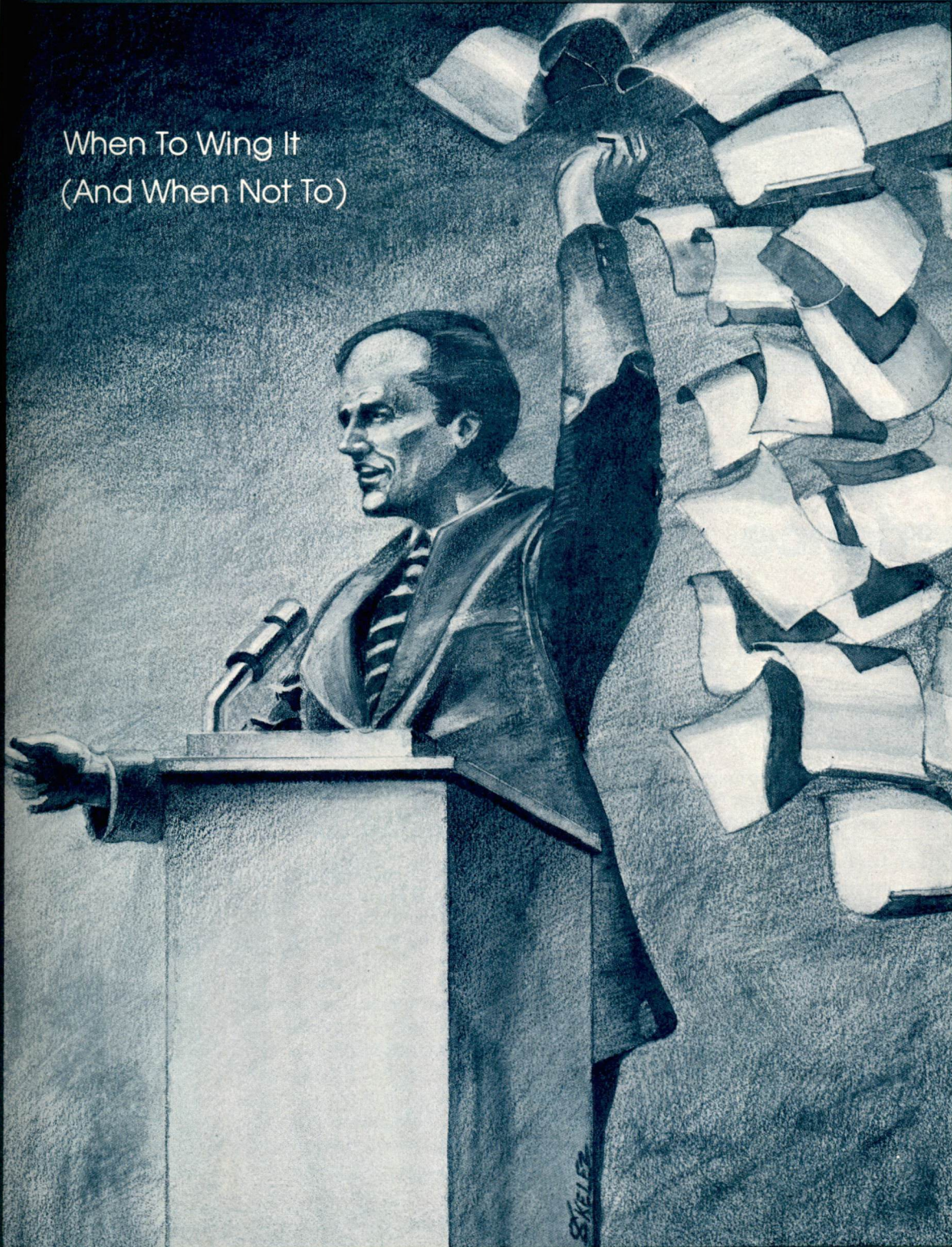


The Toastmaster

MAY 1983

When To Wing It
(And When Not To)



1983 Convention Preview



A Most Rewarding Experience

One of the foundations on which the Toastmasters program is built is the principle of sharing. As we learn and grow through our participation in the Toastmasters program, we share our new knowledge with our fellow club members. Our knowledge, in turn, helps them to learn and grow.

But sharing needn't be limited to members of our own club. We can share our knowledge with Toastmasters who are not members of our club. We can do this by visiting other Toastmasters clubs.

Visiting different clubs enables us to observe how others conduct their club meetings. It lets us see how they handle business meetings, table topics, evaluations and speech contests. It can give us fresh ideas on how to hold stimulating, exciting meetings, how to get members active, and how to attract and keep new members. It also gives us the opportunity to help other clubs that may be experiencing problems in programming, speaking, evaluations or membership.

A Toastmaster friend of mine, Ellen, belonged to a club that was suffering

from a declining membership. The quality of speeches was poor. Meetings were boring and lifeless.

While vacationing in another state, Ellen decided to visit a Toastmasters club in the area. The club she happened to drop in on was one of the top clubs in our organization, noted for its large, active membership and program quality.

What Ellen learned in that two-hour meeting was enough to convince her that it was possible to bring her own club back to life. The president of the club shared some of the club's success secrets with Ellen and even gave her copies of the club's programming and activities schedule to use in her own club. When Ellen returned home, she shared what she had learned with several other concerned club members. Together they managed to turn the club around. Today membership in Ellen's club has doubled and enthusiasm is high. Meetings are fun and informative. Ellen credits the change to the visit she made on her vacation.

Besides helping you and your club grow, visiting other clubs offers you the opportunity to form new friendships. Ellen, for example, became close friends with the president of the club she visited. The two exchange letters regularly, and Ellen is planning to visit her again. I know of several Toastmasters who have developed friendships with Toastmasters in foreign countries. Each of these friendships began with a club visit by a vacationing Toastmaster or by a Toastmaster traveling abroad on business.

The next time you're traveling, why not drop in on a Toastmasters club meeting? You can get a list of clubs in the area you're visiting by contacting World Headquarters. You'll get to meet new people, enjoy a different club environment and learn new ways to improve yourself and your club. You'll have fun, too. Whether the club you visit is across town, across the continent or in another hemisphere, it will be one of the most rewarding experiences you'll have in Toastmasters.

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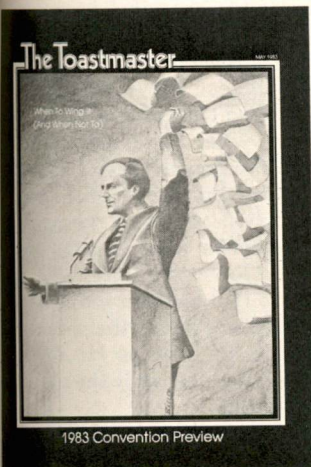
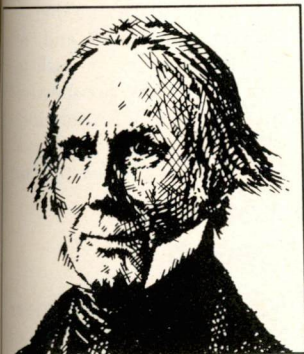
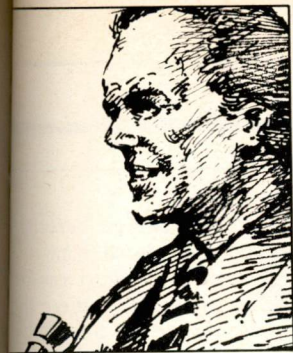
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COVER

Sometimes reading your speech is necessary — such as when you want to be quoted accurately or when imprecise language could cost you friends or money, says Canadian speaker and educator Keith Spicer. But, he notes, "Winging it will give you what no amount of reading speeches can offer: an eloquence truly yours, thus credibility and a lasting cure for shyness." In this month's cover story, Mr. Spicer presents his case for noteless speaking and tells how Toastmasters can overcome their fears of "flying" and learn to speak with confidence, grace and spontaneity.



Published monthly to promote the ideals and goals of Toastmasters International, an organization devoted to helping its members improve their ability to express themselves clearly and concisely, develop and strengthen their leadership and executive potential and achieve whatever self-development goals they may have set for themselves. Toastmasters International is a non-profit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Second class postage paid at Santa Ana, California, and additional mailing office. Copyright 1982 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. All correspondence relating to editorial content and non-member subscriptions should be addressed to THE TOASTMASTER Magazine (ISSN 0040-8263), P.O. Box 10400, Santa Ana, California 92711. Phone (714) 542-6793. All other circulation correspondence should be addressed to Membership and Club Records at the same address. Non-member price: \$12.00 per year. Single copy: \$1.25.



Giving the Humorous Speech

The March, 1983, issue of *The Toastmaster* is an excellent collection of articles on the use of humor in speech. Each article parses the pun and other pieces of protracted wit to reveal the reason why the listener revels in the regalement of the humorous speaker. In other words, why was the listener entertained by the speaker?

However, you could have added a short item addressed to the toastmaster who introduces the comic. The article should discuss the way a toastmaster introduces the speaker. A good introduction will do much to help the speaker get those laughs. A poor introduction can do much to silence the audience and restrain them from even snickering quietly at the humor in the speech.

Many years ago, at a Toastmasters meeting, I was to give a humorous speech. I spent hours preparing the speech and was sure that it would be well received. The toastmaster didn't bother to ask me how he should introduce me. All he saw on the agenda was my name and that I was to entertain them with a humorous speech. I can recall his introduction of me, if not the speech I made: "Our next speaker is Mr. Duane Hougham, who is supposed to make us laugh. So here is the — ah, uh — funny man, Duane Hougham!"

Needless to say, the members of Toastmasters sat there in dead silence, daring me to say something that would even make them smile. So please, some day, write an article on "How To Introduce the Funny Man." It would certainly help the speaker who wishes to give a humorous speech.

*Duane Hougham
Ft. Collins, Colorado*

The same evening our club had its humorous speech tryouts for the upcoming contests, your special edition on humor appeared in my mailbox. How's that for timing?

As a member of a fairly large club, I heard many humorous (?) tales that evening. Of course, what may be funny to one person may not be funny to another. I strongly suggest NEVER to get into stories or funny

tall tales on several subjects — politics, religion, ethnic groups or another person's afflictions.

When I was a member of a club in Massachusetts, we had a member who had a stuttering problem, but only under stress conditions and especially at the lectern. He finally got over it with some professional help, and assurance and support from fellow club members. But he once told me that for years others thought his stuttering was a "funny act."

If you have a personal problem, you can make fun of yourself, but NEVER make fun of others. There's no trophy in it for you!

*Gene Selig, DTM
Irvine, California*

Assuming the Worst

Regarding Don Harden's letter in the March issue, membership growth could be criticized by any standard, but Mr. Harden unfairly compares a series of unproven assumptions. A 5.3 percent growth is based upon a large base figure, whereas a 9.6 percent growth is coming from a relatively small base. Comparisons are made more valuable if the number of units increased is included. The compounding nature of statistics allows a constant number of units to show up as a progressively smaller percentage number. Mr. Harden is shooting sheep with his Harden Howitzer, bloodying up the issue.

I see no danger in our growth pattern. However, the smoke from the Harden Howitzer should draw attention to a serious threat to any success story — satisfaction and complacency. We can't relax, and our aim should be at Toastmasters' International Directors for not aggressively pushing for membership all the time. But Mr. Harden infers correctly that average club sizes are smaller, the reason being successful large clubs are spawning more clubs than ever, thus increasing the number of clubs and reducing average club size.

However, I am proud to be in the same organization as Mr. Harden, whose Oceania clubs are prime examples of solid growth and member support!

*Leif Flugstad, ATM
Sacramento, California*

Don Harden's letter certainly struck a responsive chord in me. As a Toastmaster since 1967, I can remember club meetings where the audiences numbered 25-30. During the last few years it seems a turnout of 12 is considered to be a "good" meeting. I have no explanation for this change but I'd guess that part of the reason is the fact that many people never retain membership long enough to complete the Communication and Leadership Manual.

There is just a limited amount of time and effort district officers can invest in Toastmasters. If they spend their energies trying to establish new clubs, that is what will happen. If they, on the other hand, devote their energies to strengthening clubs, that will happen. I heartily agree with Don Harden: I wish to practice the principles of "better listening, better thinking, better speaking" and, of even greater importance, I wish to "sell" Toastmasters to prospective members on that proven foundation.

*Fred Eboch
Cincinnati, Ohio*

When You Type Your Speech

I read with great interest the article in your February issue entitled "Score Your Speech." I didn't realize this is what I've been doing for several years, and even though I have not been using "musical" notation, the same result has occurred.

I would suggest, however, one alternate method that I have used for several years when I have a speech to read. I have the speech typed on a full sheet of paper, but only use the top one-half to two-thirds of the page. As most lecterns have a retaining device at the lower side, this allows the speech to rest more in the center of the lectern and keeps the speaker from ducking his head so far down that the audience sees only the top of his head.

If an IBM typewriter is available, I would suggest that an orator's element be used in place of typing the speech in all capital letters. The oratory type is quite large, and I find this very helpful.

*J.O. Winter
Fort Wayne, Indiana*

SPEAKER

How Do You Rate As A Listener?

by Dr. Anthony J. Alessandra
and Janice V. Alessandra

Steven Johnson was late for an appointment with his boss. He wolfed down his breakfast as he tried to finish the second page of the sports section.

"By the way, did you take the garbage out?" Steven's wife asked.

"Oh, honey, I forgot. Sorry."

"Steven, I asked you before you showered this morning."

"I guess I didn't hear you. I have to run!" He snatched his briefcase and bolted out the door. The ignition switch in his car barely turned over. Steven simmered as the car sputtered to the corner filling station. He had told his son to fill up the tank that weekend. Boy, was Scott going to catch it when he got home!

When he pulled into the company parking lot, he was already 30 minutes late for his meeting with Mr. Robertson. Steven apologized as he entered Mr. Robertson's office and pulled the company's quarterly production report from its manila folder. As he began to explain the figures, Joe Dean, a supervisor in the shipping department, knocked on the door. "Mr. Johnson, the assembly line broke down this morning, so we're delaying shipment to Temco until tomorrow afternoon."

"What? I promised Bill Dickens those boxes would arrive today! Have the men load the truck by hand!"

"But Mr. Johnson . . ."

"No buts, Joe, get to it."

Active listening requires that you demonstrate you are listening

Joe gritted his teeth and left the office.

"Steven, weren't you a little hard on Joe?" Mr. Robertson asked. "After all, he's been with the company for 20 years, and he usually knows what needs to be done. Maybe you should have listened to what he had to say."

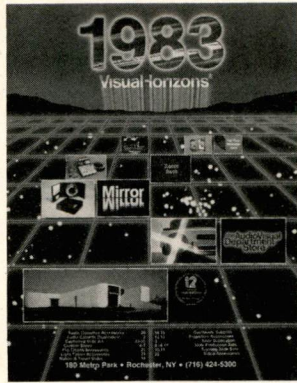
"You're probably right, Mr. Robertson," Steven said and called Joe back into the office. "What's on your mind, Joseph? I didn't let you finish before."

"Well, Mr. Johnson, I tried to tell you that we don't need to waste all those workers loading the Temco order because I spoke with Mr. Dickens this morning about our problem. You weren't in your office yet so I thought it would be all right to call him. He said that as long as he received the order by noon tomorrow, it would be okay."

Steven blushed, apologized for his earlier behavior and thanked Joe for his information and for acting promptly.

Learning to listen involves hard work.
But the rewards are worth it.

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For information on how to get started, contact World Headquarters or your District Governor.

"Steven, I think this morning has been a good learning experience on the values of listening," Mr. Robertson said as Joe left. "In fact, I've been planning a listening workshop for all our employees."

Oh, brother, Steven thought, I don't need to listen to somebody telling me how to listen! Everybody knows how to do that.

Learned Behavior

Like Steven Johnson, many of us assume that we are good listeners, but are we really? Most of us spend nearly 75 percent of the working day in verbal communication. More than half that time is spent on listening, yet on the average we are only 25 percent effective as listeners! Those aren't very heartening figures for people in the business of speaking who rely on their audience to listen somewhat better than that.

Before becoming depressed about these dismal statistics, be aware that people can dramatically increase their listening efficiency. Listening is a learned behavior, yet few of us were ever formally taught how to do it. Traditionally much more emphasis in school is placed on reading and writing, although we spend much less time on those two activities. Listening is a much neglected and a much needed skill in your personal and professional life.

It is our contention that today's speakers must spearhead the drive to educate the general public to be better listeners. This can be done two ways. First, speakers can lecture on the subject of listening. This will provide their audience with the knowledge and techniques to substantially improve their listening habits. Second, today's speakers must act as role models for the effective listener. You ARE a role model — good or bad. All eyes are focused in your direction before, during and after your speech. What better opportunity to show people firsthand that a good speaker can also be an excellent listener! The two activities are not mutually exclusive.

How do you go about improving your listening skills? You can begin by learning the four basic levels of listening attentiveness. Each subsequent category demands greater concentration and sensitivity on the part of the listener. These levels are not distinct lines of difference, but general categories into which people fall. Depending on the situation or circumstance in which listeners find themselves, these categories may even overlap or interchange. As you progress from level one through level four, your potential for understanding, trust and effective communication increases.

- **The nonlistener.** At the first level,

others are not heard at all. No effort made to hear what the other person saying. Nonlisteners exhibit blank stares and nervous mannerisms and gestures. They rehearse what they want to say next, at the expense of hearing the speaker. They interrupt, fake attention and push to have the last word. In short, they are bores and are typically disliked or merely tolerated by others.

- **The marginal listener.** At level two, the sounds and words are heard but real listening is not taking place. The marginal listener is a superficial listener who stays on the surface of the argument or problem. Marginal listeners are easily distracted. Sometimes they seek outside distractions so they have an excuse to evade a conversation. They prefer to avoid difficult or technical discussions or presentations. With marginal listening, misunderstanding often occurs because of superficial listening. At least with the nonlistener, many signals are given to show that the person is not listening. With the marginal listener, though, speakers often think that they are being listened to and understood. This is not the case.

Insure privacy. Don't violate personal space.

- **The evaluative listener.** At this level listeners try to hear what the speaker is saying but do not make an effort to hear the speaker's intent. Evaluative listeners are logical listeners who are more comfortable with content than with feelings. They are emotionally detached. They can repeat words in a conversation, but ignore the part of the message carried in the speaker's vocal intonation, body language and facial expressions. Strong in semantics, facts and figures, they are weak in sensitivity, empathy and true understanding.

Evaluative listeners believe they understand others, but they do not feel understood by them. The concentration of evaluative listeners is misplaced, and the results are potentially damaging to the relationship. They anticipate the speaker's words and mentally rebut statements before the speaker is done with his or her message. Opportunity for arousing emotions in evaluative listeners is ripe because they do not focus on or understand the complete message. This obviously can lead to

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feel understood, and tries to get the speaker to understand herself and/or her problems or concerns.

The first three levels of (ineffective) listening are often the cause of errors in work, failure in communications, lost sales, dissatisfaction and lower productivity. In fact, ineffective listening contributes to the majority of problems we now face in our business and personal relationships.

Rate Yourself

Effective listening does not come easily. It takes a lot of hard work. With the proper motivation and skills, you can slowly but surely improve your rating as an effective listener. For the sake of your business and personal success, you must make a concerted effort to become the best listener of all — an active listener.

Here is a self-scoring quiz to give you an idea of how well you listen. Rate yourself according to the terms NEARLY ALWAYS, SOMETIMES and SELDOM.

1. Do you focus on the message and the speaker while avoiding preoccupation with other things when someone talks?
2. Do you really listen instead of faking it?
3. Do you prevent yourself from reacting emotionally to emotion-charged words?
4. Do you let others finish their thoughts without interrupting them?
5. Do you avoid jumping to conclusions?
6. Do you keep on the subject?
7. Do you have good eye contact?
8. Do you avoid preaching and moralizing?
9. Are you easy to talk to?
10. Are you aware of the feelings of the speaker as well as his words?

Give yourself three points for each answer of NEARLY ALWAYS, two points for SOMETIMES and one point for SELDOM. A total score of 15 or less reveals that your listening skills require an overhaul. If you score between 16 and 24, you have mastered

some active listening skills, but you have a way to go. Twenty-five points or more indicates that you are an active listener. Congratulate yourself and keep up the good work!

The preceding 10 questions tested your listening prowess. The following Ten Commandments of Powerful Listening will aid you in attaining and maintaining the status of active listener. In both business and professional relationships, be aware of and practice the following rules:

1. *Fight off distractions.* Train yourself to listen carefully to the other person's words despite such external distractions as a ringing telephone, passersby or other outside noises. Focus attention solely on the words, ideas, feelings and underlying intent of the speaker.

2. *Do not trust your memory.* Take notes, if appropriate. However, keep your notes brief, as listening ability is impaired while you are writing. All you need is something to jog your memory; later you can recall the complete content of the message.

3. *Control your emotions.* If a speaker's image conforms to your idea of what he should project, you tend to listen more attentively and in a more favorable light than if he projects an irritating image. In addition, if a message aligns with what you currently believe, you are more likely to accept it. However, if the message contradicts your current values and beliefs, you are likely to mentally argue and criticize. Be aware of your emotions and how they can break down the communication process.

4. *Use feedback.* Constantly try to check your understanding of what you hear. Do not only hear what you want to hear. In addition, consistently check to see if the other person wants to comment or respond to what you have previously said.

5. *Listen selectively.* Very often in conversation, the speaker will tell you specific things that will help you identify what is important to him or her. These critical messages may be hidden within

behavior and deterioration of and credibility.

The active listener. This level of listening is the highest and most effective and it's the level of listening everyone should be on. If you can mentally put yourself in the speaker's shoes and try to see things from his or her point of view, you are using active listening skills. Doesn't it sound simple? It can be, if you caution yourself against evaluating the speaker's message before he's through. You must go beyond only listening to the speaker's words. Try to project your mind into the mind of the speaker so you can align your thoughts and feelings more closely with his or hers. To do this, put your own thoughts and feelings on hold and give your full attention to listening. In this way you receive both the content plus the intent and feeling of the message.

Active listening also requires that you demonstrate you are listening. Active listeners search for verbal and nonverbal cues that signify that the other person would like to say something. When one appears, active listeners give the floor to the other person. By listening for feelings and emotions as well as words, active listeners gain fresh insight into the speaker. They also listen to what is not being said. To encourage the speaker to clarify the message, they ask questions, probing into areas that need further development.

The active listener also possesses three additional skills which the other levels lack: sensing, attending and responding. Sensing refers to the listener's ability to receive and interpret vocal intonations, body language and facial expressions. Attending deals with verbal, vocal and visual messages the listener sends to the speaker showing attentiveness, receptiveness and acknowledgement of the speaker and the message. This includes eye contact; open body language; affirmative head nods; appropriate facial expression; avoidance of nervous, bored or angry gestures; and verbal expressions such as "uh-huh," "yes," "go on," "I see" and "keep going."

Attending also includes the establishment of a receptive listening setting, such as an atmosphere of privacy that is away from phone calls and other conversations. It includes not violating the speaker's "personal space" as well as eliminating such communication barriers as a large desk between the two people. The active listener is responding when she tries to get feedback on the accuracy of the speaker's content and feeling, tries to keep the speaker talking, tries to gather more information, tries to make the speaker

by David Rottman

We often hear high-powered words used with dramatic effect by successful speakers. Most of us know what those words mean in context, but we're hard put to use them ourselves. Here are several such elusive words, with hints on how to use them once and for all.

1. **flail; flout; flaunt** — to beat; to scoff at; to show off.
This trio of words is responsible for the downfall of many a speaker. Here's the difference among them: A flail is a threshing device which is stick-like in appearance. Hence *to flail* means to beat, strike or wave about, as in the expression "arms flailing." The mnemonic key for remembering this word is: "Use a flail and you'll go to jail." *Flout* indicates contempt; its meaning originally was "to play the flute" in a mocking way. "Flout the rules and you'll get thrown out." *Flaunt* is the most frequently misused of the three words. *To flaunt* does not mean the same thing as *to flout*. Contempt is not indicated by this word and it carries no negative meaning. "If you've got it, flaunt it."
2. **fulsome** — offensively excessive or insincere.
Contrary to its frequent misuse, the expression "fulsome praise" means praise that is overdone and dishonest, not abundant or rich. A fulsome odor is one which is offensive to the senses, not inviting or pleasing.

Quiz on Quiddities

Everyone knows that *canine* refers to dogs (wolves and foxes, too) and *feline* refers to cats (lions, tigers and jaguars, too). Can you match the adjectives on the left side with the animals they describe?

- | | |
|-------------|--------------|
| A. aquiline | 1. the fox |
| B. bovine | 2. the fish |
| C. equine | 3. the sheep |
| D. lupine | 4. the pig |
| E. ovine | 5. the bear |
| F. piscine | 6. the horse |
| G. porcine | 7. the eagle |
| H. ursine | 8. the wolf |
| I. vulpine | 9. the cow |

Answers: A. 7; B. 9; C. 6; D. 8; E. 3; F. 2; G. 4; H. 5; I. 1

Two bonus words for your bestiary:

1. **batrachian** — frogs or toads.
Used as a noun, the word means the frog or toad himself, as in the sentence "The batrachian settled himself on the lily pad and began to add his voice to the chorus."
2. **vermicular** — worms.
This word also describes anything having the shape or motion of worms, hence an abstract painting with many wavy lines may be described as vermicular.

Here are some words you can substitute for *old* and *new* and make your speech more vivid and picturesque.

If someone is new at the job, he or she is a *tyro*, *neophyte*, *novice* or an *abecedarian*. If a person is newly wealthy, he or she is *nouveau riche*. If someone is newly arrived in a social class, he or she is a *parvenu*. If a person is newly born, he or she is a *neonate*.

If an idea is old or obsolete, it is *superannuated* or *passé*. If you want to say something is very, very old, try *antediluvian*, *hoary with age* or *preadamite*. Tired of the word *senility*? Try *dotage*, *caducity* or even *senescence*.

the much broader context of the conversation. You must listen in such a way that you can separate the "wheat" from the "chaff."

6. *Relax*. When the speaker is talking to you, try to put her at ease by creating a relaxed and accepting environment. Try not to give the impression that you want to jump right in and speak.

7. *Listen attentively*. Face the speaker squarely with uncrossed arms and legs, and lean slightly forward. Establish good eye contact. Use affirmative head nods and appropriate facial expressions when called for, but do not overdo any of these.

8. *Create a positive listening environment*. Try to insure an atmosphere of privacy away from sources of distraction. Do not violate personal space. Take great efforts to make sure that the environment is conducive to effective listening.

9. *Ask questions*. Ask open-end questions to allow the speaker to express feelings and thoughts. The effective use of questions shows that you are interested in listening. It allows you to contribute to the conversation.

10. *Be motivated to listen*. Without the proper attitude, all the foregoing suggestions for effective listening are negated. Try to keep in mind there is no such thing as an uninteresting speaker; there are only uninterested listeners.

If you are willing to learn how to listen, it will take a lot of hard work to learn the skills and constant practice to keep them in shape. Once you truly try to understand others by actively listening to them, they will be more likely to reciprocate by listening to you and trying to understand your point of view. When you think about it, isn't that the essence of the speaker/audience (listener) relationship? ♣



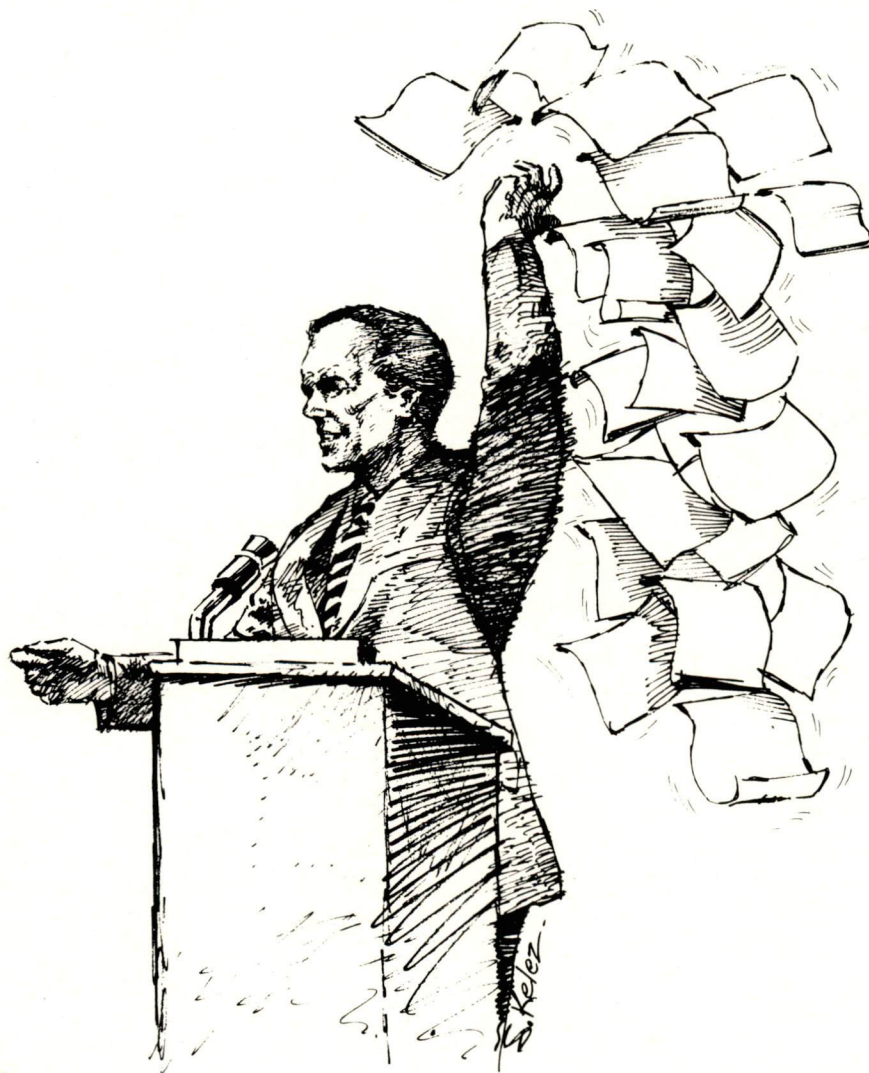
Dr. Anthony J. Alessandra is a professional speaker and trainer, averaging 100 speeches a year. A former sales manager and award-winning salesman, he has taught sales and marketing courses at the university level. Dr. Alessandra will be the keynote speaker at Toastmasters' 1983 International Convention in San Diego, California, August 17-20.



Janice Alessandra, M.Ed., is a reading specialist and has taught reading and study skills at several junior colleges. Janice is a freelance writer whose articles have appeared in several newspapers from coast to coast. She and Anthony are currently working on a listening book which will be published in 1984.

WHEN TO WING IT (And When Not To)

by Keith Spicer



Sometimes a crutch is healthy. But don't be afraid to let "creative terror" free you.

Speaking without paper, like marrying without a license, suggests something bold as well as practical. It even offers a similar, faintly sinful, thrill. People in North America long ago lost the skill of casual eloquence, and when somebody like you helps bring it back while other speakers plod on, riveted to the written word, you feel smarter than they. Even a little smug.

To put this confidence-building advice in context, let's admit it has limits. There are times when reading your speech is wise.

- **When speaking for posterity.**

Are you the president of the United States? I don't advise you to wing your State of the Union Address. Are you merely the vice president of the United States, bored with the "warm pitcher of spit" that is your job and plotting an ego-rewarding replay of the Gettysburg Address? Plan your place in history, assure your fame in the anthologies, by drafting a short, heart-lifting speech that kiddies from now to eternity can cite as spit with polish.

The same stay-with-your typewriter approach is the right one for symposia,

colloquia and other orgies of academic incest. Here you're expected to speak for "publication" in obscure journals — failing which you "perish" as a prof.

- **When it's a life-or-death issue.**

Whatever your line of work — teaching, sales, law, politics, management or frog-jumping championships — once in a while you face a crisis when you don't want to risk your career or your family's happiness on a miscue. If you tremble at the make-or-break stakes, and believe you must take a distilled, subtly shaded position, don't wing it. Write it.

- **When imprecise language may cost you friends or money.** Once in a while, if you are an officeholder in your country, city or organization, you will offend some sector of your constituency. You may just have wanted to stir things up. If you mainly managed to wound old allies, though, you may be wise to apologize and/or set the record straight in the media with a fairly formal "clarification." Again, ideally, you should not read such a text. It should be short enough to memorize, and if that is very short, so much the better.

Even if only money, not friendship, is at stake, you must often use pen and paper. Whether buying a car, a house or an unpretentious little yacht, you ought to get the bargain in writing.

- **When you want the press to quote you accurately.** Despite their victims' calumnies, most journalists — like most dentists or carpenters — are neither sadists nor imbeciles. They try to do a competent, conscientious job. But if accurate quotes of your speech matter a lot, give the reporters and yourself a break by handing them a resume of your main passages.

If you need to help newsmen catch a deadline, give them this text in advance. Be open, as well as flexible: entitle it "notes for a speech" to leave yourself room for asides, updates, examples, reasonable variations and deathbed repentances. But remember, if your words land you in hot water, your text may prove either life jacket or straitjacket. Weasely protests of "misquotes" never endear. Denying your own written words risks tagging you as a liar or a clown.

- **When your talk is a laundry list.** Not every speech you give aims to startle the indifferent, shake the skeptical or sway the unwashed. Sometimes you just want to pass along facts or figures. For this, the laundry-list oration, you might as well get the stuff right by writing it, then reading it.

A good example might be the treasurer of the SPCA rattling off for his directors the numbers of stray ocelots corralled by the dogcatcher last

year, then tacking on month-by-month bonuses paid for chewed-up fingers.

Benefits of Being Noteless

Winging it will give you what no amount of reading speeches can offer: an eloquence truly yours, thus credibility, and a lasting cure for shyness.

We'll recap here the reasons why you ought to fly noteless. Writing is the natural enemy of speech. Unless you can write dialogue like Neil Simon, learn it like Ingrid Bergman and speak it like Richard Burton, a text read verbatim will capture you but lose your audience.

Let's see how and why by looking at the speech itself, the audience and the speaker.

The Words: Sir Francis Bacon counseled four centuries ago: "It is generally better to deal by speech than by letter." He also advised: "Reading maketh a full man; conference a ready man; and writing an exact man." If you dare to speak at all in front of others, you must be smart enough to do your

If you tremble at the make-or-break stakes, write it.

homework — to be already the "full man" who has read. As between Bacon's other two options — speaking ("conference") and writing — speaking requires that you choose to be more quick-witted and spontaneous ("ready") than, as a writer, you would be "exact."

Does choosing spontaneity over precision mean you can be sloppy about facts, figures or wording? Of course not. It simply means that, speaking, you can communicate on more levels than in writing. Writing relies only on words; speaking engages words, but also quality of voice, timing, expression, body language, mood and presence.

There are occasions when precision should outweigh all these factors. If you know your subject and mind, however, you should try most times to use the extra channels of understanding that rhetoric opens. They multiply your chances of making an impact on your audience's intellect and, especially, emotions.

What if you can afford a ghost writer? Well, if he or she is John Kennedy's Ted Sorensen or Richard Nixon's William Safire, maybe. And then only if you can pass yourself off

as bright enough really to have written the speech yourself — and can speak it as though such lofty phrases roll off your tongue every time you ask for the French dressing.

The sneaky way out of reading a speech is the good old four-by-six-inch flip card. Is this not a reasonable middle course between the sleep-producing reading lesson and the off-the-dock dive without a text? Not really.

In themselves, flip cards break the flow of your discourse. You may well move your audience by the smoothly sculpted paragraphs you build on each card, but as soon as you seem to be flying, you must stop again to glance at your idiot cards. Can you guess why people call them idiot cards? You shatter the magic — the illusion that you have mastered your material. You jar your public back to earth by constantly pointing to your crutches. As a reminder that you are perhaps not, after all, divinely inspired, these intrusive little cards are like hiccups in the middle of a sermon.

The problem turns to farce when speakers either mix up their cards in the wrong sequence, drop them on the platform or shuffle them nervously. Maybe you can palm cards with the out-of-the-cuff adroitness of a Mississippi riverboat gambler. If not, you will distract, not conquer, your listeners. Drop the cards (at home); keep your audience.

Loss of Intimacy

The Audience: Reading anything in front of anybody — with the possible exception of the Riot Act — is guaranteed to unlimber yawns and flutter eyelids. The reason is simple. In you, the speaker, seem more interested in your papers than in people, your listeners are tempted to show more concern for the clock than for you.

A second reason a read-to listener dozes is loss of intimacy. When you wing your speech, sermon, pep talk or con spiel, your listeners feel a direct bond with you: mouth-to-ear respiration. You have their attention because they've got yours. They're flattered; you're listened to.

This intimacy includes an element we've already dug into: excitement. At risk that you may lose your way, blow an argument, derail your train of thought. This unavowed fascination comes into play most of all for the speaker of high reputation. Unless people come to hear you merely as groupies, to touch the hem of your toga, they expect you to perform — and specifically for them, risking your reputation a little by "improvising" something new, or appearing to rethink old things in a new way before their eyes. If you don't, the special

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audience hoped to feel with you is missing. The folks in front might just well have read your book, article or manifesto.

A third reason why listeners flag when you read is that they lose respect for you. Not only does reading or card-slipping make them doubt your ability to think on your feet; it raises ugly suspicions about your expertise, maybe even about ghost writers. Since the whole idea of making a speech is to win your audience, such doubts are bad news.

The Speaker: If writing speeches tends to constipate eloquence and drive audiences to counting flies on the ceiling, it can make a good speaker into a robot. Speaking ought to be exciting for you as well as your listeners.

Clinging to paper inspiration takes away your best fun in sounding off.

Why? Because a text makes almost impossible the warm, easy, free-flowing communication you want with your audience. Making a satisfying speech is like making love — indeed, you should think of every speech as a

The more text you have, the more you will use.

seduction. Glueing your eyes to a text on a lectern is like attempting to melt a newfound heartthrob while flipping through the Kama Sutra.

You must try not just a little tenderness. Be subtle. Once you creep into your public's heart, you can then, as one tends to with familiar loves, get both rougher and blunter.

Whatever your temperament and style, you too can subjugate your listeners. The only trick, which is not one because it is truth itself: be yourself. And to be that, you must be yourself, not a declaimer of words off a page.

Another reason reading spooks a speaker is that it stops him or her from reacting to the audience. Instead of reading a text, a good speaker ought to spend half his effort "reading" his public.

It's helpful to keep free and flexible. Then you can "bounce off" an audience's boredom, excitement, anger, laughter or sadness. This creates a dynamic that brings the hall alive. It sets up between speaker and listeners an intellectual and emotional dialogue.

As Perry Mason would tell you anytime, an on-his-toes attorney needs

to scan his or her jury as a hawk does a mouse, even if a trifle less obviously. Judging how each sally makes or misses its mark, weighing how gut emotion works against dry fact or specious logic, watching how this gesture, that modulation moves the jury members' eyes — all such assessments of signals demand that the advocate stand unencumbered by text.

Don't kid yourself that you can always slip in a few clever asides to liven up a recited text. "Spontaneous" asides in a written-and-read speech make the same hiccup impact you get from four- by six-inch idiot cards. They stand out like cymbals in a serenade, glaringly reminding your audience that you are an oratorical cripple.

Spicer's Law

Would you care to test how insidious texts can be in sapping your mental juices? Try a little run at what we shall modestly portray as Spicer's Law: *The more text you have, the more you will use.*

Take any simple theme you know well and give yourself three minutes to speak on it. The first time, write out, and read out, every word of it; the second, speak from idiot cards; the last, jot down a skimpy outline on the back of a small envelope, then stuff the envelope in your pocket and wing it.

Now here's the crunch: go back and try to improvise from the full text.

Your attempt to wing it from a fully written text will fail: you keep grabbing at crutches you're afraid you'll misplace. The same holds, to a lesser degree, for the idiot cards: you feel drawn back to them like a nervous magnet, always in search of a security that is only there on its own terms (stop-start eloquence), never on yours (flowing, interestingly paced eloquence).

You will have sensed by now that paper has two sides — its "safety"

becomes slavery. To fight it, you need a ruthless method: keep paper off your platform. If you don't dominate the paper, it will dominate you — and precisely to the degree that you allow it to. In sum, a written text offers a false security — not really security at all, but entrapment.

The final reason for shucking your notes is good old down-to-earth physiology. To pump out the adrenaline you need to focus your mind, you need a healthy dose of creative terror. Only some fear of failing — the nightmare of losing your place or blanking out in public — is galvanizing enough to push you to your natural summits. You will speak more pungently. You will change paralyzing tension into stimulating energy.

Don't be afraid to let "creative terror" free you. You will not drop without a parachute. By mastering a few common-sense recipes, you can teach yourself to fly — with confidence, grace and spontaneity. 🗣️

"When and When Not to Wing It" was excerpted from Dr. Keith Spicer's new Doubleday book *Winging It*, which will be available in the 1983-84 *Toastmasters Supply Catalog*.



For 20 years, Keith Spicer has been a Canadian professor of international relations, nationally syndicated political columnist, TV talk-show host, film performer and professional speaker. In

Canada he is best known as that country's first Commissioner of Official Languages, a national ombudsman-style post he held from 1970-77. His other books concern foreign aid and Quebec. He teaches at Simon Fraser University, Vancouver, B.C., where he lectures in Canadian Studies and corporate communications.

Never Settle For Second Best

"We must let go of values and thoughts that are harmful to our feelings of self-worth," Dr. Nina Harris, DTM, told her audience at Toastmasters' 1981 convention. "It's important to change our perspectives. We have the power to positively affect people's lives just by being assertive."

Dr. Harris understands the problems of people who lack self-worth. Before she joined Toastmasters, she says, she was shy, inhibited and insecure — traits that hindered her advancement in her career as a teacher and later as a college counselor in Phoenix, Arizona.

Now, nine years after joining Toastmasters, she has a doctorate and is a successful Phoenix businesswoman, director of her own consultant firm, Nina Harris & Friends, which provides communications services to educational systems, agencies, private businesses and individuals across the country.

Dr. Harris is also a respected speaker, presenting about 300 seminars each year throughout the country on such topics as "Building Effective Communications," "Management By Values" and "The Dynamics of Motivation." She is co-author of three books, *Success Secrets*, *Pearl of Potentiality* and *Build a Better You*, and is working on a management text in communications. She writes a weekly newspaper column, "Communicate," that is read throughout the western states, and is a frequent contributor to *The Toastmaster*. She has produced three motivational tapes and appears on Arizona television.

Long-time friends of Dr. Harris are amazed at the difference in the quiet, timid Nina Harris of a decade ago and the strong, self-reliant Dr. Harris of today — a transformation which began early in her career as a teacher.

"My first teaching job was with seventh and eighth grade Indian youth — highly nonverbal. I moved unexpectedly into community college counseling and facilitating women's growth groups," she says. "I felt I desperately needed to be more articulate, more confident. I happened to look up Toastmasters in the telephone directory and was lucky enough to speak to Bill Hamilton (Toastmasters' 1981-82 international president), who invited me to my first meeting."

Impressed by the program and the people, Dr. Harris joined Park Central



Club 3527-3 in Phoenix and became one of its most active members.

"I became aware of the finer details of speaking as opposed to standing up and talking," she says of her experience in Toastmasters. "Toastmasters improved my sense of worth, helped with my shyness. My entire public speaking career came as an outgrowth of Toastmasters — as well as my writing and radio and television work."

Her speaking skills aren't all that have developed through her membership in Toastmasters. Dr. Harris recognized long ago that good leadership skills were essential to her professional and personal success, and she has been working to refine these skills through her terms in various club and district offices, her sponsorship of several new clubs, and her work on at least 20 Youth Leadership Programs.

"Research has shown that leadership is given to the most verbal group member, not necessarily the most intelli-

gent," she points out. "The ability to articulate well is important. Add the pressures and excitement of a highly technological and isolated society, and verbal skills become even more important."

After reviewing her list of accomplishments, some people may think that Dr. Harris has gotten as much out of Toastmasters as possible. Dr. Harris doesn't think so.

"Toastmasters is invaluable," she explains. "That constant practice is important. I will use Toastmasters to develop more precision and conciseness in my speaking."

She notes that Toastmasters provides an opportunity for each of us to challenge ourselves to grow to our maximum, to build strong leadership and teamwork. Or, if we choose, she adds, it gives us the opportunity to settle for being less-than-outstanding.

And for Dr. Harris, second-best will never do.

Moving Up With Style AND HOLDING YOUR GROUND

by Georgette F. McGregor and Joseph A. Robinson

first executive function is to develop and maintain a system of communication. — The Functions of the Executive, Chester Barnard.

In the decades since Barnard's early insight, communication competence has become more and more essential to success in management and the professions. You probably cite from your own observation one or more examples of candidates who moved ahead more on their ability to sort, sift, distill and express their ideas than for any amount of technical brilliance. Whether it be writing or speaking, you can't tell 'em, you can't sell 'em" and if you can't sell your ideas they are of little value to anyone. Leadership, like communication, is situational." If you want to lead a volunteer group to a decision and when they don't quite understand, a SWOT analysis tells you to use something quite different from what you would use to lead the same people on a lifeboat on a sinking ship. Thus you might use a variety of communication styles for any one or a combination of the following leadership situations:

- Leadership by control of vital resources (Howard Hughes; sole owners).
 - Leadership by title or nature of office held (president, department head).
 - Leadership by specialized function (data processing genius, tour guide).
 - Leadership by meeting objectives (top salesman, most-published professor).
 - Leadership by forming a team (project manager, protest groups).
 - Leadership by personal power and charisma (Gandhi, Tito, Jim Jones).
- In all but the first situation you can expect your continued effectiveness to depend on the understanding and support you have from your followers. That understanding and support depend in turn largely on your communication style.

Molding Your Style

Your personal communication style is as inescapable as your shadow. It is the way you listen or don't listen, the way you speak, act and behave. It is the way you write, the way you read and the way you interpret what you have read. It is the way you live.

Every day you mold your style a bit more, as a sculptor shapes a statue. The movement of your hands and feet and every bodily action resulting from thoughts that flash through your head go into that style.

Because communication styles are individual, they vary widely. Style was described by one manager this way: "I think of style as being at home in the world, at home with what you do and where you go."

Another successful manager put it this way: "Style is a beautiful correctness, the best look, the right actions for the time and place, the most appealing speech."

Not all styles are equally appealing. Here are some exaggerated examples of a range of managerial communication styles you may have observed.

Mr. Upright: Nervous, tense, uneasy, he's the one with a short fuse who is easily angered. Started his career in charge of materials, promoted to be in charge of people. Does not listen well, does not like what little he hears. Often fails to let employees know what is going on, causing confusion and delay. Mistrusts his writing, so leaves it to others, then blames them when things go wrong. Trusts no one, including himself.

Ms. Smarty: The aggressive, bright, sassy, arrogant, smart-aleck. Sailed into her management job with an MBA and high-powered recommendations, as she often reminds others. Strident, authoritarian manner mixed with sarcasm, putdowns. Senses that improving bottom-line figures is the way to advance, and plans to do just that.

Her philosophy: Don't bother with people at the bottom, go right to the top. Believes women in business can function just like men, favors drinking, loud talk, vulgarities and sex.

(After several warnings, called in and fired: "Ineffective communication with employees, problems with personal behavior unbecoming to any manager." Failed to realize that there are limits on personal style for both men and women.)

Mr. Enthusiasm: He's eager, cheerful, alive, productive, positive, helpful. Acts like a born manager, worked hard for senior vice presidency of large division. Communication skills a joy to watch.

- Makes himself easily understood.

- Prefers dealing with situations constructively, not destructively. (Asks "What went right?")

- Explains new developments for the future.
- Prefers discussing possible solutions rather than dwelling on how bad the problem is.
- Listens to others, understands from their viewpoints in addition to his own.

Mr. Enthusiasm is tough but fair; his enthusiasm is contagious, so others like to be around him. He's trustworthy and cuts vicious, negative, ugly communication lines by squashing and not repeating trash; he has high standards and sets goals for himself — he doesn't force them on others, just points the way.

He uses communication to share his enthusiasm; his personal manner has a calming influence when troubles arise; high frustration tolerance, knows criticism is part of the job.

Mrs. Stability: A cautious, steady, conservative, restrained conformist. The office manager who insists on counting paper clips and checking every detail. She's dependably thorough; takes no action without careful consideration, plods along, enjoys life in an unimaginative way.

Tries to squelch inventiveness, imagination in others — fears it could force her to change; listens to everyone, can see various sides but avoids arguing, prefers small talk about weather or food to discussions about concepts or ideas. Favorite reply to questions about her work: "Everything is fine, no problems." doesn't want to make waves or ride waves made by others. Most people like her, except those who try to change things.

Mr. Two-Faced: Double-dealing, secretive, false, antagonistic, hostile. As a manager, he's a cheerful hypocrite: He says one thing to your face, another behind your back. Smiles, puts up a good front, never shows anger; lies to avoid any real communication; uses false communication devices, such as:

- Flattery: "You're a whiz at figuring things out."
- Pretended agreement: "That's the way to go!"
- Appeasement: "Nothing to fret about, I'll handle it."

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while he's working to destroy you. Often lies when truth would serve him better. Uses a knowing smile as a putdown, forces others on the defensive. If his lies are challenged, says he was "just trying to get more facts," or "just wanted a reaction." Feared and hated, but keeps people fooled for a time by producing an acceptable short-run result.

Miss Upbeat: She's a lively person who loves her work; shows drive, responsibility, a sense of humor. A manager on the way up. Miss Upbeat is eager, enthusiastic, talented; she has a winning way with people. When she listens, she rivets her attention on the speaker and what's said; does not assume others know what she means, but explains and gives examples; answers questions thoughtfully. Active, involved, ready for whatever comes; inspires others to do their best, seeks responsibility, accepts criticism and suggestions. Keeps others informed, follows up, trusts others until finds reason not to.

Checking Your Style

The caricatures above indicate the

**Clear communication
is the best defense
against workaholism.**

extremes of some personal communication styles in management and the professions. For a better idea of your own style, use the following checklist, then work through the comments to pick out some way you might improve.

The following comments can help you identify your own personal communication style as well as the styles of others with whom you work. As you read them, remember that communication style interacts with the particular situation to determine what works best.

1. *Speaking vs. writing:* A manager who prefers writing to talking in person usually is more reserved and quiet, while one who uses the telephone more frequently tends to be more outgoing and approachable. The one who telephones receives immediate feedback, can usually get agreement more quickly on what is needed. Telephoning, like conversation in person, is a two-way communication, while writing is one way. Some managers take advantage of the best of both by practicing the "talk it over — write it down"

technique.

2. *Meetings:* A manager who holds a meeting gives everyone concerned an opportunity to learn the thinking of the various members involved, which can clear the air and help keep communication lines open. A manager who goes to each person individually might find some people wondering where they stand in comparison to others on the various issues at stake, possibly breeding suspicion and fear and inhibiting communication. But remember that meetings serve best for informing and synthesizing, not for thinking and decision making.

3. *Reprimands:* When a manager is lax about reprimanding someone who repeatedly breaks rules, it fosters low morale in the department and gives others the idea that breaking the rules does not matter. If it continues, discipline disappears and problems multiply. It is best to reprimand in private, to give and record warnings, and to make no threats you do not intend to carry out.

4. *Timing:* Timing is one of the essential ingredients of an effective personal communication style. Some managers communicate too soon, perhaps before enough facts are gathered or before they determine the need for hurrying the communication. Others hem and haw about when and how to communicate until it is too late and the communication becomes meaningless. And keep in mind that if you are emotionally involved it is prudent to cool off before deciding what to do.

5. *Feedback:* An experienced manager watches for bewildered expressions or other clues indicating that the people listening do not understand. Perhaps the communication needs to be presented differently; the sentences may be too complicated, the words may be unfamiliar, an example or two may be needed. Colleagues or superiors may say they don't understand and ask for an explanation. Others may be reluctant to admit and ask.

6. *Climate:* With an atmosphere of give and take, people feel freer to ask questions. Some managers create a climate that invites questions, others make it difficult to ask. After concluding a presentation, one manager said casually, "There aren't any questions, are there?" In the silence that followed, several participants had trouble restraining their rueful laughter.

7. *Selection:* The ideal manager conveys a clear structure of what is being communicated, usually discussing two or three main points in logical sequence. A manager who wanders around and makes many

ants without identifying their relative importance fosters confusion and misunderstanding.

Brevity: Being able to state your message in a single sentence is a priceless tool. The greater the clarity of the message, the greater the chance for clear understanding. If the manager can make the message brief, much the better; ability to do so indicates clear thinking.

Vocabulary: As manager, you should use words that are understood by both yourself and the person receiving the message. If 10 words will do, don't use 20. If small words say it better, don't overload the

communication with unnecessarily long, complicated ones. If you must use technical language, make sure everyone concerned understands it.

Follow-up: You can overdo communication, but it is often worthwhile to follow up on an oral presentation with written confirmation of the key points discussed. You may save later problems that start with "but you said..." or "my understanding was..."

Muddling Through

As a postscript to the above, we want to mention a communication and management style described by Roger Gilde in *Muddling Through: The Art of Properly Unbusinesslike Management* (New York: AMACOM, 1976).

"Muddling" is not easy to define. Some have called it conscious but nonlogical thinking, others describe it as a way of letting a problem or situation work itself out. Whatever the definition, muddling seems to be characterized by a loose deadline coupled with any of several different techniques:

- Ignore the situation, trust it will take care of itself (which often happens).

- Change the way you communicate about the situation (George Orwell's "newspeak").

- Shift your viewpoint as you muddle.

- Explore ways to change the situation itself (purists call this a "popout").

- Communicate to yourself and others what you think is really going on behind the obvious.

Whether they admit to muddling or not, managers describe what they do in rational terms and thus even muddling finds itself labeled by rules of reason: "I plan to take my time with this sticky situation." Translation: "I plan to muddle through."

The direct opposite of muddlers are workaholics, people who are addicted to their jobs and compulsive about activity and control. In many cases they seem to be out of touch with

themselves about what they are doing and why they are doing it.

The line blurs between the energetic, highly motivated manager and the workaholic, and communication with the self may be what marks the difference. West Coast management consultant Christopher Hegarty suggests that nonworkaholics measure the results of what they are doing and what they pay to get it, and ruthlessly establish personal professional priorities.

Clear communication with the self is probably the best defense against the extremes of workaholism.

Too Much Stress

Finally, we come to those managers, workaholics or not, who stress themselves to the point that they can no longer function effectively. Burnout happens when excessive stress lasts long enough to deplete the emotional and physical adaptive energies. Stress becomes excessive when:

- A manager puts in extra hours over an extended period without respite, recognition or reward.

Your style is as inescapable as your shadow. Every day you mold it a bit more.

- A manager tries to carry heavy responsibilities without having the authority to perform satisfactorily.

- A manager works under an executive whose demands are insatiable and who invariably second-guesses every decision after withholding vital information.

Symptoms of burnout vary from person to person, but the general physical reactions include chronic fatigue, frequent colds and headaches, ulcers, allergies, sudden weight loss or gain, and sometimes heart disease. Emotional symptoms that can be observed include increased anxiety, absenteeism and inability to concentrate.

Those approaching burnout respond in a variety of ways. Some become physically ill, others start drinking excessively, get angry easily or simply withdraw. Communication with the self or others can furnish more clues. Phrases like "She makes me sick," "He is a pain in the neck," "I can't swallow that," "We don't see eye to eye," or

"Get it off your chest" may tip off the condition.

If you have observed the above symptoms in yourself, don't postpone efforts necessary to avoid burnout. We suggest the following:

- Be aware of how you talk with yourself about stressful situations; keep your inner dialogue as positive as possible.

- Change the pace of your activities; see friends not connected with your business or profession.

- Keep your professional skills up to date, consider a seminar or short sabbatical.

- Improve your personal and professional support system. Hire someone to do the personal chores that irk you and drag you down.

- Be kind to your body, watch your diet, take time for exercise.

Whether or not you are concerned about burnout as you move toward the top, begin to use your capacity for self-renewal. Without it, obsolescence is inevitable. If you keep in touch with the times, you'll increase your chance for self-renewal. If you don't stay in touch, you can become rigid and unchanging. Self-renewal requires that you:

- Realize that the process of self-discovery never ends.

- Continue to learn about new and different ways and things.

- Learn more about yourself for deeper understanding of yourself and others.

- Accept and give love.

- Foster worthwhile relationships with others.

- Break out of established patterns of work and play.

- Keep enthusiasm for life alive and growing.

Self-renewal can help you cope with today's pressures for inner estrangement and outer conformity. The above can keep you on the path to growth and achievement.

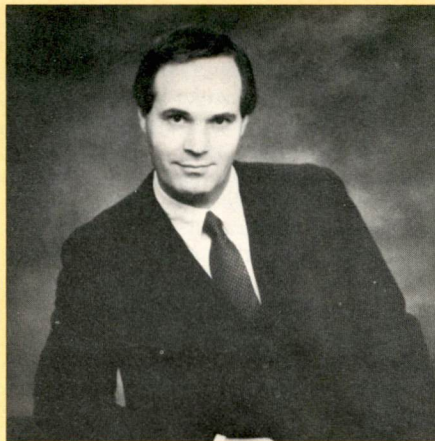
Whether a manager's style is uptight, characterized by muddling through, or destined for the top by any other route, it is well to remember the words of the Red Queen in Lewis Carroll's *Through the Looking Glass*:

"It takes all the running we can do to stay in the same place. If we want to go farther, we have to run twice as fast." ♣

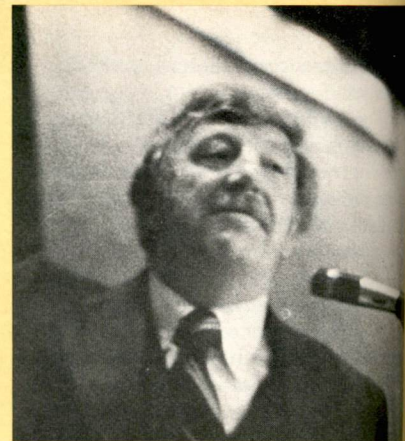
Excerpted, by permission of the publisher, from *THE COMMUNICATION MATRIX: WAYS OF WINNING WITH WORDS* by Georgette F. McGregor and Joseph A. Robinson, ©1981 by the authors. Published by AMACOM, a division of American Management Associations, 135 W. 50th St., New York, NY 10020. \$15.95. All rights reserved.



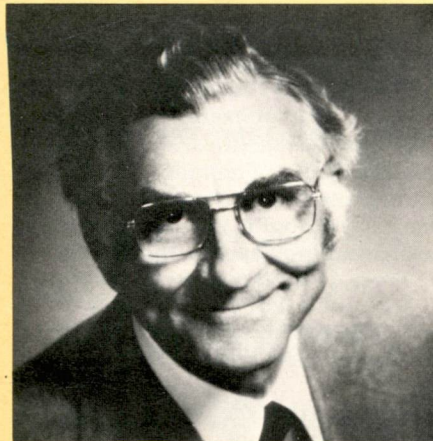
Mark Russell



Dr. Anthony Alessandra



Gil Hamblet



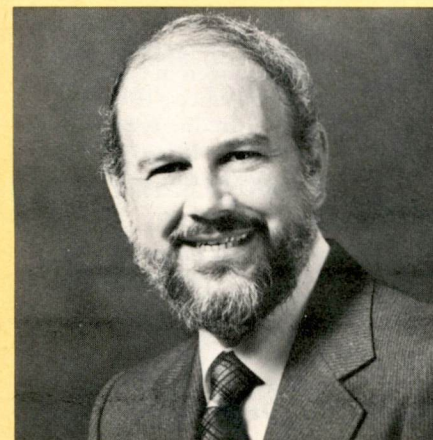
Cavett Robert

Get ready for...
SAN DIEGO
Gateway to Adventure!

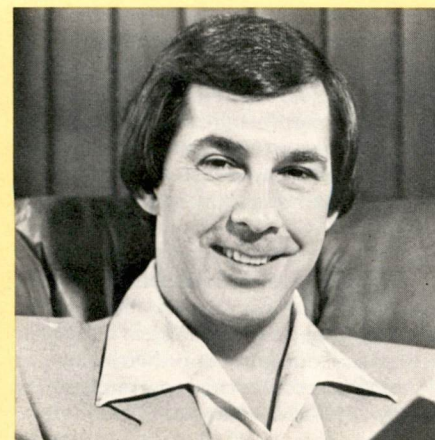


Jim Cathcart

Great speakers, balmy weather and fascinating things to see and do make San Diego the place to be this August!



Gene Perret



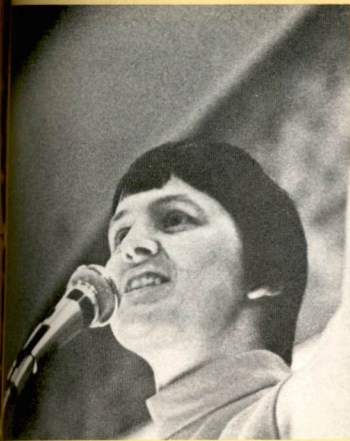
Dr. Karl Albrecht



Dobby Dobson, DTM

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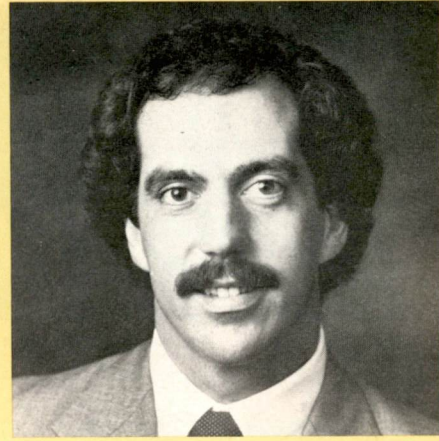
Bob



Franine Noonan



Dr. Jean Lebedun



Dr. Kerry Johnson

Make your plans and pack your bags now for the best Toastmasters convention ever! Almost 2000 Toastmasters will hit San Diego August 16-20 for an unbelievable week of education, fellowship, motivation and just plain fun! Don't miss the experience of a lifetime!

TUESDAY AUGUST 16

6:30 to 4 p.m. and 7:30 to 9 p.m. —
Registration

Advance registrants may pick up their ticket and information packets. Convention registrations and meal event tickets may also be purchased (subject to availability), and the table reservation booth will be open during registration hours. The District 5 Hospitality/Information Center, the Education Center-bookstore, Candidates Corner and Credentials Desk will also be open Tuesday afternoon.

3 p.m. — Board of Directors Meeting

Members may attend this open meeting of the Toastmasters International Board of Directors.

4:15 p.m. — Accredited Speaker Program Finals (Part I)

Eight veteran Toastmasters qualified for

the finals in this year's Accredited Speaker Program. Each of them will appear before a live audience and a selected panel of judges to give his qualifying presentation. On Tuesday, you will have the opportunity to hear four of these finalists:

- Roger Reser
- Joe Eden
- Ray Brooks
- John Hartquist

8 p.m. — Proxy Prowl

An informal no-host bar/reception for early arrivals...your chance to meet this year's International director and officer candidates.

WEDNESDAY AUGUST 17

9 a.m. Convention Opening Ceremonies

The 52nd Annual International Convention opens with a spectacular

pageant featuring marching band music and the traditional Toastmasters Parade of Flags, greetings from District 5, the host city of San Diego, a rousing keynote address by **Dr. Tony Alessandra** and annual reports from President **William O. Miller** and Executive Director **Terrence McCann**.

Noon — Golden Gavel Luncheon honoring Mark Russell

Well-known Washington humorist and television personality Mark Russell will be the featured speaker and will be honored with the Golden Gavel Award. Russell is well known for his acerbic comments on the capitol scene both on stage and in his numerous television appearances. Another highlight of the luncheon will be the honoring of governors of President's Distinguished, Select Distinguished and Distinguished Districts for 1982-83.

2 p.m. — "Adventures in Education"

Three separate educational programs will be available to choose from:

- **Communication Panel** — Moderated by Past International President **Durwood English**, this presentation will cover communication within the club and the district, as well as how to



Bob Blakeley, DTM



William Miller, DTM



Terry McCann



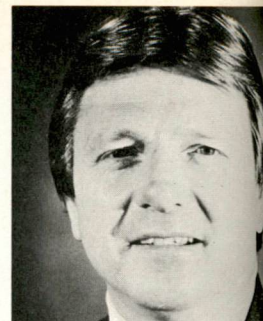
Les Stubbs, DTM



Ruth Holton



Sally Anne Fritz



Ed Cargile, DTM

obtain media coverage and what to do when you meet the press. Panelists will be **Mary Ellen Drummond, Les Stubbs, Tom Schaeffer** and **Dr. Carson Lewis**.

• **Marketing Toastmasters** — Moderated by International Director **Ed Bick**, this panel presentation will give pointers on how to get members, keep members active in your club and build strong new clubs. Panelists will be: **Judy Ellis, Dick Welch** and **Hubert "Butch" Barney**.

• **Using Video in Your Club** — **Hubert "Dobby" Dobson**, Past International President, will present this fast-paced program on the use and merits of video in the club setting and will actually demonstrate typical applications of this exciting medium.

3:30 p.m. "Adventures in Education" continues with two outstanding programs:

• **Success Secrets of Top 10 Clubs** — Ever wonder what it is that makes a "Top 10" Club a special one to belong to? Find out how to create the same spirit in your club. Past International Director **George Ott** will moderate this panel presentation with panelists **Ruth Holton, Ed Cargile, Bill Crawford** and **Sally Anne Fritz**, each representing one of Toastmasters' perennial "Top 10" clubs.

• **Jim Cathcart** — This well known pro-

fessional speaker will cover "Effective Listening Skills."

5:15 p.m. — Candidates' Forum — International officer and director candidates will have the opportunity to speak before delegates.

Wednesday Evening — This night is set aside for dining, politicking and sight-seeing in San Diego. Stop by the District 5 hospitality room for ideas on where to go and how to get there.

THURSDAY AUGUST 18

8 a.m. Annual Business Meeting — Delegates will have the opportunity to vote for International officers and directors as well as on an important resolution.

11:30 a.m. Spouses and Guests Luncheon — **Stephanie Noonan**, Past International Speech Contestant, will be the featured speaker. Your hostess will be "First Lady" **Betty Jo Miller**.

11:30 a.m. DTM Luncheon — If you are a DTM you are invited to attend this special luncheon featuring Past International President **Bob Blakeley** as keynoter and four speakers from districts outside the U.S. and Canada who will vie for a spot in Saturday's World Championship of Public Speaking.

1:30 p.m. Accredited Speaker Program Finals (Part II) — These four finalists will appear before a live audience and selected panel of judges to give the qualifying presentations:

- **Pat Panfile**
- **Frank Slane**
- **Ralph Dean**
- **Homer Nottingham**

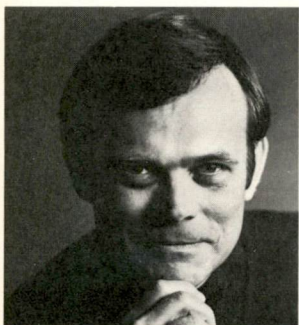
1:30 p.m. Dr. Jean Lebedun — Psychologist, speaker and finalist in last year's International Speech Contest, Jean will speak on "How to Give and Take Criticism," a guide to more effective evaluation.

1:30 p.m. Dr. Kerry Johnson — A popular Toastmaster and speaker, Kerry will tell you how to "Read the Mind of Your Audience."

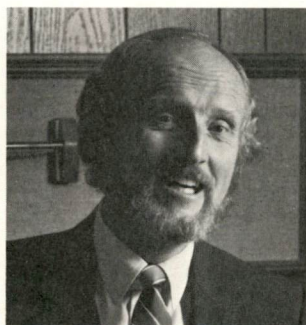
3:30 p.m. Hall of Fame — Top achievers from throughout the world of Toastmasters will be honored in this year's edition of the Hall of Fame.

Thursday Evening — South Pacific Adventure at Sea World

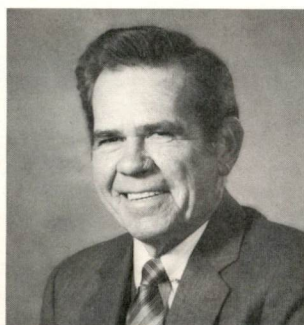
Seals, otters, Shamu the Killer Whale, hula dancers, a sumptuous luau buffet and dancing until midnight will await adventurous Toastmasters. (Ticket price includes dinner, bus transportation and from Sea World and admission to the park.)



John Hartquist, ATM



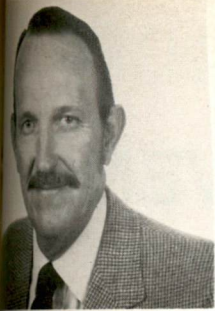
Roger Reser, ATM



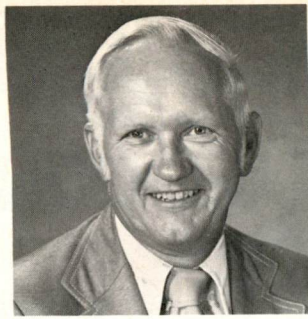
Ralph Dean, ATM



Ray Brooks, DTM



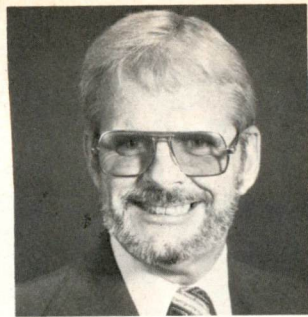
Carson Lewis, ATM



Bill Crawford, DTM



Butch Barney, DTM



Jerry Browne, DTM

FRIDAY AUGUST 19

Day — "Adventures in Education" continues

10 a.m. Cavett Robert — One of America's premier public speakers and an active Toastmaster, Cavett will motivate the audience with his presentation "What Makes Joe Go?"

10:45 a.m. Communication Showcase — Past International President William Hamilton will host this extraordinary collection of Toastmaster talent featuring:

- Peter Stark
- Major John Kinde
- Jerry Brown
- Elaine Phillips
- Mary Jo Crowley

11:45 a.m. Humor Workshop with Gene Perret — An Emmy award-winning comedy writer, Gene will show you how any speaker can add humor to speeches.

1:30 p.m. Dr. Karl Albrecht — Well known psychologist, author and trainer will show you how to use your "Brain Power" much more effectively in speaking and other everyday applications.

4:30 p.m. "Speaking for Fun and Profit" — Professional speaker and second-place finisher in the 1980 International Speech Contest, **Len Baker** will moderate this panel presentation on the many aspects of professional speaking. Featured panelists will be:

- Cavett Robert
- Dr. Jean Lebedun
- Dr. Kerry Johnson

3:15 p.m. Gil Hamblet — Gil returns to the TI platform with a new collection of humorous stories and anecdotes to close out the most elaborate array of educational opportunities ever presented at a Toastmasters convention.

6:30 p.m. Royal Reception — All attendees are invited to this no-host reception preceding the convention's Grand Finale evening.

7 p.m. President's Dinner Dance — Past International President **William Hamilton** will preside as Toastmaster of the Evening as the newly elected officers and directors are installed. Dancing will follow the installation ceremonies.



Major John Kinde, DTM

SATURDAY AUGUST 20

8:15 a.m. — "The World Championship of Public Speaking" and International Speech Contest Breakfast. — Nine of the best speakers in the world will give their all in pursuit of the championship title. Register early — we anticipate a sellout!

See you in San Diego!

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



Pete Stark, ATM



Frank Stane, DTM



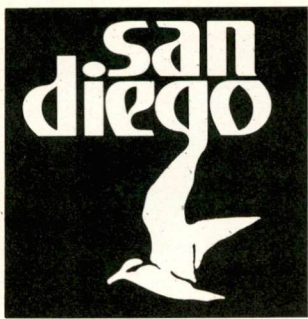
Pat Panfile, DTM



Joe Eden, DTM



Mary Jo Crowley



TOASTMASTERS'

52nd ANNUAL CONVENTION

August 16-20, 1983
 Sheraton Harbor Island Hotel
 San Diego, California

Mail to: Toastmasters International, P.O. Box 10400, Santa Ana, CA 92711 (This form is not to be used by International Officers, Directors, Past International Presidents or District Governors elected for 1983-84.)

A registration badge will be required to attend 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 receipt for a packet of tickets and materials, which can be claimed at the registration desk beginning at 1:00 pm, Tuesday August 16.

All advance registrations must reach World Headquarters by July 12.

_____	Member Registrations @ \$20.00	\$ _____
_____	Joint Registration: Husband/Wife (both Toastmasters) @ \$27.50	\$ _____
_____	Spouse/Guest Registrations @ \$7.50	\$ _____
_____	Tickets: Golden Gavel Luncheon (Wednesday, August 17) @ \$15.00	\$ _____
_____	Tickets: "Spouses & Guests Luncheon" (Thurs., August 18) @ \$13.50	\$ _____
_____	Tickets: DTM Luncheon (Thurs., August 18) @ \$14.50 (Note DTM # _____)	\$ _____
_____	Tickets: "Sea World Party" (Thurs., Aug. 18, Dinner, Shows & Dancing) @ \$25.00 (Ticket price includes bus transportation to Sea World and return.)	\$ _____
_____	Tickets: President's Dinner Dance (Friday, Aug. 19, Dinner, Dancing & Program) @ \$27.00	\$ _____
_____	Tickets: International Speech Contest Breakfast (Saturday, Aug. 20) @ \$12.00	\$ _____
	TOTAL	\$ _____

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

(PLEASE PRINT)

Club No. _____ District _____

NAME _____

SPOUSE/GUEST NAME _____

ADDRESS _____

CITY _____ STATE/PROVINCE _____

COUNTRY _____ ZIP CODE _____

NO. CHILDREN ATTENDING _____ AGES _____

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

Mail to: Sheraton Harbor Island Hotel, 1380 Harbor Island Dr., San Diego, CA 92101 (619) 291-2900

Circle room desired. State/local tax will be added to all rates. All rates European Plan (no meals included). Deposit of first night's room charge or American Express Card guarantee required.

Reserve before June 14, 1983, at the following rates:

Single \$65/night Double \$75/night One-bedroom Suite \$195/night

Reservations received after June 14, at the following rates:

Single \$85/night Double \$95/night One-bedroom Suite \$210/night

Cut-off date for all reservations is July 14, 1983. Consult hotel for prices and availability of larger suites.

I will arrive approximately _____ a.m. _____ p.m. on August _____, 1983.

Check enclosed covers first night. Guarantee by Amer. Express Card # _____ Exp. Date _____

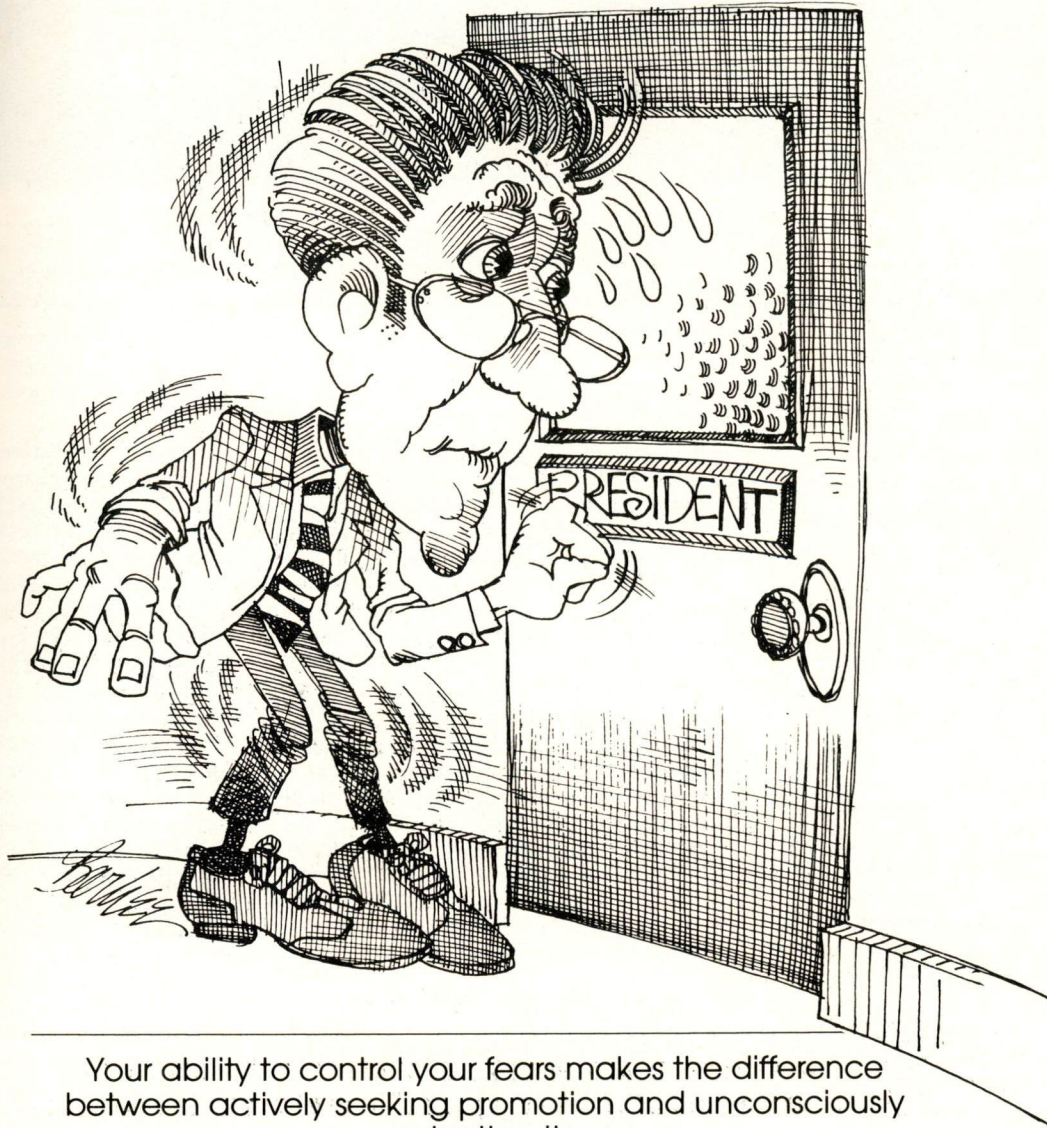
I will depart on August _____, 1983. Arrival by car other

I am sharing room with _____

TOASTMASTERS INTERNATIONAL CONVENTION, August 16-20, San Diego, California 92101

Don't Be Afraid To Ask

by David K. Lindo



Your ability to control your fears makes the difference between actively seeking promotion and unconsciously rejecting it.

Are you qualified for promotion? Do your experience, knowledge and skill have you in line for a better job? Are you ready for promotion? When an opening occurs, will you speak up, actively apply for the job? Or will you wait to be asked if you are "interested" in taking it?

Many people play the waiting game. They play it safe. They refuse to apply. Are you waiting for a job offer that will never come? Why should the boss come to you? Why won't you take the initiative and volunteer for the job you deserve? To get a promotion, you're going to have to work hard, earn it and ask for it.

Fear of Change

Many people work hard and earn it. But then they fail to ask. Why? Com-

Promotion often poses threats to your security.

mon reasons people don't actively seek out and ask for promotions include:

- lack of self-confidence
- fear of the unknown
- possibility of rejection, fear of losing out
- fear of not being able to do the new job
- difficulty of making new friends
- fear of being labeled "dissatisfied"

"They Laughed When I Got Up To Speak"

... and you can keep them laughing by learning to write and deliver your own best comedy lines professionally. Humor for speakers always pays off — and Gene Perret's ROUND TABLE newsletter is aimed at improving your comedy writing and humorous speaking techniques.

GENE PERRET, a three-time Emmy winner, has written for BOB HOPE, CAROL BURNETT, PHYLLIS DILLER, BILL COSBY, TIM CONWAY and others. He produced "Welcome Back Kotter," "Three's Company" and "The Tim Conway Show." ROUND TABLE, a lively 8-page monthly, offers humorous writing techniques, answers to your questions, sure-fire speaking hints, and a direct pipeline to professional comedy writing/speaking approaches.

ROUND TABLE is priced at \$49.95 - but the low price won't last. Subscribe now at this charter price... or send \$5 for a sample copy of our premier issue featuring an interview with PHYLLIS DILLER.



Gene Perret's ROUND TABLE
P.O. Box 13
King of Prussia, PA 19406

ENCLOSED: My check for \$49.95 for 12 issues

NAME: _____

STREET ADDRESS: _____

CITY, STATE, ZIP: _____

And if promotion does occur, there is fear that all the winner wins is a lot of anxiety. Promotion often means:

- losing old friends
- change in the status quo at home
- abandonment of old skills
- additional investment in time and effort to learn new skills
- adjusting to a different boss, new work patterns, an unknown organizational environment and political climate
- an increase in social requirements
- more responsibility

How do you handle these feelings? Your ability to control your fears makes the difference between actively seeking promotion and unconsciously rejecting it. Three cases illustrate what I mean.

Susan is secretary to the vice president, finance. She has held that job for nearly 10 years. Her record of achievement is outstanding. Susan knows her company structure, forms, policies and people better than anyone. Everyone expected Susan to be the replacement when the president's secretary retired. It didn't happen. Instead, a woman with questionable organizational ability, fewer interpersonal skills and less experience got the job.

Why? Susan never applied. Her reason: Better safe than sorry. Susan felt she might lose everything she had worked for. Susan knew the tradition of the firm was that each new president brought his or her own secretary along (although the current president had not.) Susan weighed the chances of her boss becoming president. She concluded he'd lose. Result: She kept quiet and stayed put. She gave in to fear. Susan decided to avoid an immi-

nent risk even though she knew that some day a replacement for her boss could bring a new secretary too. Susan gave up an opportunity to receive the recognition she deserved — and the president settled for second best. They both lost.

After 10 years of typing up promotions of others, Barbara felt it was her turn. She decided to complete work on an accounting degree she'd stopped years earlier. In her words, "I'm more stable and mature now. I know what I want. The potential payoff has become greater than the risk. I may be out some time and money — but I'm sure I'll learn something I can use."

How much are you missing because you are afraid to make a change?

Completion of a two-year degree qualified Barbara for a job as budget analyst. She applied for and got it. Several years later, at her graduation party, she said, "I'm in my third accounting job, all promotions. I've been rejected a few times — but they just increased my resolve." How many false starts have you made? Why not review them? Today may be the day to start one again. It may be the first step on your path to promotion.

Making the Move

The smile on Karen's face was infectious. Her enthusiasm as she spoke of her new job was

unmistakable. Karen started by saying, "I should have changed jobs years ago. If I only knew what I was missing. My new job pays more, the people are nicer and the work is more stimulating. I feel like a new person."

That was quite an admission from a gal who had been laid off after 30 years on the same job. For 30 years she'd been satisfied with a low paying, dull job in a company that didn't provide her decent fringe benefits or any opportunity for advancement. Karen was afraid to speak up or risk what she had. It wasn't until she was forced to move that she made a change. Karen reflected, "Just think of the years I wasted and what I could have done with the extra money if I'd moved earlier." How much of your life are you missing because you were afraid to make a change?

Are you afraid? Are you holding back your career because you fear exposure, don't want to take a chance or are uncertain of your ability? You can overcome these feelings. Sure, promotion is a potentially dangerous situation. It represents threats to you. But it also represents the opportunity for you to show your stuff, learn new skills and earn more money. Promotion allows you to make changes you want to make.

Change in the work environment is inevitable. Change with it. Ask for that promotion. If you don't ask, you're sure to lose. Trade the "I might lose" fear of asking for the sure-to-lose result of remaining silent. You'll be the winner every time. 🍀

David K. Lindo is an experienced accounting manager who has held positions at three Fortune 500 firms. He is the author of over 100 articles on management and the author of the book, Supervision Can Be Easy.

How to Build a Lucrative Paid Speaking and Seminar Business

By Robert Anthony Ph.D.

Today a lot of people are cashing in — and cashing in big — in the speaking and seminar business. You are probably aware that the speaking and seminar business is one of the fastest growing businesses today. What you do not know is that getting started in this rewarding and lucrative business is easy.

YOU CAN FILL A TREMENDOUS NEED

One of the most exciting things about the speaking and seminar business is that there is every room for anyone who is willing to enter the professional speaking field. Businesses, corporations, groups and associations are always looking for new people with fresh ideas. You can learn what it takes to get started giving speeches, seminars or training programs to clubs, churches and associations or under contract to sales organizations, businesses and corporations.

Whether you live in a small town or a big city you can succeed in the speaking and seminar business. Everything you need to know is contained in my new manual: **HOW TO BUILD A LUCRATIVE PAID SPEAKING AND SEMINAR BUSINESS.** Here are some of the secrets I will share with you:

- Who hires speakers?
- Why types of speeches sell?
- How to set your fee
- Packaging your ideas into a profitable seminar
- How to turn a speech into a full-day seminar
- What to call your program
- How to get sponsors
- Using booking agents
- Sample speaking contract
- How to design effective ads and brochures
- When to use direct mail and when to use space ads
- How far in advance to promote
- One step vs. two step promotion cycle
- Best days of the week, time of day and months to conduct seminars

START OFF PART TIME

You can start in your spare time. It won't interfere with your present job. Work as little or as often as you like. And, if you are willing to make a reasonable commitment, speaking professionally can provide you with the best life has to offer. The average professional speaker can earn \$100,000 to \$500,000 per

year. I know many speakers who have been in the speaking business for less than two years who are earning in excess of \$200,000 per year!

COPY MY SUCCESS

Speaking is my business and my hobby. It's fun, it's exciting and it means big money too! I have given over 3,000 motivational, inspirational and educational seminars, speeches and workshops. I often earn over \$10,000 per day for just one presentation. This is not unusual in the speaking and seminar business.

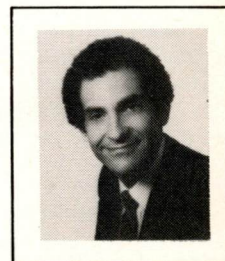
Through trial and error I have perfected a simple, profitable system for the beginner to start making money immediately in the speaking and seminar business. To the best of my knowledge no one has made this type of information available to the public before. My manual covers all the nuts and bolts of starting up and operating your own lucrative professional paid speaking and seminar business. You will learn:

- **A simple but overlooked way to earn \$50,000 your first year giving free speeches!**
- The most effective means of obtaining new business without spending a cent for advertising
- **Use of free lectures to promote your seminar**
- How to make yourself famous so people will seek you out
- **How to make a press kit that will sell your services**
- How to make a demo tape that will entice perspective clients to hire you
- **A common mistake made by beginners that will put you out of business immediately**
- The one idea that should be present in all your advertising
- **How a certain group of people found in every city can be a tremendous source of income**
- How to publish, sell and market your own books and tape cassettes
- **How you can make huge profits with an effective mail order business**
- A little known market that can earn you \$5,000-\$10,000 extra per month

I WILL GUIDE YOU STEP BY STEP

Speaking and seminars are a multi-billion dollar a year industry. Over 30,000 speeches and seminars are given each day in the U.S. alone! You can build your own lucrative professional paid speaking and seminar business

with only one idea... just the way I did. And, you can do it a lot easier and faster than I did by avoiding the mistakes I first made. I learned through trial and error. When I was starting I would have been willing to pay Norman Vincent Peal, Cavett Roberts, or Zig Ziglar a thousand times what my manual will cost you.



IT'S EASY FOR YOU TO GET STARTED

I am quite sure I can help you. In fact... I'll guarantee it. You can look over my manual for a full 30 days. This will give you sufficient time to check it out against everything I have told you. If the secrets I have revealed aren't clearly the best opportunity you have had to break into the lucrative paid speaking and seminar business, just return my manual for a prompt refund.

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HENRY CLAY

Magnetic Oratory At Its Best

by Paul Cathey, ATM

The making of a master of speech.

Henry Clay declared, "I'd rather be right than president." He didn't mean a word of it. Through 32 years and seven campaigns, this man — one of the greatest orators America has ever produced — avidly sought the presidency using every political trick he could think of.

But Clay and that other persistent perennial, the silver-tongued William Jennings Bryan, were the only three-time losers. And Clay was one of four great orators who dominated the American political scene between the 1820s and the Civil War but never made it to the White House. The other three were Daniel Webster (see *THE TOASTMASTER*, January issue, page 17), Stephen Douglas and John Calhoun.

Toastmasters can learn much by studying Clay's oratorical style and superb delivery. And they can learn even more about how *not* to organize a speech by studying Clay's material.

He was an insincere showman. His speeches rambled. His logic was faulty. Frequently the high point of his speeches come in the middle. Sometimes his conclusions are weak.

In reading Clay's speeches you may gain the mistaken impression that they were dull. They weren't. Certainly they were often caustic and bitter. He was a master of ridicule and sarcasm. He flip-flopped on the issues, depending on which side seemed to favor his political ambitions at that moment.

In short, Clay's speeches lacked three qualities every Toastmaster's should include — sincerity, conviction and consistency.

Learning the Art

Yet Clay was a spellbinder. Whenever it was known that he was to speak in his favorite forum, the



Senate, the galleries were packed. Gifts were passed up to him. His talks were always an occasion to remember.

How did Clay become such a master of speech? Like many of the other great orators of his day, Clay was an avid reader in his youth, fond of memorizing passages from the great works of literature and reciting them aloud. But he was never a serious scholar and came to rely too much on his delivery in competing with others, neglecting his material and its organization.

Says his biographer Carl Schurz, "Clay knew that oratory is an art, and in this art he trained himself with judgment and perseverance. For many years as a young man, he made it a rule to read, if possible every day, some historical or scientific book, and then to repeat what he read in free, off-hand speech, sometimes in a

cornfield, at others in the forest, and not infrequently in a distant barn with the horse and ox for auditors.

Thus he cultivated that facility and affluence of phrase, that resonance of language, as well as that freedom of gesture, which, aided by a voice of raw power and musical beauty, gave his oratory, even to the days of declining old age, so peculiar a charm.

"It is not improbable that his remarkable gift of speaking, which enabled him to make little tell for much, and to outshine men of vastly greater learning, deceived him as to the necessity for laborious study."

Clay himself conceded this later in his life when he wrote to one of his sons, "I never studied half enough, I always relied too much upon the resources of my genius."

And, speaking of oratory later in his life, Clay recalled, "It is the art of all arts, to it I am indebted for the primary and leading impulses that stimulated my progress and have shaped my entire destiny."

Irving Stone in his fascinating study of all the men who were defeated in presidential elections, *They Also Ran*, says the above statement was the key to Clay's entire life.

"He was always more interested in how he said a thing than in what he had to say; more interested in the emotional effect he had upon his listeners, his ability to bend them to his will, to achieve his desired ends than in the nature of the material he was presenting, its validity or usefulness. As a result his mind became a swift-flowing, shallow mountain torrent."

Clay was born in Virginia, moving to the then-frontier state of Kentucky when he was twenty. "In Virginia at the time he was eleven," says Stone,

he was going to the courthouse in Richmond to hear John Marshall, James Monroe and Patrick Henry debate on whether or not Virginia should ratify the Constitution."

Clay's idol was Patrick Henry, a speaker much like himself, backwoods enough, with more fire than logic in his speeches. (It's interesting that the other three-time presidential loser, William Jennings Bryan, kept a photograph of Henry Clay on his wall).

Clay received his legal training in Virginia, spending his evenings at the Richmond Debating Club practicing his two crafts — listening and oratory. As a lawyer, he moved to Kentucky because there seemed more opportunity in such an area for a man of his talents.

Stone makes these additional comments on Clay's skills as an attorney and later as a debator in Congress: "He was as fast and light as a cat in thinking on his feet. He had the courage to argue with anyone on any subject.

"He remembered all the ringing phrases he had ever heard and developed the facility of whacking out some pippins of his own. He could instill fear into people which made them do his bidding. He had a slashing sense of humor, satire and ridicule with which to cut his opponent to shreds.

"Above all he had a magnificent voice which he had been developing for a full decade. It was like some superb instrument. It could be pitched to will to majestic denunciation, withering scorn, light pleasantry, deep tender emotion. It was the voice of a actor; the expressive face and emotional temperament of this man who could move others belonged to the footlights."

Elements of Style

As a lawyer Clay lost few cases. His courtroom style is described this way by Clement Eaton in his book *Henry Clay and the Art of American Politics*: "Possessing a keen knowledge of the psychology of frontier juries, Clay did it need much knowledge of the law to win criminal cases... An opportunist in legal practice who studied the faces of the jury, he quickly adapted his argument to their prejudices and changing moods. One of his tricks was to crouch low and then rise to his full height as he drove home an argument."

Clay's physical appearance was also a valuable asset in law and politics. Biographer Carl Schurz, in his sympathetic treatment of Clay, describes him thus:

A tall stature, not a handsome face, but a pleasing, winning expression; a grace which some of his

contemporaries say was the finest musical instrument they ever heard; an eloquence always melodious and in turn majestic, fierce, playful, insinuating, irresistibly appealing to all the feelings of human nature, aided by gestures at the same time natural, vivid, large and powerful."

The best description of Henry Clay in action is given by Clement Eaton. Much of what Eaton relates comes from the memoirs of an English woman, Harriett Martineau, who was present in the Senate in 1835 when Clay made a moving speech on behalf of the Cherokee Indians. Miss Martineau was somewhat hard of hearing and used an ear trumpet, but apparently she didn't need it to hear Clay.

Says Eaton, "The news that he was to speak on this subject caused foreign ambassadors to come to the Senate chamber to hear the great orator. The galleries were crowded with gentlemen and ladies, and in the center of the lower circle stood 'a group of Cherokee chiefs listening immovably.'

"At the beginning of his speech he hesitated and appeared agitated, 'shown by a frequent putting on and taking off of his spectacles and the trembling of his hands among the documents of his desk.' He spoke with deliberation — he was a master of the pause — and to the English woman his voice became 'deliciously winning.' His emotion mounted until Miss Martineau 'saw tears, of which I am sure he was wholly unconscious, falling on his papers as he vividly described the woes and injuries of the aborigines.'

"He made a profound moral impression upon his audience. 'The chief characteristic of his eloquence,' Miss Martineau judged, was 'its earnestness.' In speaking he gesticulated all over, using his hands, his feet, his body, even his glasses and his snuffbox to express his emotions and thoughts. An excellent mimic, he could make his audiences laugh by his caricatures of his opponents."

Clay also used audiovisual aids long before the term was invented. His props were undoubtedly effective, but in the following example it may be questioned if they were always genuine.

Two years before his death, Clay rose in the Senate, as it debated what came to be known as the Compromise of 1850, making his last effort to preserve the union. Toward the end of his speech Clay held up a piece of wood which he said a man had delivered to his lodgings that same morning.

"And what," Clay declared, "do you suppose it is? It is a fragment of the

coffin of Washington — a fragment of that coffin in which now repose in silence, in sleep, and speechless, all the earthly remains of the venerated Father of his Country.

"Was it portentous that it should have been thus presented to me? Was it a sad presage of what might happen to that fabric which Washington's virtue, patriotism and valor established?

"No, sir, no. It was a warning voice, coming from the grave to the Congress now in session, to beware, to pause, to reflect before they lend themselves to any purposes which shall destroy that union which was cemented by his exertions and example. Sir, I hope an impression may be made on your mind such as that which was made on mine by the reception of this precious relic."

Note the use of alliteration — in silence, in sleep and speechless. And note the combinations of three parallel expressions — to beware, to pause, to reflect. With great speakers such as Clay these expressions almost always come in threes.

The Clay speech quoted above also contains a device he liked to use more than any other — the question. Sometimes his questions were merely rhetorical — with the answer being an obvious yes or an obvious no. At other times he piles them one on top of the other in a sequence building toward a predetermined objective in the manner of a courtroom attorney.

Here's an example of this technique in a bitter speech directed against his arch political enemy — President Andrew Jackson.

"He (Jackson) has swept over the government during the last eight years like a tropical tornado. Every department exhibits traces of the ravages of the storm.

"What object of his ambition is unsatisfied? When disabled from age any longer to hold the sceptre of power, he designates his successor and transmits it to his favorite (Martin Van Buren). What more does he want? Must we blot, deface and mutilate the records of the country to punish the presumptuousness of expressing an opinion contrary to his own?

"What patriotic purpose is to be accomplished by this expunging resolution? Can you make that not to be what it has been? Is it to appease the wrath and to heal the wounded pride of the chief magistrate? If he really be the hero his friends represent him, he must despise all mean condescension, all groveling sycophancy, all self-degradation and self-abasement."

Peace by War

Clay also used the question

technique in one of his early speeches as a member of the House of Representatives. In 1811, when only 34, he became Speaker of the House and leader of the War Hawks, the Congressional group that wanted — and got — a second war with Great Britain — the War of 1812.

In the House, Clay stated, "Is the question asked: 'What are we to gain by war?'" And, with ringing emphasis, he answered his own question with, "What are we not to lose by peace? Commerce, character, a nation's treasure, honor!"

Clay concluded this talk with a call

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for a plan of attack that looked ridiculous when the British later invaded Washington and burned the White House. But it was still a great speech.

Clay concluded this way: "An honorable peace is attainable only by an efficient war. My plan would be to call out the ample resources of the country, give them a judicious direction, prosecute the war with the utmost vigor, strike wherever we can reach the enemy, at sea, or on land, and negotiate the terms of peace at Quebec or at Halifax.

"We are told that England is a proud and lofty nation, which disdain to wait for danger, meets it halfway. Haughty as she is, we once triumphed over her, and if we do not listen to the counsels of timidity and despair, we shall again prevail. In such a cause, with the aid of Providence, we must come out crowned with success; but if we fail, let us fail like men, lash ourselves to our gallant tars, and expire together in one common struggle, fighting for free trade and seamen's rights."

Unfortunately for the Kentucky spellbinder and the nation, the War of 1812 was pretty much a tie with no clear winner or loser. It might have been avoided by some calm negotiation.

The "free trade and seamen's rights" speech was the one that established Clay as an orator of national importance. Almost 40 years later, after three bitter defeats in presidential elections, Clay delivered his final great speech in the U.S. Senate.

The occasion was the debates surrounding the Compromise of 1850 — the last major effort to adjust the differences between the North and the South. Clay was one of the architects of the terms of the compromise and fought hard for its adoption. It was enacted but only held up 11 years until the Civil War broke out.

All the great orators of the day had their say on this vital issue. It was the last major effort of three of them — Daniel Webster, John Calhoun and Henry Clay. Clay spoke several times during the debates. The first talk, on January 29, 1850, was the one in which he displayed the supposed fragment from Washington's coffin.

His greatest appeal came on February 5, and February 6. It took him two days to complete the talk, and it was an outstanding achievement for a feeble old man, only two years from his death.

Says biographer Schurz, "On February 5, Clay, walking up to the Capitol, asked a friend who accompanied him, 'Will you lend me

your arm? I feel myself quite weak exhausted this morning.'

"He ascended the long flight of stairs with difficulty, being several times obliged to stop in order to recover his breath. His friend suggested that he should defer his speech, as Clay was too ill to exert himself that day. 'I consider our country in danger,' replied Clay, 'and if I can be the means in any measure of averting that danger, my health and life is of little consequence.'"

As usual, the galleries were packed since Clay was to speak. On the second day some of the senators, concerned about his health, sought to move for an adjournment, giving him time to rest. But Clay would have none of it.

He stated, "Mr. President, I hope the Senate will only have the goodness, don't tire out their patience, to permit me to go on. I would prefer conclude today. I begin to see land. I had much rather occupy half an hour now than leave what I have to say for tomorrow — to trespass upon the Senate another day."

In this final great address Clay, although born in Virginia, left no doubt about his devotion to the whole union. It was one of his finest passages.

"The honorable senator speaks of Virginia being my country," he said. "This union is my country. The 30 states are my country. Kentucky is my country, and Virginia no more than any other of the states in the union."

"She has created on my part obligations and feelings and duties toward her in my private character which nothing on earth would induce me to forfeit or violate."

"But even if it were my own state — if my own state lawlessly, contrary to her duty should raise the standard of disunion against the residue of the union — I would go against her. I would go against Kentucky, in that contingency, much as I love her."

So in his final address this political chameleon, as Stone calls him, this man who had made bargains with his enemies and double-crossed his supposed friends, finally voiced his sincere convictions without any prospect of political gain. 🗣️



Paul Cathey, ATM, is a member of Independent Club 1907-38 in Philadelphia, Pennsylvania, and former governor of District 38. He is senior editor of *Age*, a business magazine

for metals and metalworking industries. He has been a Toastmaster since 1958 and has written a number of articles for *The Toastmaster*

PLANNING FOR GROWTH

Businesses today recognize the need to help employees communicate better," International President William O. Miller, DTM, told Toastmasters' International Board of Directors at the beginning of their February meeting at World Headquarters. "This means our organization can look forward to growing even more in the years to come."

President Miller's announcement, generated by his meetings with corporate leaders in the past few months, provided the basis for much of the discussion and action that took place during the Board's three-day meeting. All of the directors agreed that this trend, combined with the enthusiasm and dedication demonstrated by Toastmasters around the world, will spur a dramatic increase in Toastmasters' membership—a membership that has already doubled in the last decade.

Although Board members were delighted with this prognosis, they realized that with this growth will come a new responsibility, which Executive Director Terrence McCann outlined in a special address to the Board:

"As we move into the '80s, our growth momentum seems secure. But as we grow in size, we must not forget the personal touch. Our organization is fueled by motivation, not systems and procedures, or time and motion studies. Nobody has to belong or assume a position of leadership. We must more than ever emphasize the relationship aspect of Toastmasters. In our literature, in our training, at our events, we must stress that we are an open and caring organization, capable of helping people grow and succeed. If we are able to do these things, our future is secure."



Status Reports

This new responsibility was just one of the many items discussed and acted upon during the Board meeting. But before tackling its work, the Board first provided comprehensive reports of our organization's status. Following are some of the highlights of these reports:

- President Miller, DTM, visited seven districts, covering 23,000 miles in 31 days. During that period he met with executives from more than 40 companies, all of whom were impressed by our educational programs. President Miller also had the opportunity to tell the Toastmasters story to a large segment of the population through newspaper, radio and television interviews.

- Total membership of our organization has increased steadily

over the past year, and we now have the highest number of active clubs in our history.

- Basic manual completions increased in the six-month period between July 1, 1982, and December 31, 1982, up 16 percent from December, 1981. Advanced Manual completions increased only 4.4 percent, from 595 to 621. The number of ATMS awarded during the July-December period increased a modest 2.9 percent, from 511 to 526, while the number of DTMs awarded went from 98 in December, 1981, to 93 in December, 1982, a 5.1 percent decrease.

- Registrations for all four Success/Leadership Modules increased.

- The number of Youth Leadership Programs conducted went up 10.8 percent, from 325 in December, 1981,

to 360 in December, 1982.

- All districts have submitted their District Management Plan, making them eligible for recognition in the Distinguished District Program. At the midyear point, 42 of our 68 districts were maintaining the number of clubs needed to reach their goals for the year and of these, 25 were exceeding their goals. Twenty-one districts have met or exceeded their educational completion goals, and nine have met or exceeded their ATM goals.

- Toastmasters' new manual, *Gestures: Your Body Speaks*, was incorporated into our New Member Kit, the set of materials mailed to every person joining a Toastmasters club. It is the first publication ever produced that deals specifically with nonverbal communication in public speaking. Toastmasters' New Member Orientation Kit was also made available to clubs. The kit, which contains everything a club needs to orient and induct new members, has been well-received by clubs since its introduction.

- Toastmasters received extensive media coverage last year, including an article in *Worldwide Meetings & Incentives* magazine. An article about our convention appeared in the *Philadelphia Inquirer*, and two Philadelphia television stations and a radio station broadcast stories about our convention. The entire convention was taped by *Newstape International* and made available to Canadian Broadcasting and South African television.

Board Action

After hearing these and other reports, the Board then broke into committees and began their discussions. Friday afternoon Board members produced the fruits of their long hours of work at their final general meeting, held before an overflow crowd at World Headquarters.

Perhaps the most important subject discussed by the Board of Directors was the continued improvement of the Toastmasters educational system. President Miller, in a major presentation, outlined several proposed actions, including:

- Revision of the Communication and Leadership Program manual.
- Addition of two new Advanced Communication and Leadership program manuals, *The Professional Salesperson* and *Technical Presentations*, which would raise the number of advanced manuals from seven to nine.
- Addition of two new educational awards above the Able Toastmaster (ATM) which would provide special recognition to individuals who

complete additional advanced manuals and participate in several other education-related activities.

After carefully considering each aspect of the proposal, the Board of Directors unanimously approved the concept, with the stipulation that each component will be reviewed by the Board before going into production. By its action, the Board has set into motion some of the most innovative improvements that will stimulate involvement and participation, provide opportunities for satisfying recognition, and offer enhanced tools and incentives for personal growth.

In addition to this historic action, the Board:

- Adopted a policy for selecting the location of the Annual Convention. Commencing with the 1987 convention, locations will be selected on a rotation basis in the geographical areas of Central, East, and West United States and Canada. This procedure will give Toastmasters International a wider selection of convention cities and facilities from which to choose, with economical benefit to both members attending and to the organization.

"We can look forward to growing even more in the years to come."

- Recommended unanimously against adopting a resolution proposing that the Bylaws of Toastmasters International be amended to provide for the election of International Directors at the Regional Conference. The Board believes it is in the best interests of Toastmasters clubs and their members to have International Directors nominated at the Regional Conferences and elected by the entire membership at the Annual Convention. More information concerning the proposal and reasons for the Board's recommendation against adoption were included in a special March 15 mailing to all club presidents of record. The mailing also contained Credential or Proxy Certificates for clubs' voting at both the Regional Conferences and Annual Convention.
- Reviewed progress of the new Success/Leadership module "The Art of Effective Evaluation."
- Approved the development of a new Success/Leadership module on creative thinking.

- Discussed ways to increase utilization of the Club Management Plan, recognizing that nearly 50 percent of all clubs are now using the CMP. Recommended that new clubs and clubs with low membership be urged to put this valuable management tool to work.

- Reviewed the International Speech Contest rules, recommending no changes.

- Discussed needs of club officers, identifying critical success factors for officer training programs and communication with clubs.

- Authorized World Headquarters to conduct a survey designed to create a model for a successful Toastmasters club. The committee will review the survey results next August.

- Selected eight candidates for advancement to the second judging level in this year's Accredited Speaker Program.

- Reviewed the status and progress of district-led workshops on speech contest judging, recommending that all districts be encouraged to conduct training programs for potential judges.

- Reviewed the results of the 1981-82 Distinguished District Program and determined that districts of any size have an equal opportunity to be recognized as a Distinguished District.

- Drafted a set of guidelines intended to help districts develop budgets consistent with the mission of Toastmasters International and the critical success factors of the Distinguished District Program.

- Reviewed progress of districts with less than 50 clubs, mindful of the need to maintain sufficient membership and clubs for continuing efficient district activities.

- Reviewed the concept and proposed material for a membership building slide show presentation and approved the implementation of the project. This item will be carried over to the August, 1983, board meeting.

- Established specific duties and responsibilities for both the club mentor and the club specialist.

- Developed a member loss survey and a club loss survey to help Toastmasters International learn why members drop out and why clubs fail. This information will be used to assess our programs with the purpose of reversing such conditions.

- Discussed ideas and techniques members can use to sell the Toastmasters program and its benefits. This item will be carried over to the August, 1983, board meeting.

The next meeting of the Board of Directors will take place at the Sheraton Harbor Island East Hotel in San Diego, California, August 16-20.

Hall of Fame

DTMs

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

Vernon Bragg, Jr.
Rialto Toasters 4064-F, Rialto, CA

Marguerite G. Wuebker
Viva Voce 1403-3, Phoenix, AZ

Ray C. Creager
DMC 2873-4, San Jose

W.A. Henderson
DMC 2873-4, San Jose, CA

John C. Herring
Minneapolis 459-6, Minneapolis, MN

Robert M. Davis
Encore 1339-19, Ames, IA

Margaret F. Hope
Vancouver 59-21, Vancouver, B.C., Can

Kate Folsom Blough
Wave Flags 3229-29, Pensacola, FL

William W. Alfred
RS 1986-47, Tallahassee, FL

Frank Clark Brown
Oaklee 1745-48, Montgomery, AL

Wesley Douglas Kneale
Johannesburg 113-74, Johannesburg, RSA

Simon L. Romero Jr.
Manila 4255-75P, Manila, Philippines

DTMs

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

Beta Green
Grand Terrace 290-F, Grand Terrace, CA

Ry L. Hawkinson
Grand Terrace 290-F, Grand Terrace, CA

Elizabeth E. Van Dolah
High Desert 1043-F, Victorville, CA

John D. Hess
Hills 1475-F, Claremont, CA

Ry Martin
Capistrano Valley 1707-F, San Juan Capistrano, CA

Sam Aslan
Rio 2528-F, Indio, CA

Wesley Szladowski
The Flame 2717-F, Costa Mesa, CA

Thomas E.F. Churchill
Highways 3048-F, Long Beach, CA

Ry Liu
Theast 1161-2, Seattle, WA

Margaret C. Flanders
Hert Orators 4633-3, Florence, AZ

John Whiteley
San Jose 2369-4, San Jose, CA

Ray C. Creager
DMC 2873-4, San Jose, CA

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Elaine Marie Lutkitz
Money Talks 3295-4, San Francisco, CA

Fred Sotcher
T.G.I.F Management 3328-4, Santa Clara, CA

Jong H. Kim
Electric Toasters 4200-4, Palo Alto, CA

Wesley Grant Shane
Chula Vista 108-5, Chula Vista, CA

Donald G. Luger
Daybreakers 814-6, Edina, CA

Jesse Sandoval
Scottish Rite 943-6, Minneapolis, MN

J.R. Pitcher
Early Birds 3907-6, Minneapolis, MN

Robert L. Bergin
Cedar Hills 751-7, Beaverton, OR

Richard H. Beech
Rosaria 1305-7, Portland, OR

Donald H. White
Dallas 1933-7, Dallas, OR

Lora Mae Stewart
Alpha 1408-8, Jefferson City, MO

Kent L. Fitzjarrald
Thursday Noon 1647-8, Decatur, IL

Claude A. Brunot
Summit 190-10, Akron, OH

James F. Johnson
Summit 190-10, Akron, OH

Jacqueline Sciulli
Buckeye 2111-10, Cleveland, OH

Lyle M. Johnson
Foremost 507-11, Evansville, IN

Victor C. Link
Montgomery County 3501-11, Crawfordsville, IN

Donald L. Panhorst
Eriez 2705-13, Erie, PA

Eddie Dean Seagle
Tifton 1434-14, Tifton, GA

Julia C. Howell
310 North 2195-14, Atlanta, GA

Thad Gray
Georgia-Carolina 2523-14, Augusta, GA

Ruth H. Bergreen
Bell-Telers 3782-15, Salt Lake City, UT

R. Michael Ruckel
Edmond 170-16, Edmond, OK

Richard E. Schneider
Conoma 454-16, Oklahoma City, OK

Lee Edwin Mefford
Lexical 1367-16, Lexington, OK

Joyce A. Scott
City of Gold 2067-17, Helena, MT

William C. Dee
Gunpowder 2562-18, Edgewood Arsenal, MD

Robert E. Krauch Jr.
Gunpowder 2562-18, Edgewood Arsenal, MD

Scott Rausch
Collins Avionics 3250-19, Cedar Rapids, IA

Vernon M. Porth
Border 2710-20, Crosby, ND

Margaret F. Hope
Vancouver 59-21, Vancouver, B.C., Can

Dorothy L. Engelbrecht
Salmon Arm 2861-21, Salmon Arm, B.C., Can

Virginia A. Crandall
Springfield 527-22, Springfield, MO

David W. Aiken
Sunflower 2666-22, Lawrence, KS

James R. McGee
Monroe 1661-28, Monroe, MI

Walter H. Goodwin
McNamara 2104-28, Detroit, MI

John Burkett
Great Lakes 2876-28, Monroe, MI

Virginia N. Spitzkeit
Hattisburg 3553-29, Hattiesburg, MS

Dattatray N. Manerikar
Johnson Products 2766-30, Chicago, IL

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Woodland 2777-39, Woodland, CA

Charles E. Manilla
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Thomas S. Simms
MADCO 4097-40, Richmond, KY

Larry Mills
Northern Nooners 1084-42, Edmonton, Alta., Can

Rick Sydor
Chinook 1448-42, Calgary, Alta., Can

Kenneth G. Thomas
Foresters 2511-42, Edmonton, Alta., Can

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Abilene 1071-44, Abilene, TX

Keith Thornton
Steel Centre 3285-45, Sydney, N.S., Can

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Mohawk 3597-60, Hamilton, Ont., Can

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Port City 1424-62, Muskegon, MI

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Executive 4086-75P, Makati, Philippines

Stephen Bredthauer
Aurora 750-U, Anchorage, AK

James C. Griffin
Goldenheart 1240-U, Fairbanks, AK

New Clubs

5047-F FDC-KR
Brea, CA — 2nd & 4th Thurs., noon,
Kilsby-Roberts, 140 S. State College Blvd.
(990-1555).

497-2 Nordstrom
Seattle, WA — 1st & 3rd Fri., noon,
Nordstrom Training (Downtown Seattle)
1501-5th Ave. (628-6140).

5046-5 Articulates
San Diego, CA — Thurs., 11:30 a.m.,
San Diego County Dept. of Education, 6401
Linda Vista Rd. (292-3759).

5048-8 Shawnee
Carbondale, IL — 1st & 3rd Tues., 7 p.m.
Morrison's Cafeteria, Carbondale Shopping
Center (684-2261).

889-10 Brunswick
Brunswick, OH — Thurs., 6:30 p.m.,
Brunswick Community Library (225-2305).

1277-15 The Graduates
Salt Lake City, UT — Tues., biweekly,
11:45 a.m., Mountain Fuel Supply Company
Auditorium, 180 E. First South (534-5578).

1527-24 Town Criers
Omaha, NE — Tues., 7 a.m., Old Mill
Holiday Inn, Old Mill (399-7271).

2725-24 Good Morning
Laurel, NE — 2nd & 4th Mon., 6:45 a.m.,
Corner Cafe (256-3871).

3082-25 Pecan Valley
Brownwood, TX — Mon., 7 a.m., Texas
Power & Light Community Room, Center
& Fisk (646-2757).

1098-29 Coast Toasters
Gulfport, MI — 1st & 3rd Mon., 7 p.m.,
Western Sizzlin, Courthouse Rd.
(452-4846).

926-30 Toastmasters of Western
Lisle, IL — 1st, 2nd, 3rd Wed., noon; 4th
Wed., 5 p.m.; Western Electric,
2600 Warrenville Rd. (260-7265)

644-33 Oakdale Town Criers
Oakdale, CA — Thurs., 7 a.m.,
Brawley's Restaurant, (577-3399).

1159-35 Uptowner
Madison, WI — 1st & 3rd Thurs., 11:45
a.m., GEF II Room 021, 101 S. Webster
(249-2304).

2302-35 Speak Easy of Green Bay
Green Bay, WI — 1st & 3rd Tues.,
4:10 p.m., James River Corp., Day Street
(433-6338).

932-38 Central Jersey Postal
Trenton, NJ — 2nd & 4th Tues., 6:45 p.m.,
General Mail Facility, 680 State Hwy. 130.

2737-39 Reno-Sparks Indian
Reno, NV — Tues., 11:45 a.m., Reno-
Sparks Indian Library, 34 Reservation Rd.
(329-2936).

1245-42 Treasure Chest
Yorkton, Sask., Can — Thurs., 7:30 p.m.,
Corona Motor Hotel, 345 Broadway West
(786-6543).

2915-42 Beau-Jitters
Beaumont, Alta., Can — Wed., 7:30 p.m.,
LaPointe School (929-2757).

4310-42 Speaker's Corner
Regina, Sask., Can — Mon., noon,
The Co-operators, 1920 College Ave.
(347-6360).

2800-45 Bucksport
Bucksport, ME — 2nd & 4th Mon., 7 p.m.,
St. Regis Paper Co., Training Center
(469-3131).

363-47 Harris GCSD Communicators
Palm Bay, FL — Tues., 11:40 a.m., Harris
Corp. GCSD, Bldg. 5W, Room 400A
(729-2988).

919-53 Greater Hartford
Windsor, CT — 2nd & 4th Tues., 7 p.m.,
Sill House, Rte. 159, Windsor Center
(872-8599).

2715-57 Better Communicators
Walnut Creek, CA — Wed., noon, Brown
Caldwell Conference Room, 1501 N.
Broadway (937-9010).

927-60 Steelcase
Markham, Ont., Can — Wed., 4:30 p.m.,
Steelcase Canada Ltd., 7200 Woodbine Ave.
(475-6333).

671-64 Pacific Achievers
Winnipeg, Man., Can — Thurs., 11:50 a.m.,
Canada Safeway, 313 Pacific Ave.
(633-4722).

1452-64 Great West Life
Winnipeg, Man., Can — Mon., noon, Great
West Life Centre, 100 Osborne St. North
(946-7523).

2967-64 Ginew
Ginew, Man., Can — 2nd & 4th Wed., 7:30
p.m., Ginew Community Hall (427-2139).

3388-69 Maryborough
Maryborough, Qld., Aust — Tues., 7 p.m.,
Royal Hotel, Kent Street (214973).

1896-71 Lucan
Lucan, Dublin, Ireland — 2nd & 4th Thurs.,
8 p.m., Spa Hotel, Lucan Co. Dublin
(281124).

492-74 Airport
Kempton Park, Republic of South Africa —
1st & 3rd Tues., 7:30 p.m., Atlas Recreation
Club, Atlas Road, Bonaero Park (36-4380).

2122-74 Umgeni
Durban, Natal, RSA — 3rd Thurs., 7:30
p.m., Gillespie Street (4455-76).

2514-74 Barnib
Johannesburg, Republic of South Africa —
2nd & 4th Tues., 12:30 p.m., Boardroom
10th Floor Southern Life (833-5400).

Anniversaries

45 Years
San Pedro 111-1, San Pedro, CA

40 Years
Ashland 246-40, Ashland, KY

35 Years
Jaycee 130-F, Riverside, CA
Point Loma 198-5, San Diego, CA
Roseburg 604-7, Roseburg, OR

1982-83 District Governors

Mountain 618-9, Walla Walla, WA
 Alamos 607-23, Los Alamos, NM
 Point 582-37, High Point, NC

Years

egonian 1226-7, Portland, OR
 usters 1262-7, Portland, OR
 e College 1219-13, State College, PA
 11ston 894-20, Williston, ND
 ethwood 1329-28, Pleasant Ridge, MI
 ehalis-Centralia 1290-32, Chehalis, WA
 emonomie 1272-35, Menomonie, WI
 ysth 1278-37, Winston-Salem, NC
 cheel 1293-37, Raleigh, NC
 anden County 1189-38, Haddonfield, NJ
 ers 1230-39, Sacramento, CA
 onto No. 1 1289-60, Toronto, Ont., Can
 lamazoo 1270-62, Kalamazoo, MI

Years

arbor Lites 1927-F, Balboa, CA
 ellogg 245-9, Kellogg, ID
 illiam E. Borah 2701-15, Idaho Falls, ID
 tania 2761-16, Fort Sill, OK
 rrad 1892-21, Vancouver, B.C., Can
 orth Platte 2739-24, North Platte, NE
 apital City 2747-24, Lincoln, NE
 ownriver Ambassadors 2758-28, Ecorse,

De Noc 2754-35, Escanaba, MI
 allentown 2706-38, Allentown, PA
 idgewood 2639-46, Ridgewood, NJ
 reater Victoria 2736-56, Victoria, TX
 reka 2704-57, Eureka, CA
 arly Bird 2174-58, Charleston, SC
 ayal City 2735-60, Guelph, Ont., Can
 ictoria 2787-U, Hong Kong

Years

okesmen 179-F, Huntington Beach, CA
 ke Greenwood 1521-11, Crane, IN
 agnavox 2568-11, Ft. Wayne, IN
 orthwest Beltway 3465-18, Pikesville, MD
 iverstones 3559-30, Chicago, IL
 ears Westside 3576-30, Chicago, IL
 MP 3594-36, Washington, D.C.
 RL Forum 3614-36, Washington, D.C.
 RL Thomas Edison 3617-36, Washington,
 C.

roy 3453-40, Troy, OH
 all Town Toasters 3189-44, Midland, TX
 orps of Engineers 3030-47, Jacksonville,

et Up And Go 1869-56, Austin, TX
 rkeley YMCA 3609-57, Berkeley, CA

Years

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 egeles, CA
 astmasters B.C. 2866-3, Phoenix, AZ
 roy 3768-4, Gilroy, CA
 rry 3265-16, Perry, OK
 rrey 2590-21, Surrey, B.C., Can
 S 3495-36, Gaithersburg, MD
 C Dockyard 3182-45, Halifax, N.S., Can
 esday Toasters 3004-63, Kingsport, TN
 est 1541-70, Sydney, N.S.W., Aust
 warra 2822-70, Hurstville, N.S.W., Aust

Years

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 eville King-Webster 2491-6, Roseville,

y of Atlanta 3411-14, Atlanta, GA
 orthern Knights 3808-22, Kansas City,

wmasters 2554-26, Golden, CO
 den Prospectors 2637-26, Golden, CO
 idjammers 3129-29, Ft. Walton Beach,

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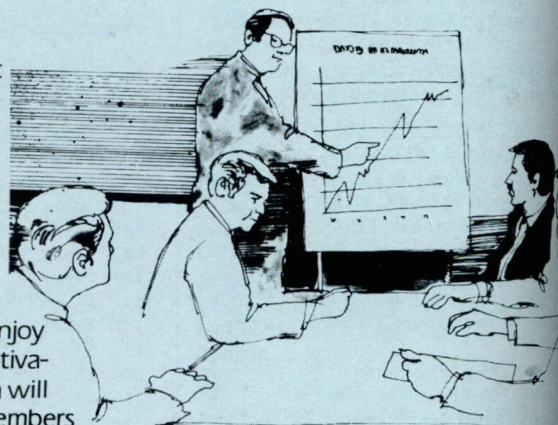
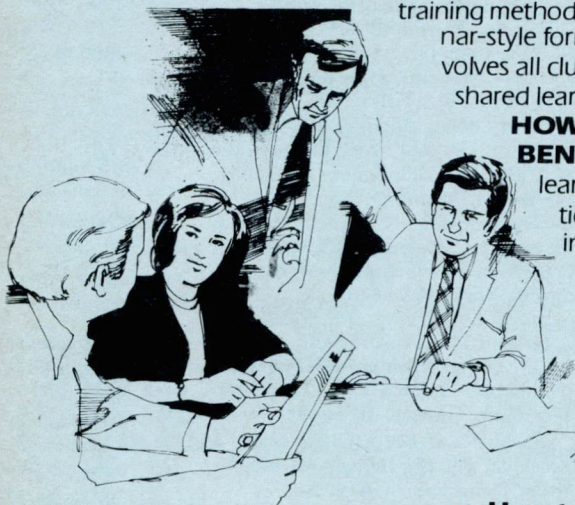
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