



How to
Control Your
Speaking
Environment

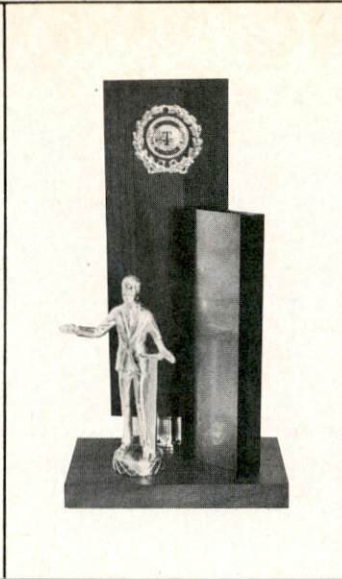
PEANUTS



1901 • 1902 • 1903



1917



1921 • 1922 • 1923



1930

Develop a Winning Spirit in Your Club!

Your club members will start thinking like winners when their achievements are recognized with these fine awards. The trophies and plaques will motivate recipients to strive for higher goals and they'll soon discover that one success leads to another. The awards are perfect for speech contests, special club meetings and those occasions when you just want to say "thank you." They'll add excitement to all club and district activities. Help your fellow Toastmasters reach the top — and stay there — by giving them the recognition they deserve.

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Want to reward the efforts of a club officer, club sponsor or mentor? Anyone would be proud to accept this handsome plaque, which comes with a full-modeled gavel, TI insignia and goldtone engraving plate.

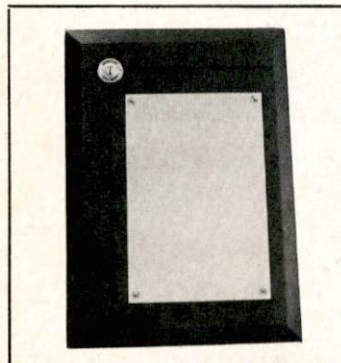
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This Athenian bronze oxidized plaque will be attractive in any setting. And it's suitable for any type of special recognition.

1957 8" \$10.75

See the 1978 Supply Catalog for more trophies and plaque ideas. Allow 8 cents per letter for engraving and \$1.25 for packing and shipping. (Allow three weeks for engraving.) California residents add 6% sales tax. Send all orders with your club and district number to: Toastmasters International, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711.



1952



1955



1956



1957



The Toastmaster

May 1979

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COVER

Your speech may be good enough to win a contest, but chances are it will be a flop if it's not delivered in the right setting. That's why it's so important for you — the speaker — to prepare your speaking environment carefully, well in advance of the event. Remember, you can make even a mediocre speech sound exceptional if you create an environment in which you and your listeners can relate to each other comfortably. (Cover illustration by Joel Barbee.)



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Three Cheers for "Say It In Threes"

I have read *The Toastmaster* faithfully for several years, and I can honestly say that no article has caught my attention like Thomas Montalbo's "Say It In Threes." It was well written, wonderfully illustrated and most helpful.

For years I felt like my speeches were stuck on making three points, and I guess I had some guilt feelings about this habit. It seemed like the right way to work a speech, and now I have some good reasons, a healthier attitude and more confidence in continuing to do so.

Three cheers for Mr. Montalbo's contribution to this excellent magazine!

Bill Johnson, ATM
Lubbock, Texas

Winning the Fight to Overcome Handicaps

I am an epileptic and, for most of my adult years, have had to take medication for the control of seizures. When I have been under stress at work, my physician has increased my dose of medication and at times the quantity has caused emotional depression.

In the past, I have lived apart from real life. Once, I even considered suicide. When I finally sought help, my doctor prescribed a change in my medication. But he also advised me to make an all out effort to regain contact with society. I didn't know how to begin. I had been shunned by co-workers, relatives, neighbors and friends. These were my darkest hours!

Then I heard about Toastmasters and was invited to join a local club.

That was 13 years ago. Since then, I have completed the Toastmasters Basic Manual and about half of the Advanced Manual. I have held many club offices — including that of president. Furthermore, I have won several club and area speech contests. And I have reestablished relationships with family and friends

both on and off the job.

Since joining my club, I have noticed there are others who are waging and winning their own private wars against various kinds of adversities and handicaps. I have seen some make successful comebacks from alcoholism, multiple sclerosis and various kinds of speech impediments. I have seen others learn to successfully live with larynx surgery, loss of limbs and blindness.

By helping those of us who must cope with emotional and physical difficulties, Toastmasters may be making its greatest contribution to mankind.

I think it's true that Toastmasters helps members develop "better listening, better thinking and better speaking" skills. But not nearly enough has yet been said or written about how Toastmasters clubs are an enormous aid to those working toward better living through better health.

Albert W. Bazzel
Turnersville, New Jersey

Inspiring Youths Through Speech Contests

Has Toastmasters ever considered sponsoring a speech contest for youths? In our Youth Leadership Program, we have the tools and people to make this a meaningful experience and a contribution to our youth — the leaders of tomorrow.

Such a contest could add another dimension to district and national conventions. And it would be a very inspiring experience for youths to participate in the higher echelons of Toastmasters activities.

How could we sponsor a speech contest for youth without a great deal of promotion and enormous cost in time and dollars? At the conclusion of each youth leadership course we could have a speech contest that would be taped or we could just tape the last speech given by each participant. The judging could be done by Toastmasters using a format similar to that of our own contest. The top five contes-

tants could be guests at our International Convention, where the finals could be held to select the top youth speaker in the world.

Yes, it would take some time and effort to work out the details but it took a lifetime for Ralph Smedley to develop Toastmasters. The amount of time, talent and money needed to develop such a program would be small compared to the potential benefits for youth and the Toastmaster image.

For the past four years, I have been chairman of the Young America Oratorical Superbowl held at the International Platform Convention in Washington, D.C. Having also been a Toastmaster involved in more than 50 youth leadership courses and clubs in the past 20 years, I am very disappointed that Toastmasters, the real leader in the speaking world, does not sponsor a youth speech contest on the national level or even beyond the local community.

Why not try it on the district levels now and shoot for national competition in 1980? I will do my part! Will you?

Bob Leiman
Ft. Wayne, Indiana

Toastmaster Marks Magazine's Strides

The Toastmaster seems to get better and better with every issue. I couldn't put the March issue down until I had read every article in it.

Besides old favorites such as Ed Nightingale, it was good to read the work of some new writers and the articles by women, either Toastmasters or nonmembers, are great.

Frank I. Spang
Past International President
North Fort Myers, Florida

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. Letters are subject to editing for reasons of space and clarity and must include the writer's name and address.

Join the People at the Top

People who have recorded significant achievements or reached notable levels of success are often referred to as "people at the top." These may be successful managers, speech contest winners, Able Toastmaster recipients or star athletes. Patterns of success have been studied and written about for years. The search for ingredients that contribute to personal achievement is never ending.

Why is it so difficult to pinpoint patterns of successful personal development? Well, people are different and it isn't likely that society will ever accept cloning to create look-and-do-alikes — nor should we. However, we do tend to put people in little boxes and label them by type.

I like Dr. Robert Schuller's three classifications of people: "All-Outs," "Hold-Outs" and "Drop-Outs." Obviously, the "All-Outs" are the ones who reach the top. But what are the ingredients that make them top performers?

While there are no precise criteria that can be adapted to assure success, I have found some characteristics that are common among achievers — desire, commitment, willingness and dedication.

Desire is the starting point. Nothing great was ever accomplished without an internal burning catalyst that says, "I want to reach the top." Ask a winner of any endeavor how he or she did it; invariably the answer reflects an internal feeling that says, "I knew I could."

Commitment is the mental guidance system that sets priorities to keep us on course. It generates internal momentum. It's like the battery in your car or the electric circuit in your home. When energized, the car starts and moves forward; the house lights burn and modern appliances turn. Without commitment you are like a child learning to ride a new bicycle. You fall repeatedly until you gain momentum.

Willingness to share the fruits of our efforts motivates others to help. It's very difficult — perhaps impossible for many — to reach the top alone. Create a team spirit among your followers. Everyone enjoys being with a winner. People like to be able to say, "I gave a helping hand."

Dedication to a purpose, cause, organization or party motivates people to excel. If those aspiring to reach the top remain dedicated to their goals, they will feel compelled to do their best.

I have seen these characteristics in virtually all the top performers I've encountered in Toastmasters and in the business world. Researchers probably will continue to seek the magic potion that propels people to the top. But for the moment perhaps it will suffice to simply label people at the top as "All-Outers" — that is, those who are pursuing a *desire* to serve, *commitment* to action, *willingness* to share and *dedication* to the organization's purpose.

Why not join the people at the top? Remember, when you climb on a ladder to success, you must go either up or down. The choice is yours. ■



Hubert E. Dobson

All Toastmasters know that any speech of any duration must be prepared and rehearsed thoroughly in advance. But, too often, speakers fail to prepare their environment — despite the fact that a speaker's surroundings can have an enormous impact on the overall success of his or her presentation.

The best talk in the world can be ruined if the setting is wrong. Conversely, even a mediocre speech can appear to be exceptional when the environment is right. And it's something that *can* be controlled — if you just make the effort to do so.

Through 20 years of professional speaking experience, I've learned to control my speaking environment by following six simple rules. Remember these basics and you'll receive a positive response every time you stand up to talk:

- *The responsibility is yours.* The simple fact is that when something isn't quite right — the platform, lectern, seating arrangement, P.A. system, temperature, lighting or whatever — *you* take the blame. So it's up to you to see that things are arranged properly.

I remember addressing a major convention in Phoenix a number of years ago. As always, I had notified the program chairman well in advance, advising him of the equipment I needed to do the best possible job. This was then confirmed by him in writing. But the morning of the event, he called my hotel room and asked: "Do you really need a lavalier mike?" I answered: "Heck no, I don't need a lavalier mike — I've heard the darn speech! *You* need a lavalier mike!" He understood, and the mike was there.

Again, when you're on your feet speaking to an audience — anywhere, anytime — the spotlight is on *you*. However long your presentation, that time does not belong to the program chairman. It's *yours*. So you must make sure all the necessary arrangements are made to provide the best possible setting for your speech.

An Intimate Setting

- *Keep the audience close.* Have you ever noticed how the big show rooms in Las Vegas are arranged? Even with an immense audience, the front tables are always placed against the stage. Sure, that's done

partly to crowd in more people. But it's also done in order to get the performer as close as possible to the audience.

So when you arrive at the meeting room, if you find the front row of chairs too far back, simply have the back row (or several rows) moved to the front. This brings all your listeners closer!

Similarly, make sure there aren't too many seats available. If you're told the audience will number 100, have the room set up for 80. Then, if you need more chairs at the last minute, they can easily be set up. It's great audience psychology! In any case, you won't end up talking to a bunch of empty seats in the front rows.

Also, make sure you aren't standing too far back on the platform. If a lectern has been set up toward the rear of the platform (as it often is), ask to have it moved forward — right to the front edge of the stage.

I always insist that the lectern be placed on the corner of the platform, at stage left. Then it's easy and natural for me to move away

Plan ahead so your audience will see only the final perfected performance — not the rehearsal!

from it — to the right — during my presentation. (For some reason, halfbacks usually find it easier to run to their right. So do I.)

This offers another advantage, too. If I'm using a blackboard or flip-chart, it's always at stage right, so I can write on it without blocking the view of the audience — and without turning my back on my listeners!

A corollary to all of this: Try to avoid platforms that are too high. If you're speaking to a group of 100 to 250 people, a 12 to 18-inch platform is ideal. Anything higher makes you look like you're talking down to the audience. If it's a small group with fewer than 50 people then you don't need any platform at all.

In any case, the idea is to remain as close as possible to your listeners. As we all know, public speaking is a matter of communication between you and your audience. And you simply can't communicate

effectively across a wide gulf of open space.

- *Don't use a head table unless you have to.* If you're addressing a Rotary Club luncheon or a dinner banquet, then head tables are the norm. In such cases, it's usually awkward — and unnecessary — to arrange anything different. But in all other situations, try to remove the head table.

At a recent company sales meeting in Las Vegas, I was the last speaker of the day. During the rest of the program, as usual, there was a head table on the platform. So during each presentation, several of the chairs at the head table were empty. The rest were occupied by people who were yawning and whispering to each other. Nothing but distractions!

Before my talk, I made sure there was a short break, during which I had the head table removed. So when I spoke, there was no one on the platform except me. Only in that way, could I command the complete attention of the audience.

Once again, that's the responsibility we assume when we speak in public.

Sound Preparations

- *Use the right microphone.* If it's a small audience of no more than 30 people, then you don't (or certainly shouldn't) need any amplification at all. But for larger groups, obviously, you need a P.A. system. Make sure it's the right kind for your own individual presentation.

For some talks — especially short ones — you may want to stand behind the lectern. If so, a fixed mike, attached to the lectern, works fine.

But if you're going to be moving around the platform — as most pros on the circuit prefer to do — then ask for a traveling mike on a cord. The kind you hold in your hand is fine — especially since it allows you to move the mike closer to your mouth, or farther away, as you change your speaking volume. (Again, notice how star entertainers do this.)

If, on the other hand, you're going to be using various props in your presentation, then you'll want a lavalier mike that hangs around your neck. Once you put it on, you can forget about it.

In all cases, of course, as sug-

gested previously, you have to ask for the kind of mike you want — and then make sure it's there and operating properly before you go on.

• *Keep lights high, temperature low.* You have to be seen to be appreciated — and you also have to see the audience.

Generations ago, the great vaudevillian Al Jolson insisted that the house lights be turned on when he performed. As he put it: "It's not the same unless I can see their faces." You'll also be better able to establish rapport with your listeners if you can see them. So make sure there's enough light on the platform where you'll be speaking. Ask to have a separate spot installed if there isn't. But, at the same time, also make sure there's at least some light on the audience so you can interact with your listeners. Even when you're doing all the talking, communication is still a two-way street.

Room temperature should be kept low. Listeners become restless and the speaker becomes tired when the room is too hot.

So when you arrive at the meeting site, set the thermostat at a level *below* what seems comfortable. It's always better to have the room too cool than too warm. And once again, as the speaker it's *your* job to control this.

• *Do your preparation in secret.* This article covers just a few of the important ways to control your speaking environment for best results. In all cases, this control must take place *before* the audience arrives. So it's critical that you arrive early to make sure everything is in order before you start. Even when you've spelled everything out in detail beforehand, things usually *aren't* in order — until you make certain they are!

An early arrival also gives you the chance to check every piece of equipment. This is vitally important, too!

Just as one example, consider the lavalier mike. Like Heinz foods, it comes in about 57 varieties. If you confront one for the first time after you're introduced, chances are you'll have to experiment with it for a few moments before you

discover how to put it on.

That's too risky! The thing to do is practice with it a few times — in advance — until you get the hang of it. Then, when you stand up to talk, you'll operate it smoothly and confidently — and you'll come across like a pro.

The same goes for everything else we've been talking about. The audience should see and hear only the final perfected performance — not the rehearsal!

The main point is that the effort behind your professionalism should remain hidden. Like air conditioning on a hot summer day, it's taken for granted. And it should be. But it has to work! No one ever said perfection is easy. Yet it should *look* that way — or it isn't perfection!

Or, as the Latins put it, "Ars est celare artem": Art consists in hiding art. ■

John Wolfe is a sales and marketing consultant, author and popular public speaker. His consulting firm, the John Wolfe Institute, is based in Houston, Texas.

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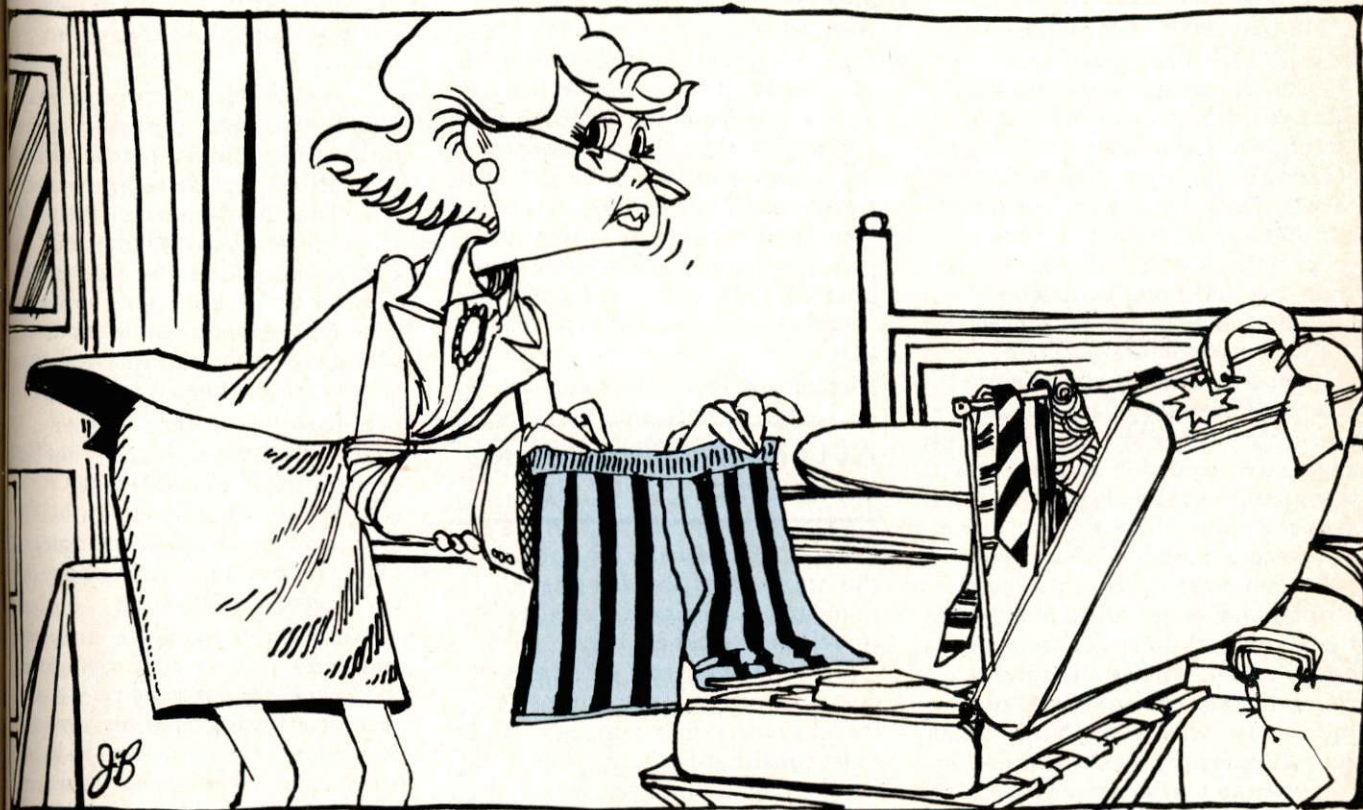
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Tips to help you get the most out of the time, effort and money you invest in business travel. . .

Taking the Headaches Out of Business Travel

by Robert Montgomery



Before planning your next business trip, pause to reflect. Your company will reimburse you for most of your monetary expenses. But no one can give you back the time you spend traveling. No matter how long your trip lasts, it's an expensive investment. It takes you out of the office and away from the normal flow of business activity. It probably requires you to spend extra time and effort catching up when you return.

Now — not when you are at 20,000 feet — is the time to ask yourself: Is this trip really necessary?

Consider time and convenience as well as cost as you decide. A

conference call might work just as well as a two-day trip. (Those television commercials praising long-distance business calls contain a lot of truth — as well as a good sales

Even if you've planned your business trip carefully before departing, expect the unexpected. Then you'll be able to change your schedule rationally if something goes wrong.

pitch for Ma Bell.) Maybe an assistant could go instead of you, or maybe the other party could come to you. You might even be able to

postpone the meeting until all parties will have to be at the same place at the same time for some other business-related matter.

In most cases you still will have to make the trip. But now at least you are aware of the possibility that there may be an alternative.

Comprehensive Planning

When you do have to plan a business trip, remember that travel is complex, and it takes knowledge and thought to deal effectively and efficiently with that complexity. You will have to determine how to get there, when to go, where to stay, what to do, when and how to return.

Use checklists when you prepare

your travel plan. Writing down important facts and figures keeps your mind clear of clutter, or at least gives you the security of knowing that clutter is organized. Checklists remind you of critical details you might otherwise forget. They help you remember little things that might seem unimportant now but could become very important later. For instance, it's much more effective and convenient to carry an address book than to spend time and effort searching the white and yellow pages of a major city's telephone directory.

Think your trip through chronologically when compiling your checklists, starting with your departure from home or office and ending with your return.

If you are going by plane, don't take just any flight without finding out if you must switch planes enroute or if your flight is "direct" or "nonstop." Although you won't have to change planes on a direct flight, there will be at least one stop, maybe more. If you must change planes, try to arrange it so you can make the switch at less congested airports. You may have to wait as long as an hour if you stop at a major airport.

You also should be aware that 40% of the luggage that is lost gets misplaced during plane transfers. If there's enough time, recheck your bags yourself when you switch planes instead of trying to send them all the way from your original departure point to your destination.

If you can't reduce your travel time by flying direct, then plan to make use of it. Take some work along and attend to it when there aren't too many distractions to keep you from concentrating.

Be Careful

Part of careful planning is expecting the unexpected. Airline travel has been described as "hours of boredom interrupted by moments of stark terror." Although that might be overstating the case a bit, proper preparation will provide security and make it easier to more rationally and confidently alter your schedule when things don't go right.

Condition yourself not to become annoyed by flight delays, misplaced luggage, reservations lost in red

tape or any of an infinite number of other unexpected hindrances. Getting mad won't help solve the problem or improve your state of mind. Always take along your sense of humor. A good luck charm or two wouldn't hurt, either.

Also, remember travel is no time for ignorance. If you have questions about arrivals, departures, length of layovers, directions to the hotel or any other travel arrangements, don't hesitate to ask or challenge when information seems incorrect.

If time is short and your connecting flight hasn't arrived, for whatever reason, you should seriously consider changing to another plane going your way, even if the route is more indirect. The latter at least, is a certainty. Your connection is not.

You probably already know to check back with the office at regular intervals, but also remember to leave behind a copy of your travel plan, complete with addresses and phone numbers, in case someone there needs to get in touch with you.

Learn about the place you are

A \$1 phone call could save a \$1000 trip.

going to. Be aware of time and climate changes and, for international trips, cultural differences. A travel agent can help here.

Unless you are one who enjoys doing everything yourself, use a travel agent to help you plan. While most consultants charge huge fees for their specialized services, a travel agent will cost you little or nothing.

Your flights and hotel room will cost the same whether the reservations are made by you or an agent. But if you use an agent, his or her time — not yours — will be spent calling and writing for airline and hotel reservations. When the agent has arranged for your transportation and accommodations, he or she will prepare an itinerary for you, complete with flight numbers and hotel addresses.

The agent knows which airlines fly where and therefore is more likely than you to find a flight to meet your specific needs. (When you make your own reservations, the temptation exists to stay with

one airline instead of checking the schedules of two or three.) The agent also knows about special fares and could save you money as well as time.

The more specific you can be about your needs, the more the agent can help. Before beginning, however, be sure to ask if the agent assesses a service charge or cancellation fee. A few do; most do not. All receive commissions from the airlines and hotels.

How do you find a good agent? *U.S. News and World Report*, in its book, *How to Beat the High Cost of Travel*, suggests, "Word of mouth is most likely the best recommendation."

Either directly or through your agent, make transportation and hotel reservations as far in advance as possible, especially if you must travel during such busy seasons as Christmas, Thanksgiving and Easter. Also discuss and determine definite times and places with those who will be meeting with you. Obtain confirmations in writing whenever possible.

Before departing, call again. Make certain your plane is not late or grounded by bad weather. Reconfirm your hotel reservations if any doubt exists. Recheck times and places of meetings. A \$1 phone call could save a \$1000 trip.

When times and places are given to you by phone, write them down, then repeat them to be certain you received the information correctly. Always get the names of the hotel and airline personnel with whom you are dealing. This practice simplifies matters if further communication is needed for clarification or to resolve a problem.

Less Is Best

Don't pack. Compact. "Less is best" is a good motto to remember. Most travelers take too much. Few if any, ever take too little.

When traveling by plane, always try to take only what you can carry aboard. One hanging bag for clothes and one large briefcase for business needs and small personal items usually will suffice. Or maybe you can fit everything into an executive flight bag, which provides room for two suits. Multi-use items, such as a wristwatch alarm, can help lighten the load.

JOKES for SPEAKERS!

For Toastmasters, Business Executives, Club Officers, Banqueteers, or anyone who has to talk.

An up-to-the-minute topical Joke-Bulletin with approximately 100 funny one-liners, stories and roast lines. Created by top Hollywood comedy writers. A great source of fresh professional material to humorize your speech for any audience; any occasion. Current issue: \$5.00. Send check or M.O. to:

JOKES UN-LTD.

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Wrinkle-free clothing, of course, is recommended for compact travel. Color coordination of your wardrobe also is important; it allows you to do more with less. Carrying your luggage aboard allows you the luxury of being able to alter your schedule enroute, should the need arise, and could save you the hour or more it takes for your suitcases to be unloaded upon arrival. By keeping your luggage with you, the possibility of lost baggage also is eliminated. According to a report by *Parade* magazine, nearly three million domestic air passengers a year have trouble getting their luggage back speedily and in one piece.

If you have to ship your suitcases, put name and address tags on the inside as well as on the outside. It's also a good idea to put a note in each bag saying where you are going and how long you will be there. This allows lost luggage to be returned to you quickly. Remove all old destination tags to prevent your bags from being sent to the wrong city. Also remember to keep important business papers, medicines, jewelry and any other small but valuable items in your carry-on luggage.

If your luggage seems to be lost, notify airport baggage service personnel immediately. Fill out the proper tracing form, providing such information as claim check number and description of bags. If you fail to make the claim properly, the airline may reject it, particularly if damage is involved.

Rely On Choice Not Chance

If you want to work while traveling by plane, then consider going first class. "In America, there are two classes of travel," humorist Robert Benchly said, "first class and with children." Besides being quieter, first class also offers more room to work and relax. Some airlines offer special services in economy seating for frequent fliers. Ask what is available.

For comfort's sake, you'll probably want a seat on the side of the plane opposite the sun. Window seats are best for sleeping, since they provide a place to lean. Aisle seats have more floor space for carry-on luggage. The forward section usually offers the smoothest

ride in economy class. Seats after the exits and in the first rows of each section have the most leg room. Seats next to and behind the galley generally are the noisiest and those sitting there usually are the last served.

By arriving at least 30 minutes early, you usually can select the seat you want, and you can make use of the airline clubs, which provide quiet places to work or relax. The hostesses there generally can obtain seat assignments for you.

If time will be short between arrival and your first appointment, then try to select a flight serving a full meal instead of a snack. That way, finding a place to eat won't have to be a consideration upon arrival.

Find out about the free but little known services offered by the airlines so you can make use of them when you need to. Airline personnel and travel agents are the best information sources. On many flights, razors, toothbrushes and paste, aspirin, writing paper and other useful items are yours for the asking.

Also know what your rights are in case your flight is late or you get "bumped" from a flight on which you have a confirmed reservation. A pamphlet called *Air Travelers' Fly-Rights* is available free from the Civil Aeronautics Board, Consumer Complaint Section, Washington, D.C. 20428.

Your Travel Image

Dress is important when you travel. If you are a business executive, dress the part. You will feel more confident, and airport and

hotel personnel will be much more attentive to your needs.

While checking into the hotel, request two wake-up calls, the second 15 minutes later than the first. This lessens the chance the desk clerk will neglect to call you and prevents you from falling back to sleep. The latter, of course, is unlikely to occur, but why take the chance?

Check out of the hotel before breakfast. Most do it afterward, but if you wait, you probably will have to stand in line. If you wish, you can leave your luggage at the front desk while you eat.

Consider using credit cards to pay your airline, hotel and meal bills. The receipts make it easier to keep track of expenses. And credit cards and travelers checks are safer to carry than large amounts of cash.

Learn from each trip. Write down mistakes you made and how you will correct them the next time. Remain flexible and realize that travel, like life, is in a constant state of change.

What worked in the past won't necessarily suffice in the future. But that needn't be a problem for you. You'll be able to cope with any unexpected changes that occur if you do the advance planning it takes to become a knowledgeable, confident business traveler. ■

Robert Montgomery is a former newspaper feature writer and columnist. In addition to working as a freelance magazine writer and consultant, he also serves as communications director for Time, Life & Lee, a time management organization headed by Dr. John W. Lee.

There's a simple way to make sure the master of ceremonies presents you in the best possible light — write your own introduction!

Presenting... The Do-It-Yourself Speaker's Introduction

by Malcolm E. Lumby

The meeting is set to begin in five minutes and the master of ceremonies is frantically interviewing the keynote speaker, trying to compile enough information to give the kind of introduction a distinguished guest deserves. After a cyclonic interview, the poor Toastmaster stumbles toward the lectern and fumbles hesitantly through a lifeless presentation.

Solving such problems is so simple that one wonders why they ever arise. But arise they do. Not long ago, at a convention of professional journalists, the mayor of one of America's largest cities was the luncheon speaker. His introduction was interminable. It lasted for almost six minutes — and the mayor's speech was only one or two minutes longer.

If you want to make sure such embarrassments don't cast a shadow over your credibility as a speaker even before you have a chance to open your mouth, then you must assume responsibility for the brief speech that will serve as your introduction.

It's up to you — the speaker — to make sure your introduction isn't hastily organized, excessively long, impersonal or unrelated to the occasion. Don't rely on the master

of ceremonies to solve these problems.

When to Begin

The time to begin collecting the information that will determine the length and content of your introduction is when you are first invited to deliver a speech. Often, the invitation will come by telephone. Before accepting, you should ask a number of questions: What is the subject of the speech? How long should it be? Where and when will the speech be delivered? What is the purpose of the meeting? How many people are expected to attend? What are the major interests of the group? Equipped with this knowledge, you will be in a better position to write an introduction appropriate for the occasion.

For example, once you determine the amount of time allotted on the program for your speech, you will know how long the introduction should be. As a general rule, a speech of 20 minutes or less should be preceded by an introduction no more than two minutes long. If you are delivering a one-hour lecture, you might consider a five-minute introduction. When in doubt, always err on the side of brevity. The longer the introduction, the more difficult it is to hold audience interest and the greater your risk of

sounding clinical or egotistical.

After you accept an invitation to speak, most professionally organized groups will send you a confirmation letter. When you acknowledge that notice in writing, you also should send your introduction for the occasion.

The introduction should be typed, double or triple spaced, on good quality paper. By using a quality bond stock you reduce the possibility that paper-creaking sounds will be picked up on the audio system, and you make it possible for the person delivering the introduction to hold the paper with one hand. Also, make sure the type on the page is dark enough to be read even under poor lighting conditions.

Be sure to take an extra copy of your introduction with you to your speaking engagement. Sometimes the master of ceremonies will be unavoidably delayed and a substitute will be assigned at the last minute. Or the Toastmaster might forget to bring your introduction. Having an extra copy on hand will guarantee that your advance preparation is not wasted. You also might want to consider making a third copy of the introduction to keep in your speaker file for future reference.

Basic Components

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our basic components. A first-rate effort (1) introduces the subject (2) justifies the speaker's credentials (3) builds the speaker's ego and (4) repeats the speaker's name and speech title. Now, let's review each of these points in detail:

- *Introduce the subject.*

The opening paragraph of your introduction serves the same purpose as any speech introduction. It arouses interest in the subject and shows how or why the subject applies to the audience in general and to individual members of the audience in particular.

However, don't turn this material into a mini-speech giving the major arguments of the presentation it is intended to introduce. Say just enough about the subject to make listeners want to hear more. For a two-minute introduction, one paragraph of carefully written material should be sufficient.

- *Justify the speaker's credentials.*

In this portion of the speech introduction, briefly discuss your job and the organization you represent. Then give further information that qualifies you as an expert on your subject. If, due to unusual circumstances, you decide to talk about a subject for which your background, education and experience are not as impressive as the audience would expect, be creative! No, don't fabricate credentials, just emphasize those aspects of your life that most directly relate to the subject.

For example: The Automobile Club of Southern California has a speech training program in which employees from various job categories are assigned — as a learning exercise — to justify their credentials for delivery of a corporate speech. In the following introduction, one top-level secretary demonstrates how she creatively adapted her life experiences in an honest and positive manner to complement a formal speech topic:

We all have at least one thing in common. We all use it — some more frequently than others. We all need it. And even more important, we all pay dearly for it. This expensive common bond is mobility — more specifically, urban mobility.

Our guest speaker today will elaborate on that common bond called mobility, and she is certainly qualified to do so.

Sandra Martinez comes from a large

military family with 10 automobiles, which have jointly logged more than one million miles on California highways since 1967. More than 80% of those miles were commute miles — to and from places of business in some of Southern California's largest cities.

In addition to the one million miles logged in this state, Sandra, with her family, has traveled by automobile across the United States four times and has seen our highway systems at work in 40 states.

More recently, Sandra's assignment to the public service operation with the Automobile Club of Southern California in Orange County has given her valuable insight into the makings of our state transportation system — how it works, how it's funded and what we can expect for our future mobility.

Ladies and gentlemen, it is my pleasure to present Sandra Martinez and "Urban Mobility: Dilemmas at a Time of Decision."

Explain Acronyms

If you list affiliations, organizations or titles to establish your credentials, be very careful about using abbreviations or acronyms.

A good introduction says just enough about the subject to make listeners want to hear more. . .

While group members use them for succinct identifications, abbreviations and acronyms often confuse nonmembers. For example, Washington, D.C. is one of the few places in America where the initials "S.O.B." have political significance. In Washington, even when you talk about the "old S.O.B." the cognoscente know you are referring to the "Old Senate Office Building."

When you use abbreviations or acronyms in a speech introduction, place them in an explanatory context at least once so everyone in your audience will know what you are talking about. For example, in the introduction below, note how an Auto Club employee deals with the abbreviation "M.B.O.":

Those of us who are involved with management realize that every few years some professor of business comes out with a catchy new theory and we all run off to seminars to learn the latest cocktail party jargon.

One of the most enduring of the management systems we've seen in the past few

weeks is M.B.O., or Management by Objectives. Our guest today is well qualified to speak to us about that subject.

Terrence Sullivan was born and raised in Indiana. He came to California in 1963 while in the military. After he was discharged, he received his Bachelor's degree in political science from California State University at Long Beach and his Master's in political science from the University of California at Santa Barbara in 1970. Terry joined the Automobile Club of Southern California's staff in 1970.

His involvement with M.B.O. began when he was assigned to the position of Management Development Consultant, responsible for all M.B.O. training within the organization. He was later assigned to a position in district management. So, he's familiar with M.B.O. both from the theoretical side and also from the perspective of the operating manager.

Ladies and gentlemen, Terrence Sullivan and "Management by Objectives in the 1980s."

Avoid Lists

When it comes to creativity, one aspect of establishing speakers' qualifications is consistently treated without imagination; namely, listings of civic, fraternal, social and philanthropic groups with which they are associated. An enumeration of such groups — stating positions held and in which years — is about as interesting to the audience as the telephone book.

If you must mention affiliations unrelated to the subject, just indicate the number of such groups. Keep in mind that reading lists is dangerous — the longer the list, the more bored your audience will become. This is the time to hit the high points of your career, not to count your wrinkles. The objective here is to quickly establish that you have the professional or experiential credentials to speak with authority about the announced subject.

- *Build the speaker's ego.*

While it may seem incongruous for speakers to write complementary things about themselves, keep in mind that many people in the audience sincerely appreciate the time and effort a speaker devotes to a public presentation. Recognizing this fact, try to humanize yourself for the audience. Use amusing anecdotes that reveal something about yourself or make comments about your personal interests.

The Nucleus of a Best Seller. . .

You've spent hours writing a speech, practicing its delivery and worrying about how your audience will respond. Then the long-awaited moment arrives. You are introduced, and five minutes later it's all over. Now what do you do? Should you discard your speech notes, the only lasting sign of your efforts? Never, says *Alexander Ferguson*, ATM, of Nelson Toastmasters Club 3758-72 in Nelson, New Zealand.

Ferguson has discovered that the speeches you prepare for Toastmasters also can be used effectively in some very creative ways outside the club environment. For instance, when the New Zealand National Broadcasting Corporation sponsored a short story competition, Ferguson resurrected a speech he had given five years earlier. It was ready for submission after only a few revisions — and it was one of 16 winning stories selected from 1200 entries!

Don't overlook the potential in your speeches, Ferguson says. "You may have the nucleus of a best seller — or an article for *The Toastmaster* magazine!"

Making the Toastmasters Experience A Creative Community Event

As you work toward your goals for club growth this year, be innovative. There are many creative ways to build your membership. For instance, Toastmasters in the Founder's District increased their visibility significantly by asking the mayors of the cities they serve to observe a "Community Communications Day" on a designated date.

The mayors responded enthusiastically, many issuing formal proclamations to publicize the event. Then it was up to the Toastmasters to use this unique opportunity to their best advantage, and many spent long hours preparing displays and organizing public forums, debates and panel discussions.

They used the occasion to display trophies and club banners and to distribute Toastmasters literature. Flyers were pinned up on office bulletin boards and club members made a special effort to discuss the Toastmasters programs with prospective new members among friends and co-workers. They also doubled their efforts to get publicity in local newspapers and company newsletters.

Chances are the members of your community would be eager to learn about how Toastmasters can help them become better communicators, and the speaking events that can be included in a "Community Communications Day" give you a chance to show as well as tell them what Toastmasters is all about.

Competition Revives Club Spirit

If you want to generate more interest in your regular club meetings, try adding more competitive events to your program. For instance, you can easily motivate your members to participate more enthusiastically in your speaking program by holding a table topic contest.

District 42 Governor *Al Munroe*, ATM, recommends that clubs select a special panel of judges for the event. Each judge should be given a group of large cards bearing numerals ranging from one to 10. Then the fun begins. After each Toastmaster completes his or her table topic speech, the judges hold up cards reflecting the speaker's scores.

This system of judging makes the event exciting for everyone — spectators as well as contest participants. ■

Although the names of the speaker's spouse and children are often mentioned in introductions, this device is so common as to be hackneyed. Again, the thing to do here, as when you're establishing your credentials, is to select only those facts or comments about yourself that most nearly relate to the subject of your speech and the audience to which those comments are being addressed.

• Repeat your name and speech title for emphasis.

The purpose of this repetition is to give the introductory comments a ring of finality and to let the audience know you are about to begin speaking.

After you have written your introduction for the toastmaster, read it aloud and ask yourself: "Is this language conversational? Is it possible to rewrite any portion of the introduction to make myself sound more personable?"

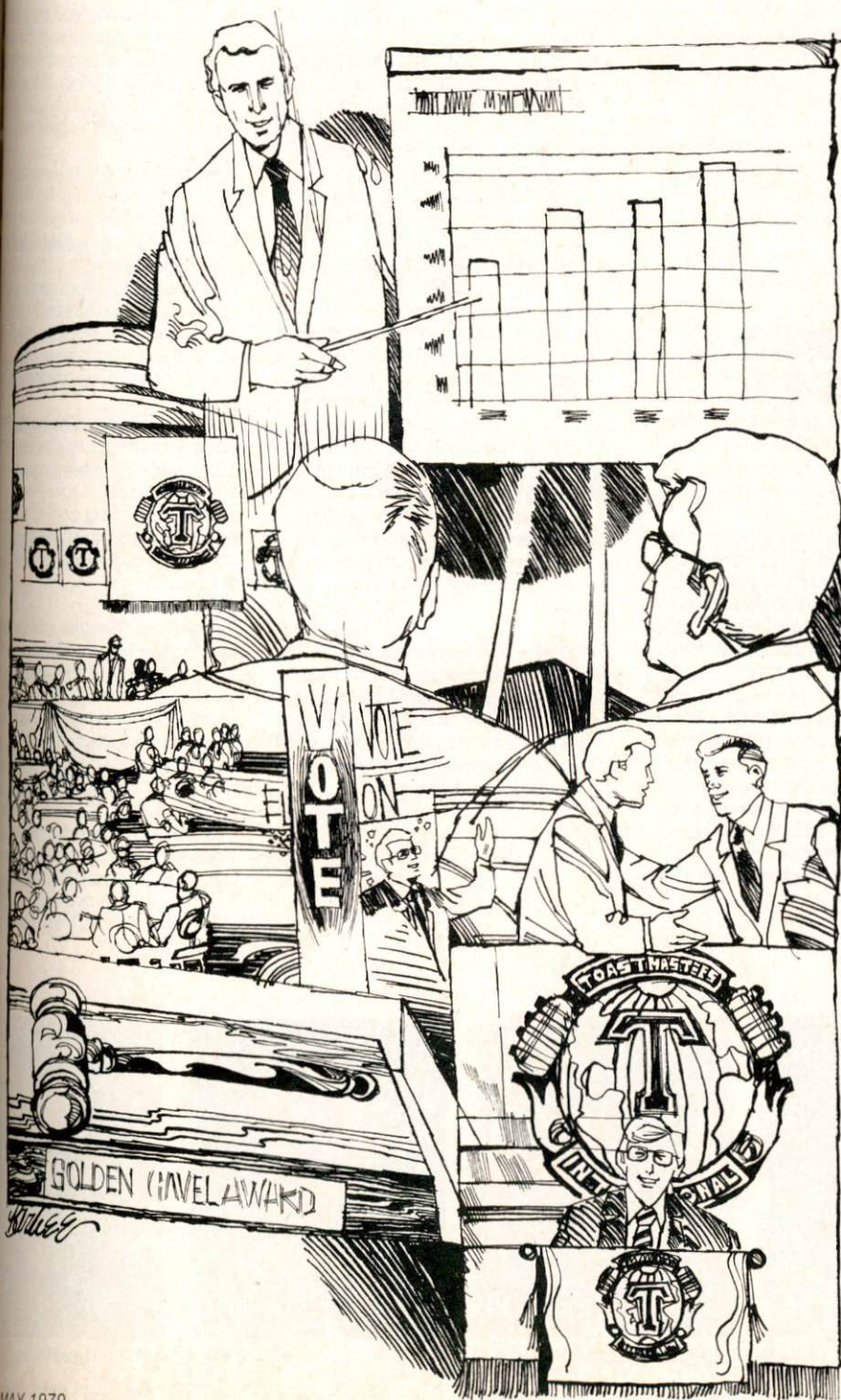
One way to conversationalize your introduction is to delete words with many syllables and replace them with shorter, less formal words. Scan the sentences as well; if any one is longer than three lines of type, consider breaking it into two sentences.

Another point: Avoid statements like "He *currently resides* with his wife" and "He *currently* serves as communications director." These remarks suggest that the speaker lived with someone recently who was not his wife or that he is planning to change jobs. And why use a formal word like "resides" when you can simply say, "He lives with his wife."

To summarize: If you write your own introduction and send it with your confirmation letter to the toastmaster of the meeting, if you personalize and conversationalize your comments, establish your credentials and massage your ego in a manner appropriate to the occasion, your listeners will be suitably impressed — and eager to give you their undivided attention. ■

Dr. Malcolm E. Lumby is a public relations representative of the Automobile Club of Southern California and a public relations instructor at the University of California at Los Angeles. He's a past president of the Auto Club 2681-1 in Century City, California.

World's Greatest Speakers to Convene in Minneapolis



After two highly successful International Conventions in the extreme eastern and western sections of Canada, Toastmasters International moves this great communications showcase back to "mid-America" this August to the Radisson Downtown Hotel in the heart of downtown Minneapolis.

The hotel is located in the revitalized central business district, which features unique skyway walks connecting an eight block mall of beautiful stores and new and refurbished office buildings, restaurants and entertainment centers.

District 6, with former International Director Cliff Thompson as host district chairman, is working with World Headquarters to put together an overall convention program that will offer not only the traditional Toastmasters events, but also a full program of dynamic educational sessions and every opportunity for visiting Toastmasters to enjoy all aspects of Minneapolis.

Toastmasters from all over the world are sure to find this gathering one of the most memorable ones in Toastmasters International convention history. The convention agenda is packed with outstanding educational meetings, seminars, workshops and speeches by internationally known authorities in communication and leadership.

Banquets include the traditional Golden Gavel Luncheon, the night buffet dinner show and dance — a costume party to be called "Theater of Seasons" — and the President's Dinner-Dance, a colorful semi-formal banquet followed by dancing to a major orchestra.

All of this is culminated by the "World Championship of Public Speaking" — the International Speech Contest — Saturday morning. Don't miss this exciting communications event! You'll find a summary of all scheduled activities and forms for hotel reservations and convention registration on the following pages.



Dr. Charles Jarvis



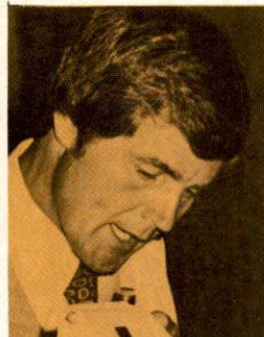
Hubert E. Dobson, DTM



Terrence J. McCann



Bob Richards



Dave L. Schmidt

TUESDAY AUGUST 21

1 to 4 p.m. and 7:30 to 9 p.m. — Registration. Those who registered in advance should pick up their ticket and information packets. Others may register and pick up tickets for meal events and educational programs. Note: All meal tickets must be purchased 24 hours in advance. Register early and your tickets will be available. The Host District Hospitality/Information Center, the Toastmasters Education Center and the Youth Activities Center will also open at 1 p.m. on Tuesday.

8 p.m. — Proxy Prowl. An informal cash bar reception/mixer for early arrivals. International officer and director candidates will be introduced.

WEDNESDAY AUGUST 22

Morning — Convention Opening Ceremonies. A pageant of music and color featuring the traditional Toastmasters Parade of Flags, greetings from Host District 6, the city of Minneapolis and the state of Minnesota, followed by the keynote address and annual reports given by International President Hubert E. Dobson, DTM, and Executive Director Terrence J. McCann.

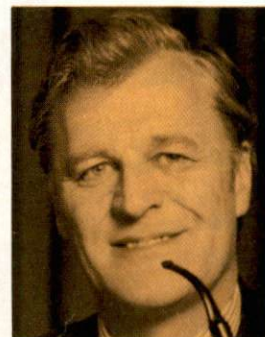
• **Keynote Address — Dr. Charles Jarvis.** Dr. Jarvis is called the "finest pain-killer on the platform circuit," acknowledged as the best humorous speaker in the United States. He has been a top hit at seminars and banquets of all kinds throughout this country and Canada.



Durwood E. English, DTM



R. Dik Buntrock, DTM



Joe Garmeson



Bob Leiman Parries, ATM

Reception for Spouses — The International President's wife, Mrs. Heien Dobson, will be hostess for this informal reception where guests can learn about the many attractions of Minneapolis and meet old and new friends.

Noon — Golden Gavel Luncheon. Bob Richards has an outstanding career as a speaker, particularly in the field of motivation and personal development. His career began in Minneapolis as a promoter of Wheaties, a product of General Mills. He was a member of three Olympic teams — 1948, 1952 and 1956 — and won two gold medals and one bronze. Governors of the President's Distinguished District, Select Distinguished District and Distinguished District also will be recognized at the luncheon.

Afternoon — Special Tour. Twin City highlights. A general tour for spouses, guests and youths that will provide a quick look at all the major attractions in the city. Tickets can be purchased in advance or at the Convention Registration Desk.

Afternoon — Humor Workshop featuring Dr. Jarvis.

Caucuses — Officer and director candidates will give brief presentations before the various caucus groups.

Evening — This is the only free evening for sightseeing in Minneapolis. The Host District Hospitality Information Center will provide you with necessary information on restaurants, shows and attractions.

THURSDAY AUGUST 23

Morning — Annual Business Meeting. This session is highlighted by election of 1979-80 International officers and directors. The session continues through the morning and close with the formal presentation of Toastmasters International's leaders for 1979-80.

Afternoon — Toastmasters Fame Pageant. A colorful ceremony often called the "Oscar awards" of Toastmasters International. Outstanding individuals, club and district achievements for the year will be rewarded.

Special Tour — Minnesota historical museum, Minneapolis Present (varied attractions).

Club Program — Minnesota Future (3M Omnicenter). A favorite tour of the Minneapolis-St. Paul area, closing show at the world's most sophisticated audiovisual theater. Tickets can be purchased in advance or at the Registration Desk.

Early Evening — Changing Seasons Reception. An informal bar reception where you are invited — urged — to wear costumes depicting one of the seasons. Sets the stage for the evening's big event... "The Seasons."

Evening — "Theater of Seasons Fun Party." Pick your season, wear a costume to match — swimsuit, football uniform, spring planting jeans. This evening includes a fantastic buffet dinner and a stage show featuring the famous J.B. Grodzinsky and comic Charlie Donahue. This is followed by dancing. Jules Herman Combo. The event sponsored by Host District 6, J. Smith, ATM, Governor, and Ford L. Thompson, Host District Chairman).

AY UST 24

General Education

The collection of speakers and leadership experts assembled for this convention will give you something of value to take home from the convention.

L. Schmidt — Keynoter.

Set the stage for the day, with the "Flow of Speaker" — a lively presentation on how to handle any speaking situation. This will be his third appearance before our convention, but his first in the past five years.

Programming — A symposium

dealing with four key areas of excellence in the club. Conducted by past International President Durwood DTM. Featured will be outstanding Toastmasters:

Jack High, DTM — Past District

Governor of District 35 Developing Club Leader

Richard A. Ward, DTM — Dick, Past

International Director and previous participant in our convention program, will talk about "Vocal Variety — Adding Drama to Your Speech."

Jameson — The prime

subject to be featured by the past District Governor of District 11 is "Parliamentary Horse Sense" — the practical application of Parliamentary Procedure.

Parries, ATM — The past

Governor of District 10 will be featured in "Toastmasters Educational Planning."

• **LilyB Moskal** — A Toastmaster who, in recent years, has turned her club speaking into a near full-time profession. Her dramatic presentation "Gotta Believe" will make a believer out of everyone.

• **Speech Clinic** — A panel-type presentation by four individual Toastmasters. Opportunities for audience discussion will be included. This panel is chaired by past International President Robert W. Blakeley, DTM. The four participants are:

Evelyn Jane Davis — Winner of the International Speech Contest in Toronto and an audience favorite, she will talk about "The Informative Speech."

Keith Frost — This well-known Toastmaster from the Minneapolis area will give his own inspirational presentation on "Inspiring Your Audience."

Jack High, DTM — A super Toastmaster salesman who was awarded the Presidential Citation two years ago, Jack will make a presentation on "The Use of Audiovisuals in Speech-making."

Richard A. Ward, DTM — Dick, Past International Director and previous participant in our convention program, will talk about "Vocal Variety — Adding Drama to Your Speech."

• **Robert L. Montgomery** — Bob makes his first appearance on the TI convention program. He is a former Toastmaster, having served as district officer, and promotes the Toastmasters program in his public appearances some 300 times a year. His topic will be "Listening Your Way to Success," a fresh new approach to effective listening.

• **Larry Wilson** — Larry is often referred to as a "changing agent" — one who is always looking for new and different ways to achieve greater success. Larry lives in Minneapolis and heads the Wilson Learning Corporation. His presentation will climax the General Education Session.

Morning — Special Tour. The Betty Crocker Kitchens. An opportunity for spouses and guests to visit this famous tourist attraction. Tickets can be purchased in advance or at the Registration Desk.

Early Evening — Royal Reception. Preceding the President's Dinner-Dance, all attendees are invited to this no-host cocktail party as a prelude to the convention's grand finale evening.

Evening — President's Dinner-Dance. New officers and directors will be installed after a delicious banquet. Then there will be dancing to the music of Jules Herman and his Orchestra. Semi-formal (optional). Note: As with all major meal events, you will need to exchange your tickets in advance for reserve table seating.

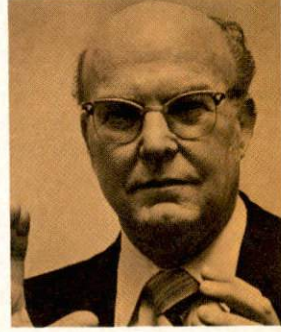
SATURDAY AUGUST 25

Morning — International Speech Contest Breakfast. Following an informal breakfast, nine of the finest speakers in the world will compete in the "World Championship of Public Speaking." They represent their clubs, areas, divisions, districts and regions and will seek the most coveted title in public speaking.

Closing Ceremonies — To follow the announcement of speech contest winners.



Keith R. Frost



Jack High, DTM



Richard Ward, DTM



Larry Wilson



Parries, ATM



LilyB Moskal



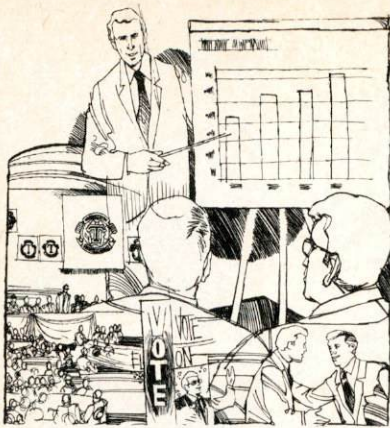
Robert L. Montgomery



Robert Blakeley, DTM



Evelyn Jane Davis



Toastmasters' 48th Annual Convention

August 22-25, 1979

Radisson Downtown Hotel

Minneapolis, Minnesota

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 1979-80.)

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 13.**

- _____ Member Registrations @ \$10 \$ _____
- _____ Joint Registration: Husband/Wife (Both Toastmasters) @ \$15 \$ _____
- _____ Spouse/Guest Registrations @ \$3 \$ _____
- _____ Youth Registrations (9 years and older) @ \$2 \$ _____
- _____ Tickets: Golden Gavel Luncheon @ \$9.50 (Wednesday, noon, August 22) \$ _____
- _____ Tickets: "Theater of Seasons" @ \$16.50 (Thursday, Dinner, Dancing and Program) \$ _____
- _____ Tickets: President's Dinner Dance @ \$16.50 (Friday, Dinner, Dancing and Program) \$ _____
- _____ Tickets: International Speech Contest Breakfast @ \$5.75 (Saturday) \$ _____

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

Club No. _____ District No. _____

(PLEASE PRINT)

NAME _____

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: _____

Order form for special event tickets (tours) will appear in the next issue of **The Toastmaster**.

Mail to: Radisson Downtown Hotel, 45 South Seventh Street, Minneapolis, Minnesota 55402. (612) 333-2181. Reservation requests must reach the hotel on or prior to August 8, 1979.

Please reserve _____ single room(s) at \$34 (one person)

Please reserve _____ double room(s) at \$42 (two people; one bed)

Please reserve _____ twin room(s) at \$42 (two people; two beds)

Please reserve _____ twin/double at \$48 (two people; two double beds; \$9 each additional person)

Suites are available starting at \$90 per day. Please contact the hotel for specific information. 7% state/local sales tax will be added to rates. All rates are European Plan (no meals included).

I will arrive approximately _____ a.m. _____ p.m. on August _____, 1979.

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Robert L. Montgomery — Renowned Speaker, Consultant and Management Trainer

"Communication failure is a major cause of people failure. . ."



Robert L. Montgomery has come a long way since he first joined Toastmasters at the age of 22 — nearly 30 years ago. At that time, he was working his way through college as a radio announcer, news-caster and emcee. The youngest member of First Wisconsin Club 28-35 in Eau Claire, he knew he had the potential to become an exceptional speaker, but lacked experience and confidence — shortcomings that became most painfully evident when he was called on to give an impromptu speech.

Those who know the Robert Montgomery of today find it hard to believe he was ever anything but a dynamic, magnetic and brilliant speaker. He is now internationally known as a speaker, consultant and trainer specializing in communication, public speaking, memory, sales and listening. During the past 25 years, he has taught more than 100,000 men and women, conducting courses in more than 50 countries for all levels of management.

Montgomery, who will speak at Toastmasters' International Convention in August, is considered a pioneer in training with videotape. He has written and recorded a number of tapes and films on communications.

In addition to producing a best-selling audio cassette series on effective speaking, memorization and listening, he recently wrote his first book — *A Master Guide to Public Speaking* — which was selected as a

1979 Book of the Month choice by MacMillan Publishers. His second book, *Memory Made Easy*, is scheduled to be released later this year.

While going from one successful endeavor to the next in his career as a speaker and consultant, Montgomery has remained active in Toastmasters, finding club meetings a comfortable and enjoyable setting in which to practice and refine his communication skills.

Montgomery went from the Wisconsin Toastmasters club to Christopher Toastmasters Club 958-6 in Minneapolis, Minnesota, his home town. When he moved his business headquarters to New York, he joined Roundtable Toastmasters Club 1041-46 in New York City and remained active in that group until he moved back to Minneapolis last year to set up a new headquarters for his consulting firm, R.L. Montgomery and Associates.

Although his business is based in Minnesota, Montgomery spends most of the year traveling from one seminar to another, often working around the clock without weekend breaks. To avoid long separations from his family, he usually takes his wife and five-year-old daughter with him on these excursions throughout the world. But he hasn't yet found a way to stay active in Toastmasters while on the road, so he's serving the organization in his own personal way — by taking advantage of every opportunity to encourage others to join.

Why has Montgomery been so dedicated to Toastmasters for so long? Montgomery jumps at the chance to answer that question. It's one of his favorite subjects, and his enthusiasm builds as he speaks quickly and forcefully in a deep, rich voice.

"I've always felt that every part of a Toastmasters meeting was vital for complete development of the individual — speaking, listening, thinking and officiating as an officer or table topics master," he says.

Montgomery firmly believes that if you can communicate effectively, you can become successful.

"Communication failure is a major cause of people failure," he says. "From the audience point of view, there are three kinds of speakers — those you listen to, those you can't listen to and those you can't help listening to. Toastmasters puts men and women into the third category."

While helping individuals reach their personal self-development goals, Toastmasters also serves a vital role in society, Montgomery notes: "Toastmasters not only trains men and women to speak up confidently for their own success, it also enables them to speak out for personal and human rights in their communities and countries. Freedom is a two-sided coin. One side is opportunity; the other side is responsibility. Wherever we live in the world, we need citizens who are unafraid to speak up to protect our rights." ■

Tactful Answers for Hostile Questions

Q I recently had a disturbing experience while fielding questions from an audience of nearly 800 people. The problem came up when a member of the audience attempted to pull me into a debate so he could air his own views. How should such a predicament be handled?

A To begin with, it's very hard to conduct a good question-answer session with an audience that large. If you do decide to invite questions from such an audience despite its size, you can gain more control over the situation by setting a time limit and asking listeners to submit written questions following your talk. With written questions, you can avoid repetition and eliminate inquiries from attention seekers.

It's best to avoid debating with a member of the audience. Cut off the dissenter as politely as you can. You might thank the individual for responding but state firmly that you haven't discovered evidence to support his or her claims.

On the other hand, don't be arrogant or impatient with someone who challenges your statements. Give a general response, then advise the individual to study the subject further if more information is desired.

In a public meeting situation, be sure to repeat questions so everyone in the audience will know what has been asked. By repeating the questions in your own words, you also can make sure you have interpreted them correctly. It's a check on both your hearing and comprehension.

Give priority to those who are attempting to ask a first question. Don't call on the same questioner twice if others have inquiries.

If you don't know the answer to a question, admit it. Don't apologize. Don't guess. And don't be evasive.

One error during the question-answer session can significantly reduce the overall impact of your speech.

Two other important points to remember: Don't cause a questioner to lose face by making a witty remark at his or her expense. And hold your temper — no matter how rude a questioner may seem.

Memorable Endings

Q Can you offer some tips on how to end a speech effectively?

A Many speakers consider the closing to be the most important part of a speech because the final thought is usually the one listeners ponder — and remember — after they leave the speaking event. The best methods for closing a speech effectively are the following:

- Summarize the main ideas presented in the speech.
- Restate your major point or theme.
- Urge the audience to take action.
- Share an inspiring poem with your listeners.
- Present the moral of your story.
- Tell an anecdote that illustrates your main point.
- Show a descriptive visual aid.

Speaking Confidently — Without Notes!

Q What are the benefits and pitfalls of speaking without notes?

A The benefits are many. When you don't use notes at the lectern, the audience perceives you as a confident, sincere speaker. The audience is more attentive and interested in your speech because you are able to use gestures and eye contact more effectively.

However, there are also many pitfalls. For instance, if you aren't

well prepared, you may forget your speech. Mumbled words, awkward pauses and hurried delivery are common mistakes. The audience loses interest when you lose your train of thought, and you may be forced to excuse yourself and leave before you finish the speech.

There are some guidelines to help you decide whether or not it's really practical to give your speech without using notes. The length is the most important factor. You can give a five or 10 minute speech without notes, but it's impossible for most of us to talk for as long as 30 minutes without referring to some written cues.

Purpose is also crucial. Narrative and speeches about personal experiences lend themselves to presentation without notes because they work best when delivered informally. But notes can be an advantage when you are giving a persuasive speech. It's vital that you know your time limit and your purpose before deciding to go to the lectern without speech notes.

There's no doubt that giving a speech without the use of notes is difficult. It's a goal that can be attained by preparing strong outlines, giving yourself enough time to practice and rehearse the speech and being sensitive to the needs of the audience. That makes people want to listen to your speeches with genuine interest. ■

These suggestions on speaking without notes were provided by Paul P. Fischetti, member of Rochester Club 476-65, Rochester, New York. The answers to other questions in this column have been written by experts on Toastmasters World Headquarters staff. If you have any questions related to public speaking, send them along with your name, address and club or district number to Toastmasters International, Publications Department, 220 N. Grand Ave., P.O. Box 10400, San Ana, CA 92711. Attention: Speakers Forum. —Ed.

Don't let speakers mislead you with arguments based on illogical reasoning. Listen critically and you'll be able to avoid these word traps.

How to Avoid the Pitfalls of Illogical Reasoning

by Vivian Buchan

We're all inundated every day with a variety of subtle and direct appeals for our money, support, votes, cooperation. And, either by accident or design, those who make these appeals often try to influence us by using illogical reasoning.

How can you avoid stepping into these word traps? The best way is to become aware of fallacies in reasoning that misconstrue the issues under discussion.

Communication is difficult at best, but when it involves a deliberate or unconscious attempt to sway us it can become demagoguery. False claims, prejudices and illogical reasoning are dangerous because they lead us astray. As listeners, it's up to us to identify and dismiss those misleading arguments. And as responsible speakers, we should be wary of using such arguments ourselves, either intentionally or inadvertently.

Fallacies in reasoning fall into two categories. First, there are devices used to evade the question by "ignoring" it or "begging it." And secondly, there are oversimplifications that tempt us to jump to conclusions without considering all pertinent factors.

Evasive devices include name calling, the straw man, begging a question, extension, the circular argument and shifting the burden of proof.

Name calling is known as *argumentum ad hominem*, which is an attempt to scuttle a plan of action by attacking the character of the person supporting or proposing it. Consider this comment, for example: "Mr. Black asks me what's wrong with compulsory medical in-

surance. I can tell him what's wrong. It's a half-baked plan cooked up by him and those socialists he runs around with. Those men will do anything to turn the American economy into a dictatorship."

Black's ideas are dismissed as worthless through this attack. But the issue of compulsory medical insurance hasn't even been considered.

The *straw man* device involves a shift from a question under discussion to an unrelated subject. For example: "My boss criticized a memo I sent him because he said he couldn't understand it. I'd used two negatives in one sentence and that confused him. Any educated person knows that when you multiply minus "A" by minus "B" you get a

Oversimplifications tempt us to jump to conclusions without considering all pertinent factors.

positive quantity. And that's a mathematical law that holds true in English, Latin, Greek or Chinese."

The shift from the English language to mathematics ignores the question by setting up a "straw man" that leads the discussion into a field that has no bearing on the subject at all.

Jumping to Conclusions

Begging a question is a tactic that is evident when one or more of the facts being used to persuade are assumed to be true without proof. For instance: "Dad, you don't need to worry about lending me \$5000 to get my business started. Just as soon as the profits start rolling in, I'll pay you back with interest."

Dad is being asked to assume the business will show quick profits, but that's exactly what's worrying him. Junior is asking his dad to base a decision on an unproved assumption.

Extension in illogical reasoning occurs when an argument is stretched beyond the intention of the speaker and then attacked from the extended form. For instance, "You say that because spanking a child sometimes does as much harm as good, you shouldn't spank a child at all?"

This isn't what the speaker meant at all, but he's put on the defensive and forced to meet a challenge that attacks an argument in an extended form. This also is an effective example of how someone can set up a straw man and then try to tear it to pieces instead of facing the issue head on.

Listening to a *circular argument* is like watching a dog chase its tail. The argument goes round and round, like this: "Much of the talk about spending money for slum clearance is based on the fallacy that if we provide nice homes for those slum dwellers they'll suddenly become responsible. But that's putting the cart before the horse. The way they live proves that. If they had any initiative or desire to better themselves, they'd be living in better conditions."

The argument is that slums are caused by shiftless tenants because shiftless tenants cause slums. Logical reasoning? Hardly. Yet this type of circular argument is commonly used, and people are swayed by such illogical reasoning.

A *shifting of the burden of proof* occurs when the opponent is asked to

disprove an assertion. Inside and outside courtrooms the policy is that the one who asserts must prove. But far too often we find ourselves embroiled in a situation like this:

"There's got to be life on other planets."

"Can you prove it?"

"Well, can you prove there isn't?"

The person saying that life exists on other planets has "begged" the question by shifting the burden of proof to the challenger.

Oversimplifications

Now we come to the second category of fallacies in reasoning: hasty generalizations, stereotyping, inadequate causal relationships, either-or alternatives and trivial analogies. All are oversimplifications that result in illogical conclusions because they hinge on but one facet of a complex problem.

People make *hasty generalizations* by declaring that what's true in one situation is going to be true in all situations. For example: "Women; just don't have the business sense

that men do. We've got 12 women and 10 men in our investment club. The four persons making the best investments last year were men, and the four poorest investments were made by women."

Does the investment record of one club prove that all women lack business sense? And is the conclusion valid? A comparison of the median score of the men with the median of the women would be far more conclusive. It might prove that in this one investment club the women did lack the judgment shown by the men. But, then again, it might not.

Stereotyping is one of the most common ways of making a complex subject seem deceptively simple. We unconsciously believe the traits of people in one group apply to every person of that group.

What's your immediate reaction to words like these: mothers-in-law, women drivers, jocks, bartenders, artists, taxi drivers, feminists. Remembering that it takes just one exception to destroy a stereotype

should make us more cautious about lumping people into rigid categories.

The intelligent person knows that all mothers-in-law are not alike. But how often do you hear, "Of course she doesn't like me. She's my mother-in-law, isn't she?"

Or, "Of course, she can't keep her cool if she's in an accident. She's a woman driver, and you know what they're like — rattlebrained and emotional."

Inadequate causal relationships also ignore the complexities of a problem. For example: "My spelling is awful. But how can I help it. Both my parents were lousy spellers, so come by it naturally.

The parents may have contributed to this individual's spelling problem, but there certainly are other reasons for it as well.

The following statement also is based on an inadequate causal relationship: "I got fired simply because that new assistant to my boss didn't like me. He was out to get me from the first day he started to work."

Even if the assistant didn't like the man (not proven), the employee's inefficiency, insubordination, absenteeism and other factors could have contributed to the decision to fire him.

The person who uses the *either-or fallacy* draws an illogical conclusion by declaring that there are only two ways to go. Very few situations are that simple. You should hear all the alternatives before reaching any decision. Examine the faulty reasoning in this statement, for example: "There can only be one boss in the family. Either the man will be boss or the woman will. The only thing to do is to make it clear at the start that the man's the master. Or if he isn't, the wife will be. And you know how that works!"

This argument ignores the third alternative: Nobody should be boss. So it's not necessarily true that if the man isn't the boss, the woman will be.

Misleading Illustrations

Analogies are useful for illustration, but they can be misleading when used to persuade in an argument. Time-worn cliches such as "You can't teach an old dog new tricks" are sometimes not even true. In this case, it's been proven that the mental ability of an 80-

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...-old can equal that of a 30-
...-old. So you can teach an "old
...g" new tricks.

The following analogy is another
...t sounds logical, but proves to be
...sleading when analyzed: "The
...gument that football is a dan-
...erous sport is disproved by the
...ath rate — not total deaths but
...aths per thousand — among high
...hool, college and professional
...ayers. It's much less than the
...ath rate of the total population."

This argument ignores the fact
...at football players are young,
...eorous and healthy. They would
...ormally be expected to have a
...wer death rate than the total
...pulation, which includes the aged
...d severely ill persons. The argu-
...ent is illogical because the two
...roups are in no way analogous.

Ready to take a quiz to see if you
...an detect the fallacies in reasoning
...the following statements? Check
...ur answers with those at the end
...of the test.

1. The papers say Senator Blank
...on by a landslide. There's some-
...ing fishy some place. I checked

Stereotyping is a common fall. We unconsciously lump people into rigid categories. . .

...th my friends and neighbors and
...y two voted for him.

2. We wouldn't have all these
...urs, strikes, riots and crimes if
...eople would only turn to religion.

3. I hear their first-string quar-
...rback made straight "A's" all
...rough college. Can you imagine
...at?

4. Habitual eaters lack will-
...wer, which is why they eat
...mpulsively.

5. Man, was I surprised when I
...round the city engineer was a
...oman.

6. There are as many men as
...omen, but movie stars get mar-
...ed as often as they please. There-
...re the only reason some girls
...n't get married is that they don't
...ake themselves attractive to men
...e movie stars do.

7. Dad, I think you're making a
...take if you take out a big insur-
...ce policy. The mortality tables
...ow you have a life expectancy of
... and you're only 44 now. That
...eans you can expect to live an-

other 25 years. In four years, both
Joe and I will be out of college and
self-supporting. If you postpone
buying insurance until then, it's
going to be easier to pay the
premiums.

Okay. How did you do? Here are
the fallacies in reasoning that led to
those illogical conclusions:

1. A hasty generalization as-
sumed that one small sample is
typical of the entire electorate.
Friends and neighbors are likely to
share the same political prefer-
ences, so they would undoubtedly
vote the way the speaker did.

2. The causal relationship is an
oversimplification. The causes of
wars, strikes, riots and crimes are
far too complex to be dismissed
with one sweeping generalization.

3. Stereotype. The speaker has
assumed that football players are
muscle-bound boneheads who don't
get high grades.

4. Circular argument: Lack of
willpower causes habitual eating, so
habitual eating is caused by lack of
willpower.

5. Stereotype: A woman can't do
a man's job simply because she's a
woman.

6. Hasty generalization: Movie
stars are not typical, so basing an
argument on their marital records
draws a conclusion based on an
invalid generalization.

7. The son is begging the ques-
tion. What guarantee does Dad
have that he'll live another 25
years? He could die within the next
four years. Statistical averages
should not be applied to individuals.
To do so is to reason illogically.

Why should you learn to recog-
nize fallacies in reasoning? To pro-
tect yourself from being swayed by
propaganda. You may not be more
popular when you've learned to
puncture illogical reasoning, but
you will be a better listener. You'll
also be more respected as a speaker
because you won't reason illogically
yourself. ■

*Vivian Buchan received her bachelor's
degree in English from Coe College in
Cedar Rapids, Iowa, and her master's
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Buchan is a former member of the faculty of
the University of Iowa, where she taught
expository writing, public speaking and
literature.*

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Without it. . .



You're just
another face
in the crowd!

Joe Griffith's humor can't be buttoned down. Nor may it often be written down. Or imitated. It's as volatile as dry ice, valuable only under the impact of Griffith's unique method of delivery.

Griffith's one-of-a-kind brand of humor has made him extremely popular on the speaking circuit. Last year he gave at least 140 speeches at conventions and sales meetings. And this year he's in even greater demand, with his nationwide appearances keeping him airborne several times a month, either in a commercial liner or in his own twin-engine Cessna.

What makes this 37-year-old Texan so funny and so sought after as a speaker?

He doesn't know. Really. "I just do it and it works," he says. "I just know how to do the right thing at the right time. Just something I was born with, I guess."

End of interview? No. Griffith is talking about an innate talent — his "funny bent," if you will, the "knack" possessed by anyone who can make people laugh.

"You've got to be a basically funny person before you can develop all of this," says Griffith. "You've got to think funny. If you think funny, all the other things — words, inflection, timing and so on — develop through experience."

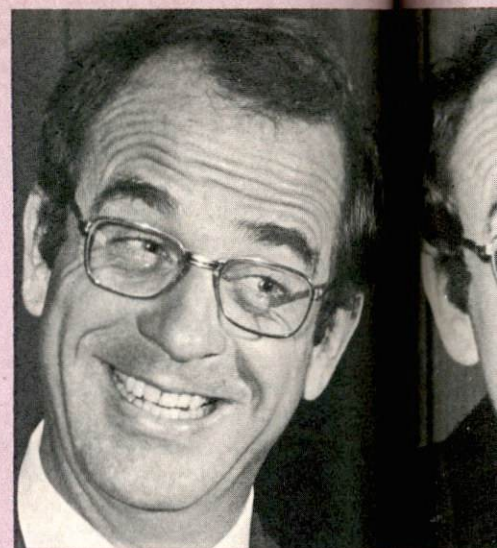
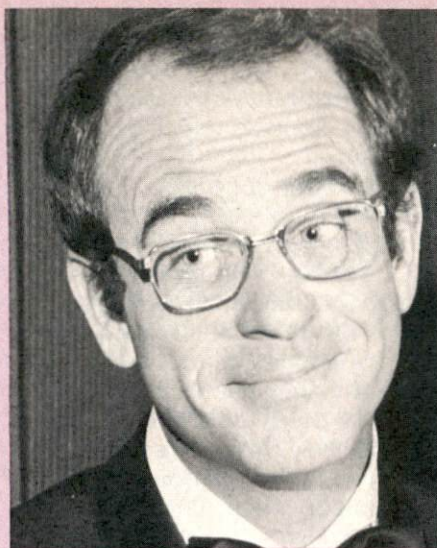
Griffith's technique can be broken down into the following eight integral parts: jokes versus humorous thought-provoking observations, rhythm, funny words versus not-so-funny words, the seriate order of laugh-getters, the ad lib, blend lines or segways, gestures and experience and confidence.

Meaningful Observations

You can't steal a joke from Griffith because he doesn't tell any, at least not in the story telling sense of the word.

"Be an observer, not a storyteller," he says. "Anyone can tell a funny story if the story is funny. They can even mess it up a little bit and it'll still get a laugh or two.

"But there must be an underlying value to what the humorous speaker says. He makes meaningful



You have to be a basically funny person to make other people laugh. If you use your humorous instincts and think funny, the rest will come with experience. . .

Thinking Funny— Joe Griffith's Special Brand of Humor

by Parkes Robinson

observations about life in a humorous way."

Griffith offers this line as an example: "I can remember when the Catholics and Baptists hated each other. (Pause) It was just part of being a Christian."

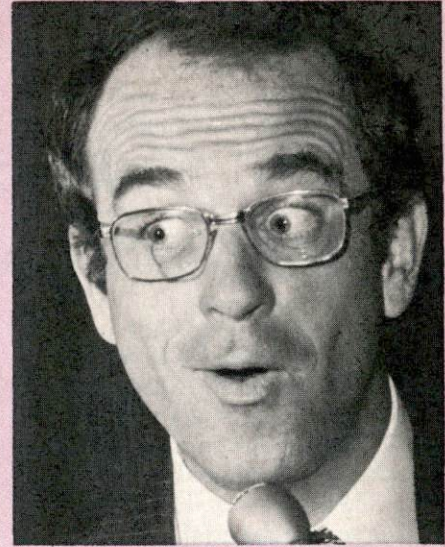
"Now that line says a lot," notes Griffith. "And it always gets a laugh. A big laugh. But most speakers would have presented this funny idea in joke form: 'Did you hear about those two Christians walking down the street. . . See the difference? The audience doesn't know I'm going to tell a joke until it's been told.'"

When Griffith discusses "rhythm," he's not just referring to

the sense of timing that's essential to good speechmaking. He's also talking about accent and meter:

"I can say something rhythmically that someone else with a different American accent can't say rhythmically, or vice versa. It depends on where you come from. . . something the humorous speaker learns through experience. It's something you learn by speaking, watching and listening, not by reading.

"'Motorcycle' is a funny word," Griffith continues. "So is 'Winnegao.' When I'm in Oklahoma I pick 'Ponca City.' It's funnier than 'St. Water' or 'Muskogee.' Some words are just funny on their own. For



For example, 'Cleveland' is funny, but 'Chicago' and nobody laughs. The difference is knowing that Cleveland is funnier than Chicago."

Johnny Carson uses this technique very effectively, Griffith says. "Carson hardly ever says 'underwear.' He says 'shorts.' That's a funnier word.

"Words with x's, l's and k's are funnier than other words. 'Six' has a rhythm to it that 'eight' doesn't have. Innately, you've got to know that."

A Sense of Rhythm

Some words are just plain funny and have rhythm too. For example, Griffith says: "A girl's name I use in a wedding routine is 'Modine Gunch.'" (Now he affects a nasal twang.) "I got a letter inviting me to her wedding. It said, 'Mr. and Mrs. Sydney J. Gunch gratefully announce. . .'"

"Now 'Mr. and Mrs. Sydney Gunch' isn't near as funny as 'Mr. and Mrs. Sydney J. Gunch.' See the difference?"

Much of Griffith's humor lies in how he says it, not what he says. His gestures and reflexes — some natural, some learned and refined through experience — play a very important role. Often, he's not aware of what he's doing, but he knows he's doing it right. His voice rises and falls as he describes the wedding invitation, lending voice inflection and therefore more humor to "the Gunch's gratefully announce. . ."

Griffith, who writes all his own material, often makes humorous

observations about very serious subjects, using funny words to represent grim ones. For example:

"President Carter wants to build a neutron bomb, which I'm against because it kills people but doesn't destroy property. Which means after it bumps you off, you still got to make payments on your car."

This joke is funny, but much funnier when Griffith delivers it in person. Notice his use of "bumps" instead of the more serious synonyms — "kills" or "destroys." It's a choice of words combined with ges-

"If you don't have confidence in your jokes, your audience won't have confidence in you. . ."

tures and voice that make Griffith uniquely funny.

But there's even more to his technique than that.

"The funny observation (what Griffith means by 'joke') is not as important as the build up to it," explains Griffith. "It's easier to get a belly laugh if you've had them giggling and chuckling along the way. Knowing how to arrange these laugh-getting lines within a speech comes from the experience of speaking and listening to others speak.

"I try to organize my laughs. A giggle, a giggle, a chuckle, a chuckle, a laugh, a belly laugh. Then I start all over. I work for that belly laugh every 'x' number of minutes or so."

Griffith is a master of the ad lib, a

speech device he believes is at first spontaneous, then instantly recallable.

"I had a waitress once come in and start clearing the head table during my speech. I looked over there; not sure what I was going to say. I'd never been in this situation before. Then I said to the audience: 'Have you all met my wife?' The audience applauded and cheered."

Griffith says this situation hasn't reoccurred, but if it does, he knows the ad lib he used successfully once will automatically slide into his memory.

Smooth Transitions

Just as important as the funny line to a successful humorous speech is the process of getting from one joke to another using devices Griffith calls "segways."

"You must get from one line to the other without the people knowing you've moved," explains Griffith. "The segway, or blend line, gets you from one subject to the next and the good one does it almost imperceptibly."

For example, one of Griffith's observations about hospitals ends with the story of what happened to a dead man who was rushed to an emergency room: "They vaccinated him against German measles. (Now the segway. . .) I don't know where he's going, but I don't think he's going to Germany. However, if he belongs to the right church. . ."

"The audience doesn't realize I've taken them from Point A to Point B," he explains. "I work at segways so mine will sneak up on the audi-

ence." Griffith says he learned the segway technique by watching other speakers perform.

Griffith offers this additional advice to aspiring Toastmasters:

- *Trim your speech.*

"People today want fast-paced humor," he says. "It's a fast-paced world in which we live. We fly 700 miles an hour and drive 75 — if the cops aren't watching. People don't have time; they want that quick keep-us-jumping type of humor. Don't talk 20 minutes about your home town," he explains.

Griffith uses no notes when he speaks, and he never has. But when he first started out he taped all his speeches and typed them out word-for-word.

"I would go through and cut out all I could, tightening it up as much as possible, cutting out all the 'ahs' and 'you knows.' I would time laughs. Move them around. Reorganize all of them, trying to turn a three-second laugh into a six-second laugh."

- *Keep it clean.*

Griffith's humor never offends anyone. It's planned that way. He's Mr. Clean to all who have heard him; in fact, clean unoffensive speechmaking is his calling card.

"If I speak to a convention and a guy representing a local chamber of commerce hears me, it makes all the

difference in the world if I offend him with any of my humor. If I do he just won't invite me to speak before his group. He's not going to come up to me and ask: 'Will you speak to my group but leave that one joke out?'"

- *Put nobody down but yourself.*

Griffith often puts himself down. And there's a good reason for it.

"Putting yourself down puts the audience on your side," he explains. "And just as importantly, it gets the audience's attention."

"When I'm being introduced, I'm thinking about how I can put myself down. If the person introducing me overdoes it, that's fine because it's funnier when I stand up and immediately put myself down."

- *Discover by doing.*

"A lot of humor comes from just doing humor over and over," says Griffith. "You find more humor in a situation each time you relate it."

"It's spontaneous, this new humor. You get better laughs than you've gotten before. It comes from just being in front of an audience. There's no substitute."

- *End on a serious note.*

"That's not my idea," says Griffith. "Bob Hope does it. Red Skelton does it. They all do it."

"When you make people laugh you've got their emotions. That's the power of being a humorous

speaker. But you don't get standing ovations for making them laugh for 45 minutes. You get it because the enjoyed you and you drove home a serious but very beautiful point at the end."

- *Keep talking.*

"Talk free every chance you get. Griffith advises. "Do it free until someone comes up to you and asks 'How much would you charge to talk to my group?'"

"But remember," he cautions. "When you're not charging, you may experiment. But when you start speaking for the big money, the pressure's on. You've got to be real careful where and when you try out new material."

- *Acquire confidence.*

"Confidence is the all important element of successful humorous speaking," says Griffith. "If you don't have confidence in your jokes your audience won't have confidence in you. Confidence comes from experience before an audience."

"And, from nowhere else." ■

Parkes Robinson is a member of The Big Toastmasters Club 713-25 in Dallas, Texas. The head of his own public relations/publicity agency, he has written articles for such magazines as Success Unlimited, Sunday and Dallas.

Toastmasters Hires New Finance Manager

Don Smith, a 40-year-old Southern California accountant, has joined Toastmasters' World Headquarters staff as manager of the Finance Department.

Smith, the former manager of corporate accounting for TRW Information Services, replaces Herbert C. Wellner, who retired recently after holding the top finance position at World Headquarters for 20 years.

Smith, who studied accounting at USC and Los Angeles City College, comes to Toastmasters with 17 years of experience in top-level accounting positions at major firms. He has been employed as manager of finance and administration for Divajex, a national manufacturing concern, and as general manager

and controller for the Disabled American Veterans of Orange County.

During off-work hours, Smith keeps busy as vice president of the Mission Viejo Nadadores, the



Don Smith

world's largest AAU swim team. Smith, director of meet operations for the team, organizes and referees events that attract Olympic-caliber swimmers. (The Nadadores sent swimmers to the last Olympics.)

Smith's interest in competitive swimming is heightened by the accomplishments of his 13-year-old daughter, Melissa. While competing in the 12-year-old age division last year, Melissa won national championships in three freestyle events. And Smith and his wife, Joyce, are hopeful that their daughter will go on to even greater achievements in the future.

In addition to his swimming activities, Smith also finds time to stay active in community service groups such as the Kiwanis Club, which proves he has a great deal of energy as well as expertise to bring to his new job at World Headquarters! ■

When the International Directors held their midyear meeting at World Headquarters recently, they found many reasons to be optimistic about the future. . .

The Midyear Perspective: Directors Elated by TI Advancements

After long hours in study and planning sessions, Toastmasters International's 21 directors were exhausted when they arrived at World Headquarters last February for the culmination of a three-day midyear meeting. But the fatigue didn't show in their faces as they chatted with each other informally in the lobby and then moved to the board room to talk business. Their expressions were animated, reflecting a mood of optimism that prevailed in all the work sessions held during the three-day period.

President Hubert E. Dobson, DTM, who presided over the board as the directors reviewed Toastmasters' administrative and educational programs, recently reflected: "It was one of the most constructive and harmonious meetings I've ever attended. I'm excited about the future growth potential of our or-

ganization because top people are working together toward that end with a team spirit."

The directors came together with a common purpose in mind — to evaluate Toastmasters' current programs and to discuss ways of improving and expanding the services offered to members.

One of the most significant accomplishments of the meeting was the Board's decision to support educational advancements. . .

Dobson says one of the most significant accomplishments of the meeting was the board's decision to support educational advancements through completion of a new Advanced Communication and Leadership Program. The program is considered a high priority by the board

because the manuals it includes are designed to meet the specific needs of individual members.

The board approved the concepts behind the five manuals initially planned for the new series and recommended the addition of a sixth manual, to be called *Speeches by Management*. That manual, which will discuss speaking in the work environment, is expected to be completed by September, 1980. Two other manuals in the series also will become available at that time — *The Discussion Leader* and *Speciality Speeches*. The other three — *Speaking to Inform*, *The Entertaining Speaker* and *Public Relations* — already are available. All are designed for Toastmasters who are working toward ATM status.

With these manuals, Toastmasters International branches out into a new field of speciality publications, and this trend was strongly en-



DOWN TO BUSINESS — In the first session of the three-day midyear meeting, International Directors study reports offering encouraging news about Toastmasters' progress so far this year and the outlook for the future.



ON TO THE FINISH — After checking out of the hotel where most of the work sessions were held, meeting participants arrive at World Headquarters for a final discussion in the official board room. Pictured, from left to right, are: Past International President Durwood E. English, DTM; Senior Vice-President Eric K. Stuhmueller, DTM; Second Vice-President Patrick A. Panfile, DTM; and Assistant Executive Director J. William Venable.

dorsed by the directors, who are eager to expand educational opportunities for all Toastmasters.

A variety of other important topics were discussed during the board meeting. A summary follows:

Presidential Travel

President Dobson reported that he had visited 11 districts since August, spending a total of 49 days on the road. During that time, he had opportunities to give speeches attended by a total of more than 2500 Toastmasters and 900 non-members.

Dobson met with leaders in business and industry, service and civic clubs and educational and religious organizations, receiving a warm welcome wherever he went. Often, local newspaper reporters were among those who greeted him and the result was an increase in local newspaper publicity for Toastmasters.

Dobson concluded that these presidential visits increase visibility for all Toastmasters, stimulating interest among nonmembers as well as members. He also reported on some observations he made while traveling, noting that the majority of districts he visited have excellent leadership capabilities and, therefore, great capacity for success.

Executive Director's Report

Executive Director Terrence McCann presented a written report covering all operations, activities and programs of Toastmasters International for the July 1, 1978 through December 31, 1978 reporting period. That report included the following news:

- Total membership is increasing steadily and new club growth is also well above last year's mark. In the last complete semiannual reporting period (April-September 1978), per capita fees were received from 70,427 Toastmasters. For the same period in 1977, the figure was only 64,364. As of December 31, 1978, there were a total of 3474 active clubs compared to 3277 in 1977.
- The realization that the basic manual is the foundation for development and success is reflected in the small but steady rise in CTMs awarded during the period between July and December 1978. That figure was 1315 in 1978 compared to

1299 in 1977.

There also was a steady rise in ATMs, up from 393 to 407, and a more dramatic percentage increase in DTMs, up from 46 to 63.

- Participation in Speechcraft is climbing steadily, with 298 programs completed in 1978, an increase of 35 programs over the previous year. Growth in the Youth Leadership program has slowed somewhat after a large increase in 1977. However, participation is expected to increase in 1979 as a result of coordination between the YLP and the Boy Scout Merit Badge Program.

- The number of clubs outside the United States and Canada increased from 307 to 346. Strongest club growth by country occurred in South Africa, the Philippines, Australia, New Zealand and Germany. Clubs were added for the first time in Austria and Bolivia.

- Forty of the 66 districts are maintaining the number of clubs equal to or exceeding the number needed to reach their goals for the year. Eight districts have already reached or exceeded their speech completion goals for the year, and 13 districts have met or exceeded their ATM completion goals. Many others are well on their way to achieving the goals they must reach in order to be designated as Distinguished Districts.

TI Bylaws Amendments

A proposed bylaws amendment that would allow Toastmasters clubs to lower the minimum membership age requirement from 18 to 16 failed to win support from the Board of Directors.

The directors gave two reasons for their decision to recommend that delegates at the Annual Business Meeting and Convention in August reject the amendment. First, they said, the amendment would not be appropriate because Toastmasters' programs and activities have been designed for persons 18 or older. Secondly, the board concluded that the amendment is unnecessary because Toastmasters already provides opportunities for teens to participate through the Youth Leadership program and the formation of Gavel Clubs.

The board also agreed to recommend passage of a proposed bylaws amendment that would clarify eligi-

bility requirements for director candidates. The amendment states that, to be eligible for a director's seat, a Toastmaster must have been active in a club in good standing during the 12 months preceding his or her nomination at the Regional Conference or International Convention. Furthermore, the candidate's club must be in the district that nominated him or her.

Additional Board Action

Other actions taken by the Board of Directors during its February meeting include:

- Adopted a revised Code of Ethics and Conduct to provide guidelines for all Toastmasters meetings, activities and presentations for members, clubs and districts.

- Reaffirmed TI policy calling for full attendance at all sessions and meetings at both the Regional Conference and International Convention.

- Established a policy stating that no nominating or seconding speeches for candidates at the Regional Conferences and Annual Business Meeting at the International Convention may be given by any current member of the Board of Directors.

- Proposed revisions to the Distinguished Club Plan, the Speechcraft program and to the Speech Contest Rules for 1980.

- Approved recommended changes in the Distinguished District Program for 1980 and in the District-Area Council Visitation and Area-Club Assistance programs.

- Discussed methods of expanding the marketing approach to club and membership building and of providing clubs and districts with additional tools for reaching growth goals.

- Explored additional ways of enhancing the organization's public image and of increasing its visibility.

- Continued for further study long-range objectives to review Toastmasters' present evaluation procedures and develop greater international growth outside the North American continent.

The next meeting of the Board of Directors will be held August 20-21 at the Radisson Downtown Hotel, Minneapolis, Minnesota. ■

Hall of Fame

TM

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

J. Mihalka
Westwinds 2436-F, West Covina, CA

Robert P. Irons Jr.
Copper Deer Valley 3625-3, Phoenix, AZ

Wayne McDaniels
Enterprise 1829-4, Salinas, CA

Russell L. Collins
Muncie 1096-11, Muncie, IN

Dwight Matheson
C.B. Communications 2114-24, Council Bluffs, IA

John H. Tschirhart
Weststar 1286-25, Fort Hood, TX

John B. Holden Jr.
Coybreakers 2899-25, Dallas, TX

Robert F. Wilkus
Park Forest 1717-30, Park Forest, IL

Harold E. Uttley
Queen City 1420-37, Charlotte, NC

E. Bohland
Mercury 2864-37, Winston-Salem, NC

Hiatt Ives
Magic Circle 1458-56, Houston, TX

Almos Walls
Mountain City 1266-63, Knoxville, TN

Joe Schultz
Monday Mumbler 2976-63, Chattanooga, TN

Ralph Murray
NAAP 3633-66, Radford, VA

James D. Garber
Lafayette 2678-68, Lafayette, LA

ATM

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

Kerry F. Sternberg
Business Mens 100-F, Santa Ana, CA

Gordon Boggs
Arcadia 115-F, Arcadia, CA

William J. Longfellow
Spokesmens 179-F, Westminster, CA

Arnold W. Strohkorb
Riverside Breakfast 1348-F, Riverside, CA

Lawrence R. Nielsen
Moreno Valley 2169-F, Sunnymead, CA

John H. Meursinge
Yorba Linda and Placentia 3425-F, Yorba Linda, CA

K.A. Filetti
Narrators 1398-1, Hawthorne, CA

Robin L. Lamrad
Atomic 1141-4, San Jose, CA

Ernest J. Iufer
Jet Stream 2624-4, NAS Moffet Field, CA

Harry E. Cush
Puc K Sters 3873-4, San Francisco, CA

L.E. Stubbs
Fireside 851-5, San Diego, CA

James E. Tucker
Elgas 1508-5, San Diego, CA

Gifford Hoskins
Fallbrook 2335-5, Fallbrook, CA

Richard Freimuth
Antlers 725-6, Minneapolis, MN

Harry W. Pearson
Motivators 2250-6, Minneapolis, MN

Victor H. English
Columbia Power 1086-7, Portland, OR

Glenn A. Kugel
Sundial 2586-7, Portland, OR

Keith Carpenter
Bend 2999-7, Bend, OR

Leland E. Maust
Bend 2999-7, Bend, OR

Richard C. Townsend
St. Clair 496-8, Belleville, IL

Donald A. Zebold
Tarsus 532-8, St. Louis, MO

Emmett LaFrance
Uptown 538-8, Quincy, IL

Arthur Hawman
Walla Walla 81-9, Walla Walla, WA

Ole Olfson
Lamplighters 449-9, Spokane, WA

William G. Watson
Internal Revenue Service 3149-10, Cleveland, OH

Rolf F. Rehe
Carmel 2182-11, Carmel, IN

Robert Richmond
Warsaw 2632-11, Warsaw, IN

Surendra Gupta
Will Rogers 645-16, Tulsa, OK

Charles R. Holt
Sooner 1615-16, Norman, OK

Glen Oliver
Highway Men 1692-16, Oklahoma City, OK

Michael Gribben
Top O The Mornin 3777-17, Butte, MT

John H. Hash
Top O The Mornin 3777-17, Butte, MT

Philip Eldred
Columbia 3755-18, Columbia, MD

William Shryock
APL 3624-18, Silver Spring, MD

Bessie Gerstenberger
Statemen 1937-19, Des Moines, IA

Ronald Saurdiff
Town & Country 404-20, Alexandria, MN

Millie Foley
Downtown 99-22, Kansas City, MO

Bruce Hodges
Suburban 1009-22, Johnson County, KS

Thomas Pursel
Albuquerque 122-23, Albuquerque, NM

Kennon Gene
University Park 2984-23, University Park, NM

James P. Sorenson
Paso Del Norte 3322-23, El Paso, TX

Lee Walters
White Rock 1495-25, Dallas, TX

Ward H. Cross
TX Farm Bureau Ins. Co. 3428-25, Waco, TX

James Langford
TX Farm Bureau Ins. Co. 3428-25, Waco, TX

James E. Carlson
Ft. Collins 375-26, Ft. Collins, CO

William Rivelli Jr.
South Suburban 1399-26, Littleton, CO

Floyd Edmondson
Morning Tour 2503-26, Casper, WY

Marvin Burke
Northwinds 3564-26, Denver, CO

Lawrence G. Nelson
Playground 1797-29, Ft. Walton Beach, FL

Horace William May
Visalia Breakfast 909-33, Visalia, CA

James McKnight
Toastmasters 57 1758-35, Elkhart Lake, WI

Rudy Pahl
Uniroyal 2510-35, Eau Claire, WI

Lysle Gray
Buzzard Pt. Speakers 259-36, Washington, D.C.

Linda S. Russell
Potomac 827-36, Washington, D.C.

Hall of Fame

Edna Beneze

Phenix 1152-36, Washington, D.C.

Edward Durham Jr.

Naval Gun Factory 1979-36, Washington, D.C.

Alexander Sadowski

Science Center 2133-36, Rockville, MD

George J. Hopkins Jr.

Mobility 3643-36, Ft. Belvoir, VA

Frank J. Kovac

Powermasters 3809-36, Gaithersburg, MD

Howard Whitney

Crystal Mall 3889-36, Arlington, VA

Gerald A. Keene

Rosslyn 3893-36, Rosslyn, VA

David M. Ward

Little Nipper 2749-38, Camden, NJ

Hugo Yannelli

Delaware County 3204-38, Springfield, PA

M. Christina Everhart

Ponderosa 559-39, Reno, NV

John A. Nicosia

Kit Carson 2299-39, Carson City, NV

Salvador Ruiz

Sierra Sunrise 2318-39, Reno, NV

Clyde Jundt

Capitol City 2998-41, Pierre, SD

Bert Jacobs

Burned Toast 3734-41, Rapid City, SD

Cornelous Davis

Amarillo 211-44, Amarillo, TX

P. Fredric Gastrock

1210 Toastmasters Club 3375-46, Bound Brook, NJ

Kenneth Todd Jr.

Palm Beach Noon 22-47, West Palm Beach, FL

Jean R. Bush

Pan Am Management 1652-47, Miami, FL

Burns Dendy

Dunedin 2166-47, Dunedin, FL

Robert C. Bidwell

Coral Springs 2445-47, Coral Springs, FL

Richard Rahming

BHMS Electricity Corp., 2829-47, FL

Robert Gelfand

Hollywood 3770-47, Hollywood, FL

Edward M. Light

Hollywood 3770-47, Hollywood, FL

Daniel J. Webster

Hometown USA 2162-53, Glens Falls, NY

Ishmae Kimbriel

Alzarfar Shrine 2180-56, San Antonio, TX

Roy L. Lee

Fort Mill 1370-58, Fort Mill, SC

H. Jethro Green

Monday Mumbler 2976-63, Chattanooga, TN

John A. Scott

Tuesday Toasters 3004-63, Kingsport, TN

Joe M. Lane

West Knoxville 3117-63, Knoxville, TN

Donald Milne

Pubspeak 2196-64, Winnipeg, Man., Can

Walter Anderson

Rochester 476-65, Rochester, NY

James Cotter

Turners 1264-65, Rochester, NY

Charles Neighbor

Roanoke 1011-66, Roanoke, VA

Howard Scheinfeld

Blueridge 1514-66, Charlottesville, VA

Don Miller Jr.

Forest Hills 3167-66, Richmond, VA

New Clubs

180-F South Coast Speakers

Costa Mesa, CA — Thurs., 7 a.m., Kaplan's Restaurant, South Coast Plaza (840-1563). Sponsored by Blue Flame 2717-F.

1083-F Twelve O'Clock High

Pomona, CA — Thurs., 11:30 a.m., General Dynamics Corp., 1675 Mission Blvd. (629-5111 ext. 8409).

1391 SCE Short Circuits

Long Beach, CA — Wed., 6:30 a.m., Southern Calif. Edison Co., 2800 E. Willow St. (435-1121 ext. 1254). Sponsored by Gavel Club 11-1.

92-2 Kent

Kent, WA — Tues., 7 a.m., Sambo's, 10110 S.E. 256th (852-2348).

3578-3 Sentry Speaks

Scottsdale, AZ — Tues., 7 a.m., Sentry Insurance, 9501 Shea Blvd. (994-7065). Sponsored by Voice of Motorola 2083-3.

3828-3 Speakeasy

Phoenix, AZ — Tues., 7:30 a.m., Pharmaceutical Card System, 2005 N. Central (257-1500). Sponsored by Park Central 3527-3.

1401-4 Speakeasies

San Francisco, CA — Wed., 11:30 a.m., West Coast Life Ins. Co., 1275 Market St., Boardroom, 12th floor (552-6200 ext. 203). Sponsored by Crownmasters 1133-4.

2697-4 FASAE

Daly City, CA — Wed., 7 p.m., Piccolo Cafe, 3 St. Francis Square (992-4246). Sponsored by Crownmasters 1133-4 and Power 3140-4.

699-5 Excelsior

San Diego, CA — Tues., 6:30 p.m., Seven Seas Lodge, Mission Valley Circle (464-6349).

904-6 Sports and Health

Golden Valley, MN — Thurs., 9:30 a.m., Holiday Motor Inn, Hwy. 55 & 100 (831-2666). Sponsored by Daybreakers 814-6.

520-8 Delta

Jefferson City, MO — Tues., 7 p.m., Missouri Correctional Facility Special Activities Room, Church Farm (751-2614).

3471-10 Kaiser

Cleveland, OH — Wed., noon, Kaiser Foundation Health Plan, 1100 Bond Court Bldg., 130 E. Ninth St. (621-5600). Sponsored by Internal Revenue Service 3149-10.

1039-19 HON Industries

Muscataine, IA — Tues., Elks Lodge No. 304, 413 E. Mississippi Dr. (264-7503).

2861-21 Salmon Arm

Salmon Arm, B.C., Can — Wed., 7:30 a.m., Salmon Arm Motor Hotel (832-4690).

2282-23 Ideal

El Paso, TX — Tues., 7:30 p.m., State Farm Ins. Agency, 5900 Trowbridge (598-6952). Sponsored by Eastwood 2152-23.

1756-24 "0630"

York, NE — Mon., 6:45 a.m., Chances Restaurant, 124 W. 5th (362-6681). Sponsored by NPPD 1029-24.

262-26 Probe

Denver, CO — Wed., 7 p.m., Porter Hospital, 2525 S. Downing (778-1955 ext. 1645). Sponsored by Titan 2368-26.

2642-26 Longmont

Longmont, CO — Thurs., 6 p.m., Aspen Buffet, 508 Main St. (776-2677). Sponsored by Boulder 769-26.

3229-29 Five Flags

Pensacola, FL — Thurs., 7 p.m., Western Sign Lin' Steak House, 5331 N. Palafox St. (456-5693). Sponsored by Ellyson 728-29.

3911-30 Quaker

Chicago, IL — Mon., 4:30 p.m., The Quaker Oats Co., Merchandise Mart Plaza (222-7722). Sponsored by The Quaker Oats Company 3766-30.

1625-31 Attleboro

Attleboro, MA — Tues., 7:15 p.m., Attleboro YMCA, 63 N. Main St. (222-0182). Sponsored by Providence 1330-31.

384-33 Sound Barrier

Edwards, CA — Tues., 11:30 a.m., NCO Edwards AFB (945-1389). Sponsored by Tehachapi 448-33.

3126-36 Walter Lee Bishop, Sr. Memorial

Washington, D.C. — Sun., 12:30 p.m., Dupont Park Seventh-Day Adventist Church, 395 Massachusetts Ave., S.E. (583-3973). Sponsored by Housing and Urban Development 1795-36.

Anniversaries

2-36 ICC
Washington, D.C. — Thurs., noon, Interstate
Commerce Commission, 12 and Constitution
Ave. (7788). Sponsored by Housing and Urban
Development 1795-36.

40 OCLC
Columbus, OH — Thurs., noon, OCLC, Inc.,
35 Kinnear Rd. (486-3661).

48 Flightline
Maxwell AFB, AL — Tues., 5:45 p.m., Maxwell
Federal Prison, Maxwell AFB (293-6132).
Sponsored by Wright Brothers 1564-48.

48 Cullman
Cullman, AL — Thurs., 7 p.m., Glove Res-
aurant, 710 2nd Ave., N.W. (734-9955).
Sponsored by Athens & Limestone 314-48,
Missessee Valley 960-48 and Mason Dixon
96-48.

52 T.G.I.F.
Los Angeles, CA — Fri., noon, Arco Plaza, 515
Lower St., Rm. 2332 (486-1661). Sponsored
by ARCO 616-52.

57-57 F.U.N.
Newmont, Union City, Newark, CA — Fri., 7:30
a.m., alternates with San Francisco Federal
Broadcasting and Teleprompter TV in Newark
(415-5723). Sponsored by Skywest 3137-57.

62 Power
Livonia, MI — Wed., 6:45 a.m., Consumers
Electric Co., 1945 Parnall Rd. (788-1219).
Sponsored by Jackson 807-62.

66-64 V.I.P.
Winnipeg, Man., Can — Mon., 6 p.m., Wilde-
wood Club, 761 North Dr. (284-6100). Spon-
sored by Skyliners 831-64.

66-64 Carillon
Winnipeg, Man., Can — Thurs., 7:30 p.m.,
Carillon Regional Secondary School, 190
Kenzie Rd. (326-9057). Sponsored by The
Carillon Club 2994-64.

68-68 Acadiana
Lafayette, LA — Tues., 7 p.m., Bonanza Sir-
ing Pit, 2944 Johnson (233-5576). Sponsored
by Lafayette 2678-68.

69-69 Brook
Brisbane, Qld., Aust — Mon., 6:30 p.m., Ever-
glades Park Hotel, Flockton St. (3514136).

6-U Bombay
Bombay, India — Wed., 6:30 p.m., Indo-Arab
Society Hall, Nagin Mahal, Churchgate
(34744).

2-U Borealis
Anchorage, AK — Wed., 7 a.m., Golden Lion
Restaurant, 1000 E. 36th Ave. (333-7284).
Sponsored by Aurora 750-U.

92-U MOLAVE
Manila, Metro Manila, Philippines — Wed.,
7 p.m., Club Filipino, Greenhills (61-98-28 or
61-45-62). Sponsored by Tambuli 2160-U.

45 Years
Quakertowne 19-F, Whittier, CA

35 Years
Progressive 264-16, Tulsa, OK

30 Years
Commodore 654-8, Decatur, IL
YMCA 719-15, Salt Lake City, UT
Bismarck 717-20, Bismarck, ND
Shreveport 718-25, Shreveport, LA
Dearborns Dynamic 726-28, Dearborn, MI
Port Angeles 25-32, Port Angeles, WA
Reading 714-38, Reading, PA
Community 39-40, Lawrenceburg, IN
Springfield 722-40, Springfield, OH

25 Years
San Bernardino County Employees 1166-F,
San Bernardino, CA
Pinnacle 1504-11, Mt. Vernon, IN
Lake Greenwood 1521-11, Crane, IN
Jaycee 1529-19, Cedar Rapids, IA
Metro-Speakers 1470-25, Dallas, TX
Mount Prospect 1500-30, Mt. Prospect, IL
University 1499-35, Milwaukee, WI
Metropolitan 1570-52, Los Angeles, CA
Tri-City 1579-57, Livermore, CA
Spartanburg 1453-58, Spartanburg, SC
Broadview 1569-60, Toronto, Ont., Can
Nashville 1565-63, Nashville, TN
Fulton 1515-65, Fulton, NY
Saclant Staff 1545-66, Norfolk, VA

20 Years
St. Joseph 1439-22, St. Joseph, MO
Daybreakers 2899-25, Dallas, TX
Northwestern 2946-37, Winston-Salem, NC
Piqua Evening 2671-40, Piqua, OH
Chinook 1448-42, Calgary, Alta., Can
Portsmouth 1094-45, Portsmouth, NH
Southwestern 2995-56, Houston, TX
Monday Mumlbers 2976-63, Chattanooga,
TN
Vital Words 2375-64, Winnipeg, Man., Can

15 Years
Mill-Braers 2168-4, Millbrae, CA
Hillsboro 881-7, Hillsboro, OR
Hi-Noon 3714-7, Salem, OR
Top O The Morning 3786-20, Fargo, ND
Telespeakers 2328-21, Vancouver, B.C., Can
Geo. J. Meyer Mfg. Co. 3795-35, Cudahy, WI
DSA 3772-36, Alexandria, VA
Peterborough 3427-60, Peterborough, Ont.,
Can

Electernics 2700-65, Rochester, NY
Cairns 3779-69, Cairns, Qld., Aust
Whitehorse 2219-U, Whitehorse, Yukon
Territory

10 Years
Fireside 851-5, San Diego, CA
Du Pont 1664-18, Wilmington, DE
Kettle Moraine 2098-35, West Bend, WI
Patent Office 2540-36, Arlington, VA
Jewel City 29-52, Glendale, CA
New Horizons 312-60, Toronto, Ont., Can
Southend-On-Sea 3749-71, Southend, Essex,
England

Classifieds

Employment Opportunities

Conduct profitable attitude, personal
growth seminars. Full/part-time oppor-
tunities. No franchise fee, no inventory.
Complete training. Free Information:
Attitudes, Box 141, Monroeville, PA
15146.

Self-Improvement

Writer's Whewletter — Can be your
help insurance against acute bland-
ness. Each issue's amazing variety of
clean but irreverent thinkabouts and
jauntily rebellious peeks at the world
thru woes-colored glasses are specifi-
cally designed to ignite your creativity
into explosions of wit and wisdom. Three
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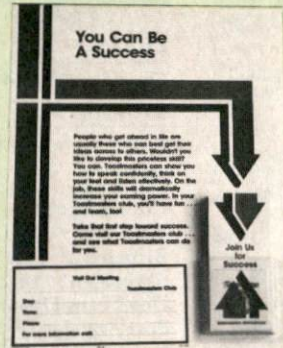
Spread the Word About Toastmasters!

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

367-368. New TI Posters. These eye-catching works of art will help you get your message across quickly and eloquently. Two sizes available. The smallest (367), is 11" x 14". The color scheme is navy blue and white and there's space for your club's name, meeting time and place and phone number. Set of 10: \$2. The large red, white and blue poster (368) is 22" x 17" and comes with a plastic stick-on brochure holder. Set of three: \$4.

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

The new brochures include *Reach Out For Success* (99), which tells prospective members what Toastmasters is all about; *Join Us For Success* (100), which includes statements from prominent persons who have been helped by Toastmasters; and *Speak Up and Get Ahead* (101), which is tailor-made for company clubs that want to promote their programs within their organizations. Clubs may request up to 25 of the above brochures at no charge. Additional copies are 2 cents each. Contact World Headquarters' order department for details on quantity prices for orders of 1000 or more.



267. Communication Achievement Award. Now your club can honor a local dignitary for outstanding communication achievements and gain valuable publicity at the same time! Comes complete with a handsome award plaque ready for engraving and a helpful "how to" booklet with valuable tips on who to select, how to present the award and how to gain the needed publicity. \$15.



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



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



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



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



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

