

Montebello 20-F, Montebello, CA

**Ted Haddeman**

Westwinds 2436-F, West Covina, CA

**William L. Gilmour**

JPL/Caltech 3292-F, Pasadena, CA

**Gordon A. Jelley**

Beverly Hills 2576-1, Beverly Hills, CA

**Clarence C. Dubuque**

Bellingham 60-2, Bellingham, WA

**Donald W. Campbell**

Overlake 2889-2, Bellevue, WA

**Wallace J. Rothbart**

Demosthenes 1282-4, San Francisco, CA

**Douglas E. McHugh**

Co-Op 1125-5, San Diego, CA

**David B. Swan**

Totem Pole 610-7, Vancouver, WA

**Thomas J. Martz**

Columbia 2135-8, Columbia, MO

**Larry J. Dawson**

Jay W. Whitfield 446-9, Ellensburg, WA

**Ken R. Dougherty**

Lexington 2391-11, Lexington, KY

**David W. Ford**

Magnavox 2568-11, Ft. Wayne, IN

**Vesta J. Pattillo**

Decatur Communicators 1375-14, Decatur, GA

**Shirley F. Waters**

Pershing Point 2662-14, Atlanta, GA

**Juan J. Fuentes**

Twilight 3183-14, Atlanta, GA

**James R. Colvin**

Tulsa 148-16, Tulsa, OK

**Norman Gates**

Magic Empire 652-16, Tulsa, OK

**Mario Ascarrunz**

Ponca City 1846-16, Ponca City, OK

**John W. Crosno**

Southwest 2066-16, Oklahoma City, OK

**Robert K. Powell**

Big Sky 3175-17, Bozeman, MT

**Betty A. Temple**

Perry Point 3132-18, Perry Point VA Hospital, MD

**Lyman C. McKee**

Esquire 2388-19, Des Moines, IA

**Ben Klug**

Lincoln 370-20, Fargo, ND

**Jack Hetherington**

North Shore 1085-21, N. Vancouver, B.C., Can

**Arthur C. Dick**

Tillicum 3435-21, Coquitlam, B.C., Can

**Merrill B. Thurman**

Springfield 527-22, Springfield, MO

**Jerome B. Gillette**

Revolliers 1796-24, Omaha, NE

**Marilyn J. Boland**

Orators 2964-26, Aurora, CO

**Maurice E. LeVesque**

Santa Maria 89-33, Santa Maria, CA

**Robert J. Huddleston**

Windjammers 2628-33, Las Vegas, NV

**Robert A. Coutre**

Capital City 2953-35, Madison, WI

**Edward H. Wolterbeek**

Kohoutek 611-36, Washington, D.C.  
Springers 2993-36, Washington, D.C.

**Michael W. Marshall**

Mercury 2864-37, Winston-Salem, NC

**Sara G. Smith**

Reynolda 3380-37, Winston-Salem, NC

**Spiros C. Anastassatos**

Truckee Meadows 178-39, Reno, NV

**Leo E. Dean**

49'ers 1230-39, Sacramento, CA

**Royce D. Hueners**

Madison 2059-41, Madison, SD

**P.G. Kelleher**

Murray Hill 3260-46, Murray Hill, NJ

**H.M. Purviance**

Murray Hill 3260-46, Murray Hill, NJ

**Albert S.P. Wong**

Municipal 1668-49, Honolulu, HI

**Otto R. Vasak**

Moraga 57-57, Moraga, CA

**James J. Lassen**

Berkeley YMCA 3609-57, Berkeley, CA

**Harry M. Miller**

Ft. Mill 1370-58, Ft. Mill, SC

**George T. Craven**

Whirlpool 202-62, St. Joseph, MI

**Bart J. Bremmer**

Tittabawassee 1655-62, Midland, MI

**Rupert A. Jackson**

Executive 3009-62, Muskegon, MI

**Linda C. Allen**

Nashville Federal 3834-63, Nashville, TN

**Art Booth**

Tri City 1332-64, Winnipeg, Man., Can

**Ronald A. Sjolander**

Brockport Canalside 1136-65, Brockport, NY

**Patrick A. Panfile**

Postprandial 3259-65, Rochester, NY

**Norman L. Hedrick**

Tidewater 1469-66, Norfolk, VA

**Hector C. Cyr**

Saclant Staff 1545-66, Norfolk, VA

**Linwood Cherry**

Virginia Beach 3267-66, Virginia Beach, VA

**Denis E.C. Gladwin**

Colchester 792-71, Colchester, Essex, England

**A.A. McMillan**

Wairarapa 1131-72, Carterton, NZ

**Anthony W. Wagstaff**

New Plymouth 2833-72, New Plymouth, NZ

**Alexander Ferguson**

Nelson 3758-72, Nelson, NZ

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## New Clubs

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**417-F City Speakers**

Orange, CA — Thurs., 7:00 a.m., Industrial Indemnity, 1 City Blvd. West, Suite 1600 (634-9494).

**805-F IBM**

Norwalk, CA — Tues., 11:45 a.m., IBM, 12501 E. Imperial Hwy. (529-6872 or 213/929-5400). Sponsored by Occidental 613-1.

**698-1 The Original SDC**

Santa Monica, CA — Thurs., 12:00 noon, System Development Corporation, 2500 Colorado Ave. (829-7511).

**1750-2 Kenworth Seattle**

Seattle, WA — Wed., 4:30 p.m., Oxbow Inn, 6932 Carleton Ave. South (764-5468).

**1455-4 Janus**

San Francisco, CA — Wed., 11:30 a.m., Federal Bldg. & Courthouse, 450 Golden Gate Ave., Room 4209-D (556-8258). Sponsored by Crowmasters 1133-4.

**2366-8 Sikeston**

Sikeston, MO — Mon., 12:00 noon, Travelodge Restaurant, East Malone (471-3444 or 471-8830). Sponsored by Cape Girardeau 2072-8.

**916-9 Tumbleweed**

Pasco, WA — Tues., 7:30 p.m., First Christian Church, 1524 W. Marie (582-7200). Sponsored by Tri-Cities 274-9.

**2917-10 Berea**

Berea, OH — Wed., 11:45 a.m., Baldwin-Wallace College, 120 E. Grand St., Colony Room, Strosacker Hall (243-5575). Sponsored by Diamond 2986-10.

**3220-16 Enid**

Enid, OK — Thurs., 6:00 p.m., Hendrie House, 323 W. Broadway (233-1371). Sponsored by Stillwater 576-16.

**398-33 FUDS**

Bakersfield, CA — Meeting day and time varies, Ramada Inn, 2620 Pierce Rd. (871-5883). Sponsored by Southern Valley 2752-33.

**734-33 Toastpersons**

Modesto, CA — Thurs., 5:30 p.m., Monaco's Restaurant, 950 Oakdale Rd. (524-1778). Sponsored by Toast Breakers 3389-33.

**3023-37 Guilford Center**

Greensboro, NC — Tues., 12:00 noon, Western Electric Co. (697-5948). Sponsored by Reynolds 3380-37.

**1378-42 Mountain Aires**

Didsbury, Alta, Can — Mon., 8:00 p.m., Rugby Hall, R.R. #1 (335-4560). Sponsored by Golden Gavel 438-42.

**2603-49 Humanistic**

Honolulu, HI — Fri., 5:00 p.m., New Federal Bldg., 300 Ala Moana Blvd., Room 6122 (734-7557). Sponsored by Paradise Valley 2410-49.

**2849-49 Tropic Lightning**

Schofield Barracks, HI — Thurs., 9:00 a.m., Schofield Barracks, 25th Inf. Div. Band, Bldg. 2105 (655-0741). Sponsored by Ft. Shafter 248-49.

**1785-57 Danville**

Danville, CA — Thurs., 7:30 p.m., San Ramon Valley Library, 555 S. Hartz Ave. (820-2237).

**3604-61 Club Toastmaster Dynamique**

Laval, Que., Can — Tues., 8:00 p.m., Restaurant Chateau Gourmet 1997 Labelle Blvd., Chomeday (625-5880).

**2924-64 Grunt Buffs**

Ste. Rose du Lac, Man., Can — Mon., 7:30 p.m., Municipal Office (733-2493). Sponsored by Dauphin 2991-64.

**3064-64 Portage**

Portage La Prairie, Man., Can. — Tues., 7:30 p.m., Provincial Bldg., 25 Tupper St. N. (857-7294). Sponsored by Assiniboine 419-64.

**1444-69 Kallangur**

Kallangur, Qld., Aust — Wed., 6:30 p.m., R.S.L. Club, Anzac Ave. (07-2854326). Sponsored by Sandgate 3721-69.

**3812-70 ICI**

Sydney, N.S.W., Aust — Tues., 6:00 p.m., South Sydney Business Mens Club, 182 Coward St. (666-8943 - 2220). Sponsored by B'nai B'rith N.S.W. 3769-70.

**1464-72 Hawera**

Hawera, NZ — Mon., 8:00 p.m., Hawera Primary School Library, South Rd. (6418 Hawera). Sponsored by Wanganui 2417-72.

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# Anniversaries

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**40 Years**

Arcadia 115-F, Arcadia, CA  
San Pedro 111-1, San Pedro, CA  
Cactus Gavel 120-5, El Centro, CA

**35 Years**

Ashland 246-40, Ashland, KY

**30 Years**

Jaycee 130-F, Riverside, CA  
Occidental 613-1, Los Angeles, CA  
Point Loma 198-5, San Diego, CA  
Roseburg 604-7, Roseburg, OH  
Blue Mountain 618-9, Walla Walla, WA  
"412" Lakes 615-20, Detroit Lakes, MN  
Los Alamos 607-23, Los Alamos, NM  
High Point 582-37, High Point, NC  
Orlando 28-47, Orlando, FL

**25 Years**

Oregonian 1226-7, Portland, OR  
Filibusters 1262-7, Portland, OR  
State College 1219-13, State College, PA  
Williston 894-20, Williston, ND  
Gavellers 1302-24, Omaha, NE  
Northwood 1329-28, Pleasant Ridge, MI  
Chehalis-Centralia 1290-32, Chehalis, WA  
Menomonie 1272-35, Menomonie, WI  
Forsyth 1278-37, Winston-Salem, NC  
Tarheel 1293-37, Raleigh, NC  
Camden County 1189-38, Haddonfield, NJ  
49'ers 1230-39, Sacramento, CA  
Toronto No. 1 1289-60, Toronto, Ont., Can  
Kalamazoo 1270-62, Kalamazoo, MI

**20 Years**

Harbor Lites 1927-F, Newport Beach, CA  
Kellogg 245-9, Kellogg, ID  
Explorer 2723-14, Chamblee, GA  
William E. Borah 2701-15, Idaho Falls, ID  
Satanta 2761-16, Ft. Sill, OK  
Burrard 1892-21, Vancouver, B.C., Can  
North Platte 2739-24, North Platte, NE  
Capital City 2747-24, Lincoln, NE  
Downriver Ambassadors 2758-28, Ecorse, MI

Bay de Noc 2754-35, Escanaba, MI  
Allentown 2706-38, Allentown, PA  
Ridgewood 2639-46, Ridgewood, NJ  
Greater Victoria 2736-56, Victoria, TX  
Eureka 2704-57, Eureka, CA  
Early Bird 2174-58, Charleston, SC  
Royal City 2735-60, Guelph, Ont., Can  
Victoria 2787-U, Hong Kong, British Crown Colony

**15 Years**

Spokesmen's 179-F, Westminster, CA  
Magnavox 2568-11, Ft. Wayne, IN  
Northwest Beltway 3465-18, Baltimore, MD  
D.R.A. 867-21, Victoria, B.C., Can  
Silvertones 3559-30, Chicago, IL  
Tower Talkers 3575-30, Chicago, IL  
Windjammer 3576-30, Chicago, IL  
CISECO 3594-36, Washington, D.C.  
NRL Forum 3614-36, Washington, D.C.  
NRL Thomas Edison 3617-36, Washington, D.C.  
Tall Town Toasters 3189-44, Midland, TX  
Corps of Engineers 3030-47, Jacksonville, FL  
Get Up and Go 1869-56, Austin, TX  
Berkeley YMCA 3609-57, Berkeley, CA

**10 Years**

Toastmasters, B.C. 2866-3, Phoenix, AZ  
Gilroy 3768-4, Gilroy, CA  
Perry 3265-16, Perry, OK  
Surrey 2590-21, Surrey, B.C., Can  
NBS 3495-36, Gaithersburg, MD  
HMC Dockyard 3182-45, Halifax, N.S., Can  
Tuesday Toasters 3004-63, Kingsport, TN  
Forest 1541-70, Sydney, N.S.W., Aust  
Illawarra 2822-70, Hurstville, N.S.W., Aust

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THE TOASTMASTER



# Toastmasters' 47th Annual Convention

## August 16-19, 1978 Hyatt Regency Vancouver Vancouver, B.C., Canada

Mail to: Toastmasters International, 2200 N. Grand Avenue, P.O. Box 10400, Santa Ana, California 92711. (This form is not to be used by International Officers, Directors, Past International Presidents or District Governors elected for 1978-79.)

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

Please have my advance convention registration and tickets to the following meal events waiting for me at the Convention Registration Desk. All advance registrations must reach World Headquarters by July 15.

- \_\_\_\_\_ Member Registrations @ \$10.00 ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Joint Registration: Husband/Wife (Both Toastmasters) @ \$15.00 ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Spouse/Guest Registrations @ \$3.00 ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Youth Registrations (9 years and older) @ \$1.00 ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets Golden Gavel Luncheon @ \$9.75 ea. (Wednesday, noon, August 16) ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets "Maritime Masquerade" Fun Night @ \$15.50 ea. (Thursday: Dinner, Dancing and Program) ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets President's Dinner Dance @ \$16.50 ea. (Friday: Dinner, Dancing and Program) ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets International Speech Contest Breakfast @ \$5.75 ea. (Saturday) ..... \$ \_\_\_\_\_

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

(PLEASE PRINT)

NAME \_\_\_\_\_ Club No. \_\_\_\_\_ District No. \_\_\_\_\_  
 SPOUSE/GUEST NAME \_\_\_\_\_  
 ADDRESS \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE/PROVINCE \_\_\_\_\_  
 COUNTRY \_\_\_\_\_ ZIP CODE \_\_\_\_\_  
 NO. CHILDREN ATTENDING \_\_\_\_\_  
 AGES \_\_\_\_\_

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

Mail to: Hyatt Regency Vancouver, 655 Burrard Street, Vancouver, B.C., Canada V6C 2R7; (604) 687-6543. Reservation requests must reach the hotel on or prior to July 15, 1978.

Please reserve \_\_\_\_\_ single room(s) at \$34.00  
 Please reserve \_\_\_\_\_ twin/double room(s) at \$42.00

Suites are available starting at \$68.00 per day. Please contact the hotel directly for specific information. 5% Vancouver sales tax will be added to all rates. All rates are European Plan (no meals included). No charge for child 16 and under sharing parent room.

I will arrive approximately \_\_\_\_\_ a.m. \_\_\_\_\_ p.m. on August \_\_\_\_\_, 1978. Arrival by car  other   
 (  check enclosed to cover first night for arrival after 6:00 p.m.)

I will depart on August \_\_\_\_\_, 1978.

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

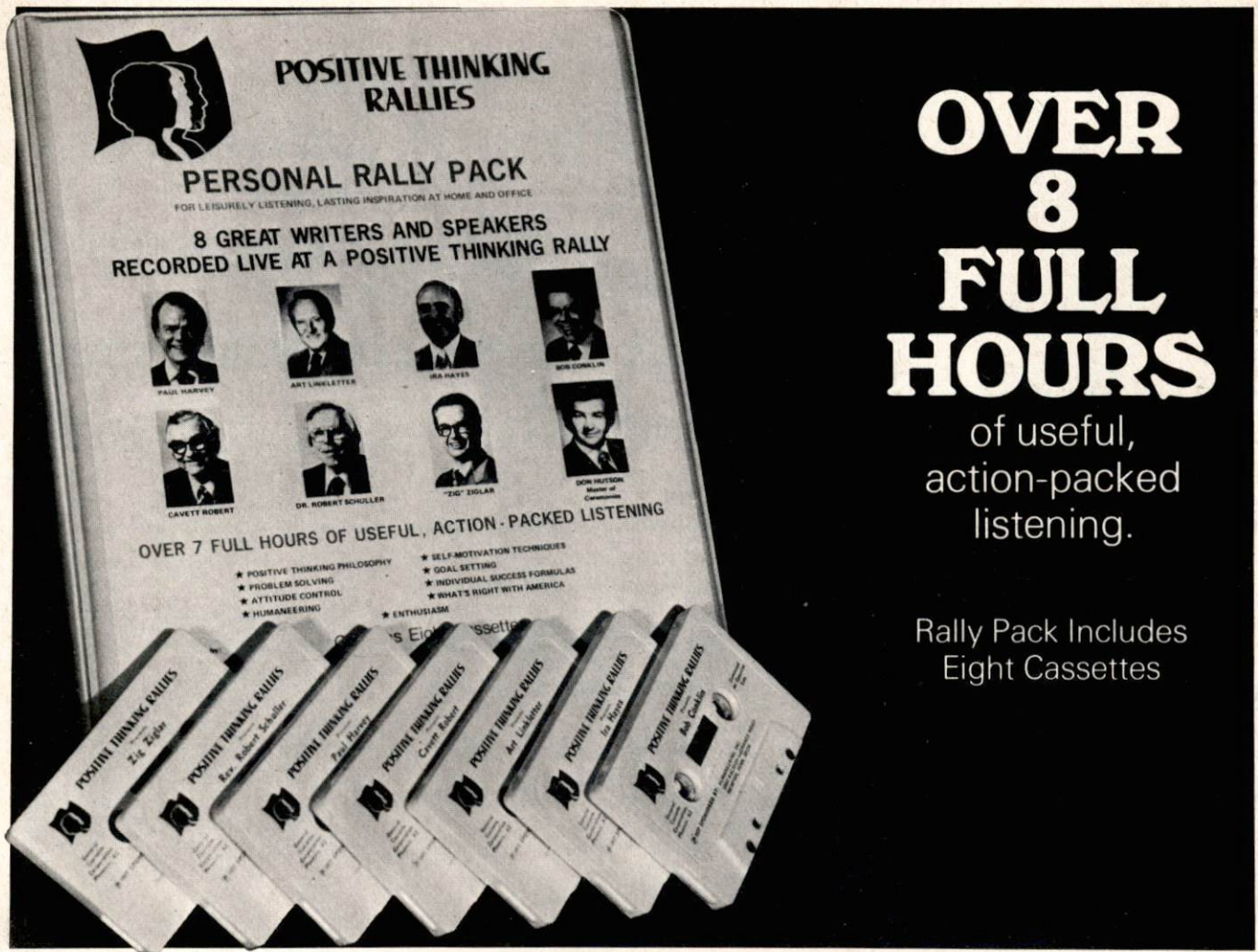
Rooms will be held only until 6:00 p.m. unless first night is paid in advance.

NAME \_\_\_\_\_  
 ADDRESS \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE/PROVINCE \_\_\_\_\_  
 COUNTRY \_\_\_\_\_ ZIP CODE \_\_\_\_\_

Toastmasters International Convention, August 16-19, Vancouver, B.C., Canada.

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