

May 1985

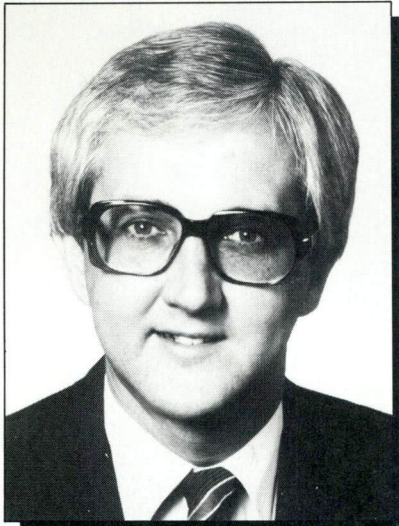
THE TOASTMASTER



Board Christens WHO Construction

"Closed Loop"

In my travels as International President (with the primary purpose of introducing our educational programs to new groups and corporations), I'm asked on occasion, "Is Toastmasters like Rotary, Lions, Kiwanis or other types of service organizations?" Toastmasters might look the same from a distance, but a closer examination of our programs discloses that Toastmasters International is an educational organization primarily, with no charter to raise funds in support of community projects.



"But aren't your meetings similar?" I'm asked. To some extent they are. The service organizations have a brief business session at the start of their meetings, followed by some announcements and then a guest speaker. Our Toastmasters club meetings add the Table Topics session, have several speakers and end with that key element in Toastmasters training, the evaluation period. It's really the evaluation period, if done properly, that accelerates the entire learning process for Toastmasters. A service club leader would be quick to point out that each of their meetings and community projects are evaluated for purposes of improvement. But a formalized evaluation of the speaker or speakers is not intended to be a part of their program as it is in Toastmasters.

Why do you think our founder, Dr. Ralph Smedley, added evaluation to our educational agenda? He gives us a clue in his writings back in September, 1952: "Evaluation—criticism appraisal—whatever you prefer to call it—is at the very foundation of all human progress. In no part of your life can you escape it, or keep from using it." He continued, "The ability to evaluate objects, conditions, thoughts, ideas is the human characteristic which brought primitive man out of his caves and trees, and set him on the road to civilized living. The same talent helps him today to reach higher standards of life and to achieve better things for himself and his [friends]."

As a member of the engineering community, I'm tempted to liken our evaluation period to a feedback loop in a control system. When a system has a feedback loop, we call it a "closed loop" system—an expression that is getting much usage today outside engineering. A Toastmasters club meeting, in a sense, can be considered a "closed loop" system. We offer our speakers the necessary feedback through our structured evaluations in order to establish "the very foundation of all human progress." Since the order of the system is essentially a measure of the number of independent feedback loops, a speaker will receive a higher order evaluation if more than one person evaluates the presentation.

The point I'm anxious to make here is that evaluation is a key element in every Toastmasters club meeting. Dr. Smedley also stressed that "no Toastmasters club is fulfilling its obligation to its members unless it brings them the maximum of training in the art of constructive evaluation."


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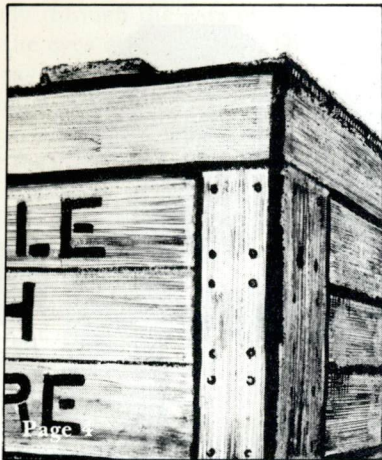
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 Santa Ana, CA 92711
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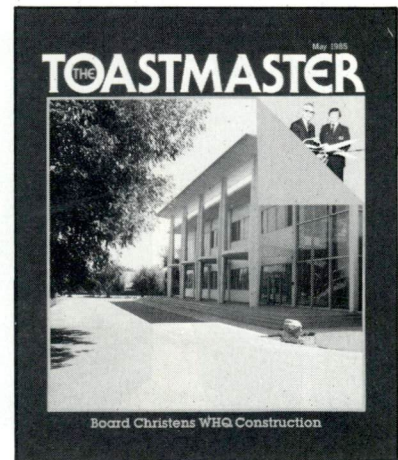
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COVER

Toastmasters' explosive growth prompted the construction of a World Headquarters building in 1962. That growth has continued—today we've had to expand the building to fulfill the needs of 120,000 members. The Board of Directors christened the new construction at their February meeting. This issue takes a peek into a Toastmasters' time capsule—we'll look at the organization's growth over the years and the subsequent expansion of World Headquarters.

THE TOASTMASTER Magazine (ISSN 0040-8263) is published monthly by Toastmasters International, Inc., 2200 North Grand Avenue, Santa Ana, CA 92711. Second-class postage paid at Santa Ana, CA, and additional mailing office. POSTMASTER: Send address changes to THE TOASTMASTER Magazine, P.O. Box 10400, Santa Ana, CA 92711.

Published 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. Copyright 1985 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 circulation should be addressed to THE TOASTMASTER Magazine, P.O. Box 10400, Santa Ana, California 92711. Phone (714) 542-6793. Non-member price: \$12.00 per year. Single copy \$1.25.



IF YOU FORCE THE WRONG CALIBER WORD
INTO THE BREECH OF COMMUNICATION, IT
WILL EITHER MISFIRE OR EXPLODE IN YOUR FACE.

WORDS:

You wouldn't load a 30-caliber bullet into the breech of a 22-caliber rifle would you? Certainly not! To do so would not only court frustration, but invite disaster as well. You might force the bullet into the chamber and have it misfire but the breech could also blow up in your face!

While we wouldn't do anything so foolish as this, we do choose the wrong caliber word, force it into the breech of communication and find that it too either misfires or in some cases explodes in our faces in embarrassment.

This is both regrettable and unnecessary, for those of us who claim English as our mother tongue have a superb tool at our fingertips—a precise instrument capable of capturing intense beauty with a word, of describing evil with an inflection.

The Power of Words

Some who underestimate the power of our language use the term “mere words.” This is like saying “mere dynamite” or a “mere nuclear explosion.” Winston Churchill's “mere words” mobilized a nation and awakened the world to the Nazi peril. “Mere words” by Thomas Jefferson laid the foundation for one of mankind's great republics.

But a word of caution! Our language, although a superb instrument of communication, is not always used for this purpose. Author George Orwell tells us that “insincerity is the enemy of clear language,” and there are many who seek to confuse, to impress, to cover up. They care little about conveying meaning and seek instead to



by Neil H. Campbell, ATM

“baffle them with bull.”

So guard your tongue with care, those of you who wish to be speakers and writers. Before you reach for grandeur and passion, strive for clarity and precision in your choice of words.

Whatever your choice in selecting words, aim to (1) make them simple, (2) make them work and (3) make them your own.

Make Them Simple

Words in common usage must be sanitized and refined to be acceptable in formal speech or print—or so it was once believed. But to succeed today, you must wrap your utterances in the vernacular and edge close to the spoken word!

To accomplish this, the words you choose must be simple, for “simple”

is not only beautiful but mandatory if communication is your goal.

Author E.B. White calls such words “ten-centers” and cautions that we “should not be tempted by a twenty-dollar word when a ten-center is ready and able.” Churchill agreed and said: “. . . the short Anglo-Saxon words are best and common words are best of all.” And why is it so? Principally because such words are crisp and lean, are instantly recognized and require no mental pause before they are understood.

“Face” is understood the moment the sound strikes your ear, yet “visage” takes a moment. “Obese” gives pause—“fat” does not. If you were to hear: “His visage was assaulted by a pastry,” not only would you be offend-

ed by the pomposity, but the words themselves would cause hesitation. "He was hit in the face by a pie," on the other hand, is instantly understood.

Your words should pass quickly and easily through the ears of the listener or the eyes of the reader. This is not to say that your words should not prompt reflection. But if you require your audience to stop and search for the meaning of words before the whole idea is clear, the ideas may be lost.

It would be folly to suggest using *only* short words. The word you choose should always be the *right* word regardless of its length. But I am suggesting that you begin your search among the mother lode of crisp, brief words that sting, sing and cut; those that jolt the listener with their clarity and brevity—those that insure understanding.

Abraham Lincoln understood this for in one of the most powerful utterances of all time he consecrated a blood-soaked battlefield in Pennsylvania with but 271 words—202 of which were one-syllable words.

Nor should we abandon simple words when we speak or write of complex matters. We have all watched speakers sink into the mire of unfamiliar, complicated words as the subject becomes progressively more complex. Avoid this common but unnecessary mistake.

In the Declaration of Independence, Jefferson articulates a creed, lists a litany of wrongs against the crown, discusses complex principles and lays the foundation for the United States, all with simple words of remarkable clarity.

But mere simplicity is not enough! The words must also be simply arranged and logically combined with other words or else confusion results. Misunderstanding rarely comes from unfamiliar words—it generally results from the lack of order and logic in their arrangement.

The following words individually are clear enough. But observe what happens when they are arranged illogically:

"Product usability objective setting should be a direct outgrowth of the initial opportunity definition of your program, plus the specific usability oriented information gathered during priority setting and the requirements definition activity."

Make Them Work

Just as the bullet must be the right caliber so must the cartridge have

enough powder to propel it. Since words are the only bullets of speech we are given, we can ill afford to load our speech with blanks. So in addition to making them simple, we must make them work.

To do this we should make them: (1) accurate, (2) active and (3) specific. We must also jettison the excess baggage that burdens our language by avoiding: (1) euphemisms, (2) jargon, (3) redundancy, (4) gobbledygook and (5) running on empty.

Be Accurate

The only way to use words accurately is to learn their meaning. No quick-fix here, no short cut; you must learn them! For example, "simplistic" is not "simple," "cease" is not "decease," and "unique" is a word which stands alone, without modification.

I'm sure the reporter didn't mean the beetles raped the trees when he said, "The elm beetle infestation is ravishing the trees," but that's exactly what he said. What he meant to say was that the trees were "ravaged," or devastated by disease. It is far better to choose words you know than to be shipwrecked on the shores of inaccuracy.

If you say, "This morning the criminal was hung," you are not only inaccurate, for he was "hanged," but you have also given your audience reason to question your credentials. This momentary doubt or pause, like the inappropriate use of complex words, may well break their concentration. This can be even more damaging if the misuse occurs at the beginning of your talk, when you are attempting to create the mood that makes them receptive to your message.

Make Words Jump

Experts advise the best way to reach people is through stories and quotations wrapped in easily understood language. The effective way to do this is to couch your language in the "active."

Use nouns and active verbs that are not only powerful and easily understood, but which in many cases eliminate the need for adjectives and adverbs. In other words, put a little zing in your thing!

Be Specific

Avoid the general and embrace the specific. Nothing is more bland or lifeless than the "general" and the "abstract."

Do not speak of "the bird on the

limb of the tree;" say instead: "the yellow-breasted sapsucker clutched the branch of the silver maple." It is a gooey chocolate-covered cherry, not a piece of candy; a shiny red Mercedes XL, not a car; and a slithering pit adder, not a snake. Make your words so vivid, so human, they grab the listener by the ear and won't let go!

Our language, in spite of its capacity for precision, can be like an iced-up Boeing 747. It cannot get off the ground, for its wings are thick with ice; nor can our speech "fly" laden as it is with euphemisms, jargon and gobbledygook—they are just as much an encumbrance to thought as ice is to flight.

This excess weight may be well-intentioned, but it impedes understanding and destroys thought.

Avoid Euphemisms

Misused as they are today, it is easy to forget euphemisms were originally used for another purpose—to dramatize, to make thought more vivid, to substitute an inoffensive term for one that seemed too harsh.

Lincoln's euphemism, "a final resting place," substituted for "cemetery," accomplished two things. First, it eased the pain of the then-recent Gettysburg slaughter for the mothers and fathers who gazed up at him that rainy day, and it dramatized, dignified and ennobled the sad end to the fighting men's struggle.

Today, euphemisms are distortions that bestow a facade of importance on otherwise unglamorous activities; words that fuzz or fog meaning. It is a "desk," not a "pupil station;" a "police dog," not a "crowd engineer;" and a "mechanic," not an "automotive internist."

The late U.S. Senator Dirksen demonstrated how misleading euphemisms can be: "When a young woman filing an insurance claim was asked how her father had died, she responded, 'He died at a public gathering when the platform upon which he was standing gave way beneath his feet.' What she didn't say was that her father was hanged."

We must be honest in our presentations, so if we cannot use euphemisms to soften or dramatize, then we shouldn't use them at all.

Jargon's Snag

This special language used by members of a specific group serves as verbal shorthand which is quickly understood among them and therefore serves

a useful purpose.

When a doctor says "...selective vascular occlusion techniques result in robust augmentation..." he speaks with great specificity—to other doctors. When a lawyer speaks of a "reciprocal negative easement," he paints a clear picture of his meaning to judges and other lawyers, and that is good.

But when such people use the same term among laypeople, they are careless, affected or are seeking to confuse or impress. Edward Thompson, Editor-in-Chief of *Readers Digest*, tells of a biologist who, when addressing a layperson, said: "The biota exhibited a 100 percent mortality response," when he could have said: "All the fish died." This intellectual snobbery can be found in speaking and writing everywhere, but please, eliminate it from yours.

Airline personnel have developed a jargon, that while not as complicated as in other professions, nevertheless bears little resemblance to English. They say: "In the extremely unlikely possibility that the aircraft should experience such an eventuality," when they could say: "If this should happen."

Perhaps airline officials should listen to the stewardess whose story was repeated in *Readers Digest*. She announced to her passengers, "There may be 50 ways to leave your lover, but there are only seven ways to leave this aircraft, so listen up."

Don't be Redundant

If one is good, two must be better. Some who follow this philosophy in speech and composition believe that by adding a synonym to a word that already conveys the correct meaning, they have added emphasis—when instead they have added absurdity.

People say: "advance planning," "warn ahead of time," and a "new baby." All babies are new until they become old babies when we call them "children." There is only one way to warn, and that is ahead of the event, and planning is always done in advance.

Gobbledygook

Senator Maury Maverick of Texas coined the word "gobbledygook."

The idea came to him when he watched a turkey in Texas strut and gobble with "ludicrous pomposity," only to find at the end a lot of "gook," not unlike his Washington, D.C., experience. The word stuck in our language and describes unclear, often verbose bureaucratic jargon.

Enlightened phrases such as "balanced digital concept," "functional logistical capability" and "systemized monitored time-phase" are not limited to Washington, D.C., but we suffer no shortage.

The unsuspecting plumber discovered this when he wrote a government agency for advice: He said he'd been using hydrochloric acid for cleaning clogged drain pipes, had found it very effective and wanted to know if this was all right.

The bureau in Washington responded saying, "The efficiency of hydrochloric acid is indisputable, but the corrosive residue is incompatible with metallic permanence." The plumber sent a postcard: "Glad to see you agree with me."

KEEP A NOTE- BOOK OF GOOD PHRASING YOU COME ACROSS.

The bureau sent another letter: "We cannot assume responsibility for the production of noxious residue with the use of hydrochloric acid." The plumber wrote back saying he was glad they had accepted his suggestions.

Then finally the bureau said in eleven words what they should have said in the beginning: "Don't use hydrochloric acid, it eats the hell out of pipes."

Running Empty

This is my name for those useless expressions which slithered their way into and have weighed down our language. For a language that can say so much with so few words, we have triumphantly reversed progress. We have discovered bloat by learning to say less with more.

Such expressions as "in a funny sort of way," "I might add," "it is interesting to note," are those that contribute absolutely nothing to understanding, but fill up space. Then there are those little delights that use several words to say what one word can accomplish.

Play "The Game of One." If it is possible to use one word instead of several, do so. Instead of "along the

lines of," say "like;" "for the reason that," try "since." If you do nothing else, please eliminate the tired cliché "at this point in time." Use instead the word that did the job for years—"now."

Make Them Your Own

If your words are simple, arranged logically, are accurate, active and specific and free of all encumbrances, then you have conveyed your meaning—you have communicated. For many, this is enough.

But if you want to interpret the ideas, signs and sounds of your world—if you want to brush vivid images onto the canvas of life, then you must do more. You must make the words your own.

Some call it style, but regardless of what name you use, it is that element which separates your clear, well-understood speech or prose from that of another who speaks or writes equally clear. It is in essence your fingerprint, your individuality, your brand upon your product.

Someone might have said:

"This is a very trying time for us. Slackers refuse to support our country, but the citizen who supports her now deserves his nation's thanks."

But Thomas Paine said:

"These are the times that try men's souls; the summer soldier and sunshine patriot will in this crisis shrink from the service of this country. But he that stands it now deserves both the love and thanks of man and woman."

Another could have said:

"87 years ago our ancestors formed a new country based on the precepts of liberty and the equality of man." But we know Lincoln said: "Four score and seven years ago our fathers brought forth upon this continent a new nation, conceived in liberty and dedicated to the proposition that all men are created equal."

The meaning is clear and the message is conveyed in all these excerpts. And yet Lincoln and Paine, by making the words their own, left us "...that which can inspire us and lead us to deeds of immortality."

If we are to be heard and remembered, we must impress. But we must do so with beauty of expression, with clarity and with the compelling nature of our messages. How then do we make the words our own?

How the Greats Do It

I have no quick answer, no easy solution other than hard work. But I can offer several observations about superb orators and writers that you might find useful. Such people generally:

- Read a great deal. They draw beauty and genius from others.
- Recognize that the story or message is paramount and fashion their prose with verbs and nouns to move it forward. They avoid adjectives, adverbs, modifiers and other linguistic fluff.
- Develop word pictures that create images for the listener or reader so vivid they can almost touch, smell or hear the scene described. Observe how Russell Baker, in his magnificent book *Growing Up*, strokes our senses with the sights and sounds of his childhood in Virginia:

"Morrisonville was a poor place to prepare for a struggle with the Twentieth Century, but a delightful place to spend a childhood. It was summer days drenched with sunlight, fields yellow with buttercups and barn lofts sweet with hay. Clusters of purple grapes dangled from backyard arbors, lavender wisteria blossoms perfumed the air from the great vine enclosing the end of my grandmother's porch and wild roses covered the fences..."

- Read poetry as a means of developing cadence, rhythm, alliteration and word pictures.
- Copy speakers and writers they admire, recognizing the result will be their own style given the many variables and influences in their experience.
- Perceive sights, sounds and smells through observation and seek to enhance these skills through exercises such as writing jingles and limericks which draw upon their creativity.
- Keep a notebook in which they record anecdotes, observations and examples of good phrasing.
- Create "effect" in their speaking and writing, not meaning alone.
- Develop a sense of rhythm, a sense of where and in what order the words should be so they flow like a melody.
- Study the origins of words and develop a sense of curiosity about the language.
- Above all recognize that the essence of writing, whether it be a speech or story, is rewriting. They know that genius is almost always 85

percent hard work and 15 percent inspiration.

When asked why he had rewritten the ending of "A Farewell to Arms" twenty-nine times, Hemingway replied, "To get the words right." So it must be with us if we would make the words our own.

Everyone Can Do It

Freed of the encumbrances and challenged by the almost unlimited possibilities of hard work, I'm sure that within each of you are words of grandeur and great creativity if you would but release them.

A poignant example of this occurred just last year at the funeral of ABC news anchorman Frank Reynolds. A deeply admired but intensely personal man, it wasn't until his death that the world learned of his depth of character—his profound devotion to his family and his faith.

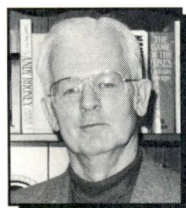
His five sons spoke at the Mass at St. Matthew's Cathedral. The last two captured intense beauty and emotion as they eulogized their father. John described his father in the words of Shakespeare's Juliet:

"...and when he shall die take him and cut him out in little stars and he will make the face of heaven so fine that all the world will love the night and pay no worship to the garish sun."

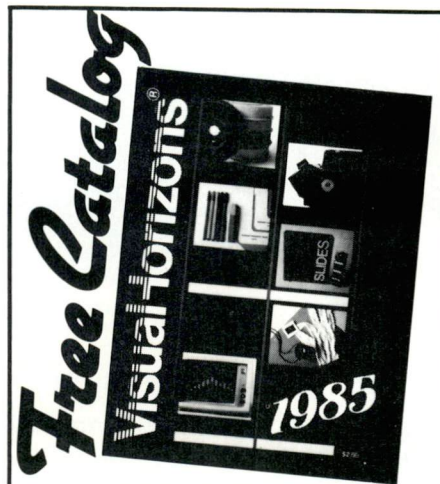
But it was Tom, the youngest son, who through tear-filled eyes stunned the congregation. He ended a poem he had written for his father with these lines:

"I knew you Dad, and you knew me—and together—we will always know each other."

The English language grasps meanings in one word that other languages struggle for in several. Its words sting, sing and soar; it can express any feelings. When you select them properly, its words will never explode in your face. 🎤



Neil H. Campbell, ATM, served twice as President of Monument Toastmasters Club 898-36 in Silver Spring, Maryland. Currently a freelance writer, Campbell recently retired as Deputy Director of Intergovernmental Affairs at the U.S. State Department after 32 years of service with the federal government.



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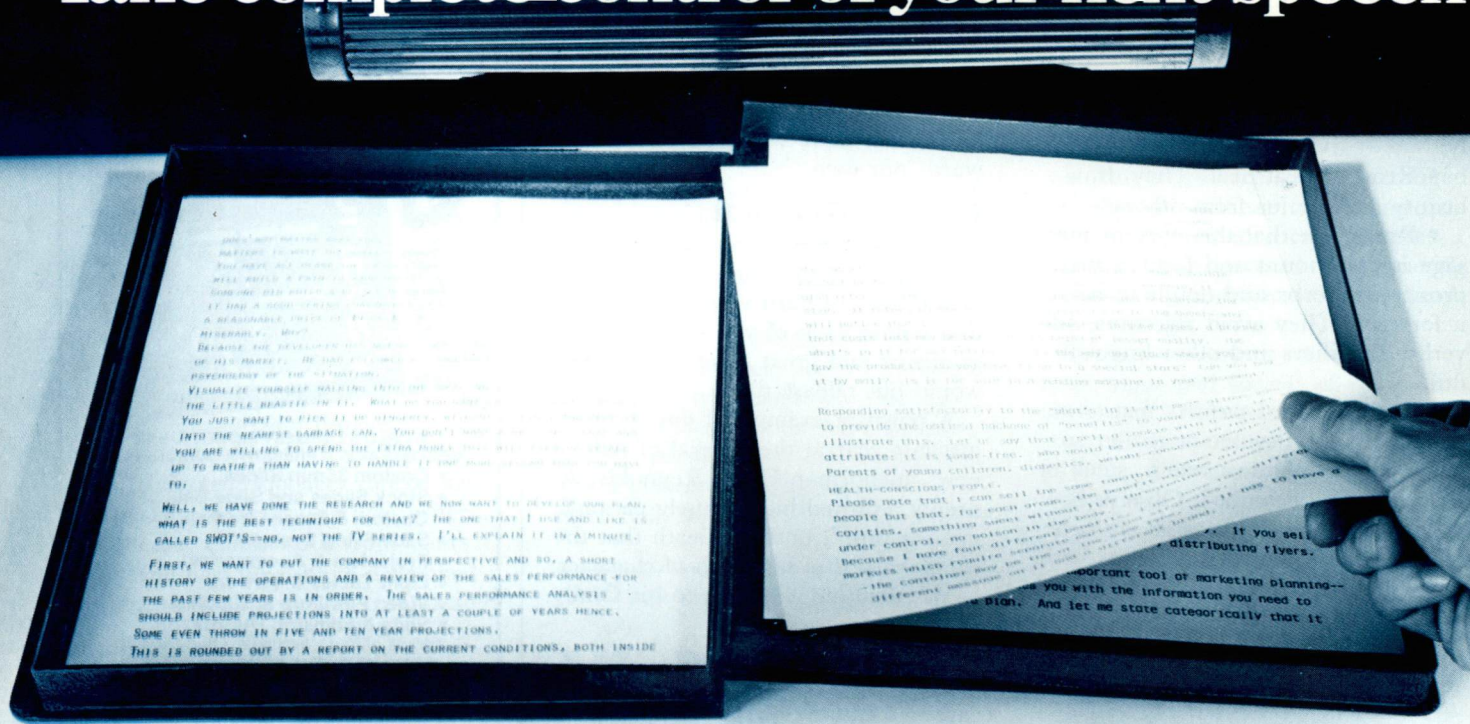
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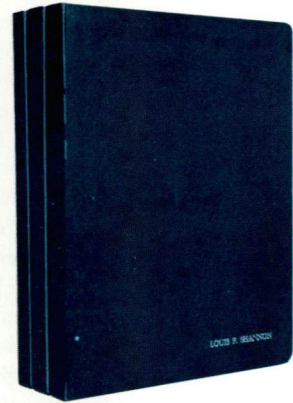
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Learn Personality Language

by Stefan Neilson, M.A. & William McKenzie, C.P.A.

So you want to find out how good a communicator you are? Want to understand how to best relate to your audience? Want to build a comfortable communication atmosphere? Want to have all the communication skills of a top-notch Toastmaster?

If so this article is for you. In it you will not only learn to identify your own communication style and the styles of those you wish to communicate with, but will be given hands-on means for *adapting* your speaking style to the 'particularized' needs of any individual or group!

Learn the Language

We have an emotional attachment to that which we are exposed to first! Our language is one of the strongest attachments we have. Language is the means by which we signal others our needs, desires and inner dreams and receive theirs in return.

Research tells us the reason we have difficulty with a new language is that *we hold on to the English (or native tongue) sound* and do not allow the Spanish or Chinese sound to enter our minds. This is what causes the difficulty—it's not that we have a different set of muscles in our jaws that we have difficulty in speaking Russian or Japanese.

These same principles hold true for another language of equal importance to survival and success in our lives—Personality Language. It is a language which determines the way we cope with other people and life's challenges.

Every individual has a certain personality trend or emphasis which effects communication style. Personality Language divides these trends into four separate categories: Master Builder, Master Planner, Master Relater, Master Adventurer.

Just as with other languages, the various components of Personality Language can be learned so that we can more successfully interact with others.

But it is a language that can also help us identify our "characteristics of excellence." Most individuals are some combination of the four types, but it is helpful to know which traits are strongest.

Therefore, before we look at an in-depth description of each of the four types, determine which category you most likely fall into by completing "Your Identifier Form" (Figure One).

Scoring Instructions

Step One: After you have completed the characteristics survey, total each vertical column and circle the lowest score. Once you have each column's total, you can add these totals across. They should equal 50.

Step Two: Fill in the blanks indicated by the word TREND:

Put Master Builder under column one (the a's).

Put Master Relater under column two (the b's).

Put Master Planner under column three (the c's).

Put Master Adventurer under column four (the d's).

Step Three: The four groups can also be represented by color. Put brown under Master Builder, blue under Master Relater, green under Master Planner and red under Master Adventurer.

The *lowest number* is indicative of your major strength. Circle it. There may be a second column that is fairly close. This is your supportive strength. Brown indicates tradition and conservatism, blue—feelings, green—growth and change, red—action and excitement. You should now have new insight into your personality type.

Characteristics of the Styles

The descriptions of the four personality types include examples of famous people, groups or other recognizable items so you may easily see the styles as they exist pragmatically in the world. Remember—none of these trends is better than another—they are

all champions!

Master Builders

Examples: *U.S. President Ronald Reagan, Geraldine Ferraro, General Patton, Kojak, Captain Kirk ("Star Trek"), J.R. ("Dallas"), Felix ("The Odd Couple"), Britain's Prime Minister Thatcher, most banks, Germany.*

If you are a *Master Builder* you usually enjoy leading and being up front with people by expressing yourself openly and directly. You know what you ought to do and make no bones about reminding other people of their responsibilities and their commitments.

You want justice, have a deep respect for tradition and are parental by nature. You believe in preparing and saving, thus building life on a solid rock foundation that will stand firm when the winds and rains come. You are a strong-willed, organized person, a fortress for all to see, desiring respect and appreciation for keeping society from going to the dogs.

Master Planners

Examples: *The "New Frontier" of former U.S. President John F. Kennedy, the "I have a dream" of Martin Luther King Jr.; Thomas Edison, Albert Einstein, Madam Curie, Spock ("Star Trek"), France.*

If you are a *Master Planner* you usually enjoy planning new and better ways of doing things. You know that underlying details are important and make sure everything is considered before making an important decision. You want competency and perfection, have a respect for knowledge and are a thinker by nature. Life should proceed in a logical manner.

You believe in budgeting time and money, analyzing and understanding the inner world of people and nature in-depth, so that you might build a life on the solid rock of causes rather than effects. You are a person of reason and wisdom desiring the ability to predict the future so that society might not only survive but prosper.

Master Relaters

Examples: *Albert Schweitzer, Lucille Ball, Desi Arnaz, Dr. McCoy* ("Star Trek"), *Bill Cosby, France, McDonald's Restaurants' public image.*

If you are a *Master Relater* you usually enjoy being with people and have a high regard for emotions. You know that feelings are very important and you will bend your needs to those of others. You make your judgments

first on people and second on the facts and actual products or services. You want unity with others, are a romantic at heart and a sympathetic person by nature.

You want opportunities to communicate and socialize with others, and believe care and consideration are the solid rock foundation of a successful and happy life. You have strong expressed emotions and believe in hon-

esty and sincerity—thus preventing individuals in society from becoming intellectual robots.

Master Adventurers

Examples: *Amelia Earhart, Joe Namath, Indiana Jones* ("Raiders of the Lost Ark"), *Hans Solo* ("Star Wars"), *Scotty* ("Star Trek").

If you are a *Master Adventurer* you usually enjoy being where the action is and bringing fun and thrills into the routine of daily life. In times of crisis, you are at your best! You believe that people are free and make no bones about enjoying life without being bound by a multitude of laws.

You want excitement, believing that one should spend freely. The present moment is most important. Yesterday is easily forgotten and tomorrow is not relevant. Machines are an important part of your action world. You are a free-spirited person for all the world to see, balancing society's ulcers and high blood pressure.

A Basis for Self-Esteem

Personality emphasis affects one's self-esteem. Think about this: What happens to Master Relaters when they must work in a Master Builder atmosphere? What happens if no one is able to speak their language? How can they be validated as a person and acquire job satisfaction? What happens to production? What happens to the little Adventurer who must survive in our Builder/Planner school system?

Not only will Personality Language help you make better use of your own communication style, but it can help you classify others into one of the four types so that you may better target your communications.

Depending on the personality of the individual or group you're targeting, a certain vocabulary and body language exists that can establish a better communication atmosphere. This is especially true in fitting your speech to the audience.

Target the Types

When communicating with a Master Builder your vocabulary should include such words as organized, responsibility, power, track record, clear-cut, accountability and authority. The communication key is to be down-to-earth and traditional.

When communicating with a Master Relater your vocabulary should include such terms as teamwork, honest feelings, people-centered, exterior detail, harmony, friendly, giving and roman-

FIGURE ONE Your Identifier Form

Remember all the characteristics in this identifier are **POSITIVE STRENGTHS**. All are important and necessary for good communication. You are identifying your personal strengths.

Number the following words or phrases in each item from 1 to 4, going *across* each line, in order of importance to you. Number 1 would be the word or phrase that **best describes HOW YOU ARE AND HOW YOU ACT (not what you would like to be!)**. When you respond **think of situations in your daily life**.

Example of how Anne marked the form: The way I am and the way I act is:

- | | | | |
|--------------------------------------|-----------------------------|---------------------------------------|----------------------------------|
| a) [2] Do it when I decide we should | b) [3] Do it when WE decide | c) [1] Do it when it's fun and action | d) [4] Do it after more practice |
|--------------------------------------|-----------------------------|---------------------------------------|----------------------------------|

Mark the following inventory's letters a, b, c, d in descending order of importance with one being your *strongest* excellence, descending to four, your least strong.

ITEM NO.	THE WAY I AM AND THE WAY I ACT IS:			
1.	a) [] Be prepared	b) [] Let's all be friends	c) [] Develop better and more logical ways	d) [] Live today and don't worry about tomorrow
2.	a) [] Telling people what they should do	b) [] Talking and socializing with people	c) [] Understanding and analyzing people's behavior	d) [] Fun and excitement with people
3.	a) [] Saving	b) [] Giving	c) [] Budgeting	d) [] Spending
4.	a) [] Leading	b) [] Relating	c) [] Planning	d) [] Exploring
5.	a) [] Being organized	b) [] Being loved and accepted	c) [] Being correct and competent	d) [] Being in spontaneous action
TOTAL:	_____	_____	_____	_____
TREND:	_____	_____	_____	_____
COLOR:	_____	_____	_____	_____

tic. The communication key here is to show concern for people, emotions and friendly/caring personal interaction.

When communicating with a Master Planner, you should include such words as logical, understanding, analyze, planning, competency, predict, inner life, cause, innovative, new and better ways and thinking. The communication key is to build an atmosphere of freedom of thought.

Finally, when communicating with a Master Adventurer your vocabulary should include such words as fun, excitement, spend, adventure, spontaneous, action, gamble, machines and change. The communication key is freedom involving excitement and enjoyment.

Pace your body gestures and speech to the communication style of the person or group. For example, if the group you are addressing is predominately Master Builder, skew your talk to bottom-line issues based on tradition with a results orientation. On the other hand, if the group is predominately Master Relater, emphasize the importance of your topic to people and positive personal interactions.

If your group is a balanced variety of Master Builder/Relater/Planner/Adventurer make sure you include words, body language and vocal speed that each type may identify with. You will note this is the basis of the tremendously successful continuing TV and movie series, "Star Trek," which has all four communication styles clearly defined: Captain Kirk—Builder; Spock—Planner; Dr. McCoy—Relater; Scotty—Adventurer.

Personality Identifier

A "Secret Personality Identifier" list (Figure Two) will help you decide which trend (Builder, Relater, Planner, Adventurer) should dominate the delivery of your communication. It makes no difference whether your targeted audience is an individual or a group—this list will help you with any size audience.

Simply check the word descriptions that best suit your audience or the individual you wish to communicate with. Add the checks and the highest number is the style you should emphasize.

For example, when we spoke to bank employees or to upper-level management in McDonald's Restaurants Incorporated, we emphasized Master Builder communication aspects. On the other hand, when we gave the key-

note address for the Assistant Managers Convention of McDonald's, we used Master Relater/Adventurer language.

You vs. Company

Have you ever compared yourself to a company in terms of effectiveness? The basic qualities of successful companies are indicated in the best-selling book, *In Search of Excellence—Lessons from America's Best-Run Companies*, by Peters and Waterman. In our seminars and cassette programs we compare the eight attributes of successful companies to the attributes of the successful individual.

Peters and Waterman speak of the attributes of "Hands-On-Value-Driven," "Stick to the Knitting" and "Lean Form, Lean Staff." These styles are comparable to Master Builder. The analogy with Personality Language types continues: They speak of "Close to the Customer" and "Productivity through People" (Relater).

The "Autonomy" style incorporates traits of Builder/Planner/Adventurer

and "Entrepreneurship" corresponds with Planner/Adventurer styles. A "Bias for Action" can be compared to Builder/Adventurer and finally there's the simultaneous Loose (Planner)-Tight (Builder) capability.

Cloning to Disaster

A good company covers all the above aspects in their corporate communication. To the degree that you as a Toastmaster have all these bases covered in your communication style, you will succeed overall.

But beware of cloning—that tendency to interact and associate only with people who are the same personality type as you (i.e. you're a Master Builder and only associate with other Builders). Cloning with one individual style (i.e. Master Builder) will cut out 75 percent of your market either as a speaker or a business person.

In our experience, the cloning of members of one personality style in any Toastmasters club spells disaster! For instance, a club that contains only Master Relaters will probably fare

FIGURE TWO Personality Identifier List

Instructions: Check the word description that best suits either yourself or the behavioral trend of the person you wish to communicate with. Remember you are identifying a trend and not pigeon-holing the person.

MASTER BUILDER	MASTER RELATER	MASTER PLANNER	MASTER ADVENTURER
<input type="checkbox"/> prepared	<input type="checkbox"/> friendly	<input type="checkbox"/> logical	<input type="checkbox"/> playful
<input type="checkbox"/> saving	<input type="checkbox"/> giving	<input type="checkbox"/> budgeting	<input type="checkbox"/> spender
<input type="checkbox"/> leading	<input type="checkbox"/> relating	<input type="checkbox"/> planning	<input type="checkbox"/> constant change
<input type="checkbox"/> organized	<input type="checkbox"/> being accepted	<input type="checkbox"/> excellence	<input type="checkbox"/> act on impulse
<input type="checkbox"/> sensible	<input type="checkbox"/> harmony	<input type="checkbox"/> abstract	<input type="checkbox"/> lighthearted
<input type="checkbox"/> dutiful	<input type="checkbox"/> romantic	<input type="checkbox"/> independent	<input type="checkbox"/> excitement
<input type="checkbox"/> responsible	<input type="checkbox"/> loving	<input type="checkbox"/> skeptical	<input type="checkbox"/> adventurer
<input type="checkbox"/> power	<input type="checkbox"/> sensitive heart	<input type="checkbox"/> predict	<input type="checkbox"/> freedom
<input type="checkbox"/> law and order	<input type="checkbox"/> emotional	<input type="checkbox"/> thinking	<input type="checkbox"/> action
<input type="checkbox"/> stability	<input type="checkbox"/> sympathy	<input type="checkbox"/> exactness	<input type="checkbox"/> risks & chance
<input type="checkbox"/> hierarchy	<input type="checkbox"/> honest feelings	<input type="checkbox"/> loner	<input type="checkbox"/> fun & games
<input type="checkbox"/> track record	<input type="checkbox"/> people-centered	<input type="checkbox"/> analyzing	<input type="checkbox"/> easy-come-easy-go
<input type="checkbox"/> authority	<input type="checkbox"/> exterior detail	<input type="checkbox"/> perfection	<input type="checkbox"/> practical jokes
<input type="checkbox"/> tradition	<input type="checkbox"/> togetherness	<input type="checkbox"/> being correct	<input type="checkbox"/> merrymaking
<input type="checkbox"/> accountability	<input type="checkbox"/> group projects	<input type="checkbox"/> mastery	<input type="checkbox"/> run machines

Total checks for:

_____ MASTER BUILDER

_____ MASTER RELATER

_____ MASTER PLANNER

_____ MASTER ADVENTURER

Super Trend: _____

Semi-Trend: _____

poorly. A successful club contains a balance of the four types, and the club executive committee's members include at least one or two Master Builders.

For Further Information

This article has given you a hands-on means for identifying your personality strengths as a communicator, those qualities you admire in others and those you wish to acquire. For further advice on developing your 'characteristics of excellence,' see "A Journey to Personality Potential" in the October 1984 issue of *The Toastmaster*.

If you're in Irvine, California, on June 21, 1985, you may also want to attend a workshop we will present at the Region Two Conference, which will expand on the ideas in this article. It will be a general session, from 8:45 to 11:30 a.m. at the Marriott Hotel.

Personality Language is your key to success and motivation as a communicator. It can help you identify your own personality and communication style, empathize with and understand your targeted audience and can help predict their response. By learning the traits of all four styles, you will be fluent in any interaction!

(This article is taken from: "Characteristics of Excellence" cassette action program by Neilson, McKenzie, Thoelke; MAC Personal and Professional Development, Box 46155, Los Angeles, CA 90046. Presentations to groups are available; contact the authors at the above address.)



Stefan Neilson, M.A., a member of *Motivated Toastmasters 5522-52 in Van Nuys, California*, is a psychologist, author and university professor. As *President of MAC Personal and Professional Development*, he is a consultant, seminar and convention director, and is a member of the *National Speakers Association*.



William McKenzie, C.P.A., a member of *Motivated Toastmasters 5522-52 and Burnt Toastmasters 914-52 in Van Nuys, California*, is *President of McKenzie Accounting Corp.*, in Los Angeles. He has extensive management and sales training experience and is a member of the *National Speakers Association*.

THE GOOD OF ORDER

by Bob Leiman, DTM

Four areas in parliamentary basics are: parliamentary language, the basic principles, the first tier of motions used most frequently in meetings, and six steps in handling motions. Mastery of these four categories will mark a person as a leader and will also allow him or her to enter the intermediate level of parliamentary study and to become an expert.

Learning parliamentary language is an important first step; for example: "The meeting will come to order." "Will the secretary read the minutes?" "If there are no objections, the minutes will stand approved as read." "It has been moved and seconded to buy a new typewriter." "Are you ready to vote?" "All of those in favor say aye." "All opposed say no." "The motion is carried."

The basic principles of parliamentary procedure are: (1) the majority should rule; (2) the minority should be heard; (3) do only one thing at a time; (4) let's make the decision and get on with business. A member should be recognized before speaking and should not speak twice on the same motion before others have had a chance to speak. The Golden Rule is a good one to practice: "Do unto others in meetings as you would have them do unto you."

Entry-level people should know how to use about ten motions. They should know each motion rank and know which ones need a second, if they can be debated or amended, what vote is required and if it may interrupt a speaker. The lowest rank of motions is the main motion. Only one may be pending at any time. It needs a second, can be debated, and may be amended. It is used to place business before the group and the mover may not interrupt.

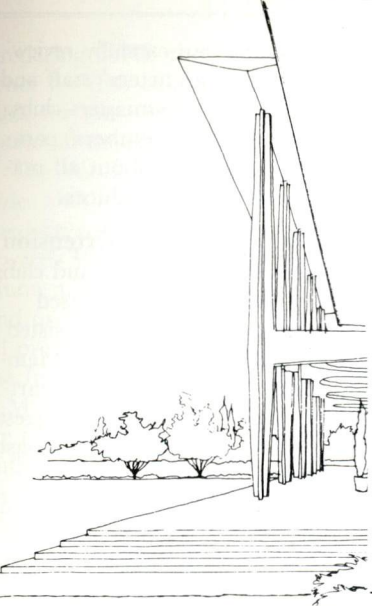
Every presiding officer should know the steps for handling motions and business listed below:

1. A member is recognized by the chair, and moves to buy a typewriter, have a picnic or some action. (No discussion now.) He says, "I move . . ."
2. Another member, or several (without recognition) seconds the motion.
3. The chair states the motion to the assembly. (Debate and vote required may be indicated.)
4. Discussion on the motion. (No one speaks a second time until all have had a turn and no one speaks more than twice on the same motion without permission from the assembly.)
5. The chair repeats the motion and puts it to vote (usually voice vote) by saying, "All in favor say aye (or yes) . . . [pause] . . . all opposed say no."
6. The chair states the results: "The motion carried . . . or failed." The secretary records the action.

Leaders should be very familiar with the basic information in this article. They should read additional information and practice. Toastmasters clubs might have a monthly two- to five-minute "Teacher Feature" on each of the four areas presented. In addition a parliamentary chart, available from AIP (see address below), might be hung in the meeting hall. Toastmasters also has two quizzes on meeting procedure and several practice scripts available. Check your Supply Catalog. Ten-minute practice sessions could be used every month or two for Table Topics. Caution: Don't let it be too frequent or too detailed—keep it short and lively.

The July article will discuss the intermediate level and voting techniques. Send your questions to Bob Leiman at 124 W. Washington Blvd., Suite 144, Ft. Wayne, Indiana 46802 or call 219-422-3680.

Bob Leiman, DTM, Executive Director of the *American Institute of Parliamentarians (AIP)* since August, 1983, operates that organization's *World Headquarters in Fort Wayne, Indiana*. A *Toastmaster for 28 years*, Bob is a *Past District Governor* and was *Toastmasters' 84th Distinguished Toastmaster*. His *parliamentary programs at four TI conventions have been popular and prompted strong interest and activity in parliamentary procedure*.



Your World Headquarters

Why do I have to pay money to World Headquarters? What does it do for me?"

These are good questions, and they should be asked. Some Toastmasters, especially those who have served as club, area and district officers, are familiar with the work Toastmasters International's World Headquarters does. But many Toastmasters are not.

The World Headquarters is the operational base, the nerve and circulation center of our far-reaching organization. The need for a World Headquarters is apparent when you look outside your own club and consider the scope of our organization.

Toastmasters International has more than 120,000 members in more than 5300 clubs in 49 countries throughout the world. To administer the Toastmasters Communication and Leadership Program successfully, to insure each club and every member is able to enjoy all of the opportunities and benefits our training program offers, and to keep the program updated to meet the needs and expectations of an ever-increasing number of clubs and members requires a full-time, centralized, highly-organized and efficient support system. That support system is World Headquarters.

To provide the most efficient service possible, World Headquarters is divided into eight departments. The following brief description of each department, its key personnel and its functions will acquaint you with your World Headquarters. It also will enable you to contact the right office quickly should you ever need World Headquarters' assistance. Most im-

portantly, it will help you obtain maximum benefit from your Toastmasters experience.

The Executive Director

The Executive Director of our organization, Terrence McCann, oversees the activities of World Headquarters and its 40 full-time employees. His main duties are to carry out the policies of Toastmasters' Board of Directors, of which he is a nonvoting member, and to see that the mission of Toastmasters International is achieved through our districts and clubs.

He daily acts as an in-house educational consultant to World Headquarters' management staff—all of whom are highly trained and experienced in their fields—and works with them in the development of new programs and the revision of existing programs to effectively serve membership interests.

To accomplish all of this, the Executive Director must be knowledgeable and experienced in many areas. When he came to Toastmasters International in 1975, Mr. McCann brought with him 25 years of experience in the fields of leadership, organization development, motivation and human potential.

He has been treasurer and special assistant to the executive administrator of Lions International, and served on the national headquarters staff of the United States Jaycees. He has been an advertising agency account executive, and he developed and conducted executive seminars while serving the Supermarket Institute of Chicago.

He holds a bachelors degree in business administration from the University of Iowa and an MBA in market-

ing from Loyola University, Chicago. He won a gold medal in wrestling in the 1960 Olympic Games in Rome. Mr. McCann is constantly updating and upgrading his skills through participation in seminars and conferences.

District Administration and Programming

This department has a double function: To act as liaison between Toastmasters' 68 districts and World Headquarters, and to plan and produce Toastmasters' annual International Convention and its eight Regional Conferences.

Department Manager Alan LaGreen, a graduate of the University of Southern California, has been with Toastmasters' World Headquarters staff nine years. Before coming to World Headquarters, he was assistant publisher of *Orange County Illustrated* magazine and public relations specialist for a worldwide environmental consulting firm. During off-hours he is very active in local political campaigns.

Mr. LaGreen and his staff provide district officers with the training and materials they need to make district operations smooth and successful. Mr. LaGreen coordinates training programs for key district officers at the annual Regional Conferences and provides officers with monthly District Performance Reports and the District Newsletter. He also serves as staff liaison between the Board of Directors' District Administration and Programming Committee and World Headquarters.

As coordinator of the International Convention, Mr. LaGreen researches possible convention sites and works

with the Executive Director in selecting speakers and planning programs for each convention. He also arranges with the hotels and suppliers for the necessary equipment and other materials for convention events. During the convention itself, he oversees all activities of the World Headquarters staff and host district committee.

Administrative Services

Toastmasters who telephone or visit World Headquarters experience the courtesy and friendliness of the staff of the Administrative Services Department. This department, under the direction of Manager Flora Wiley, is responsible for World Headquarters' reception activities and maintenance of Toastmasters' club and district files.

Flora Wiley has been with our organization 33 years—longer than any present employee. Before coming to Toastmasters, she was an administrative assistant for a Los Angeles business management firm. She serves as the Board of Directors' Policy and Administrative Review Committee liaison with World Headquarters, and provides Board members with necessary materials. She prepares the minutes of each Board meeting and assists clubs and districts with bylaws questions.

Finance

The Finance Department is the largest department at World Headquarters, and the one with which clubs do business most often.

The department's 13 full-time employees, under Manager Frank Chess, prepare and process semiannual reports; mail monthly statements to all 5300 clubs; inventory catalog items; process catalog orders; bill clubs and districts for purchases by individual Toastmasters and authorized district officers; and process, maintain and store all member, club and district records on the World Headquarters computer.

In the recent World Headquarters building expansion, computer capabilities were updated and expanded also. Terminals installed in the Membership and Education departments are linked to the main computer in Finance to expedite member and club inquiries.

As Finance Manager, Mr. Chess

prepares the annual and monthly financial operating statements and the annual budget, allocates and distributes funds, prepares and submits government reports and invests Toastmasters' funds, insuring all funds earn the highest possible interest.

Besides supervising these activities, Mr. Chess serves as Secretary-Treasurer for our organization.

Mr. Chess has had 13 years of accounting experience in several major firms. He graduated from Fordham University in New York City in 1969 and completed his graduate studies at New York's Long Island University.

Education and Club Administration

Department Manager Debbie Horn and her staff create the educational programs and administrative materials used in the Toastmasters program. They also process and issue members' educational awards, including CTMs, ATMs and DTMs, register all Speechcraft and Success/Leadership programs conducted and administer the Accredited Speaker Program, the Club Management Plan and the International Speech Contest.

A World Headquarters' staff member since 1981, Ms. Horn is a graduate of Ball State University in Muncie, Indiana. She worked as an editorial assistant at a publishing company for two years prior to joining Toastmasters as Publications Manager. President of the Orange County District of California Press Women, Ms. Horn is also a member of the Society of Professional Journalists and Women in Communications, Inc.

Besides serving as World Headquarters' liaison to the Board of Directors' Education Committee, Ms. Horn's responsibilities include the Basic and Advanced Communication and Leadership Programs and the Success/Leadership Program. She annually revises the Club Officer Training Program, the Club Management Handbook, the Club Management Plan and the Speech Contest Manual. To make sure each new and existing program and manual is up-to-date and continues to meet members' needs, Ms. Horn conducts research, using World Headquarters' own public speaking library, surveys and outside sources.

New programs are carefully reviewed by World Headquarters' staff and then field-tested in Toastmasters clubs. Ms. Horn welcomes members' comments and suggestions about all material her department produces.

Membership and Club Extension

The number of members and clubs in our organization has increased dramatically over the years, assisted greatly by the activities of the Membership and Club Extension Department. The department handles requests for information about forming Toastmasters clubs, charters new clubs, administers the Gavel Club Program, helps clubs suffering from low membership, and offers assistance to clubs to maintain a minimum of 20 members.

Manager Nancy Langton serves as liaison to the Board of Directors' Membership and Club Extension Committee. She and her staff also oversee the annual membership building contest and the two semiannual contests and monitor the Area-Club Assistance Report Program. They also administer the Club Specialist, Club Mentor and Club Sponsor programs, handle dormant and reinstated clubs and record changes of club names and meeting locations. They also provide charters for clubs upon request.

Mrs. Langton's Toastmasters career began 13 years ago when she was hired as Membership and Club Extension secretary. Before her promotion to Department Manager four years ago, she was Special Assistant to the Executive Director.

Publications and Communications

Each month when you receive your copy of *The Toastmaster* magazine, you're seeing a product of the Publications and Communications Department. This department, headed by Manager Tamara Nunn, plays some part—whether writing, editing, typesetting, design or paste-up—in producing nearly every printed item Toastmasters distributes.

All Toastmasters publications and materials, including *The Toastmaster* magazine, are produced on this department's sophisticated typesetting equipment. Besides the magazine, Ms. Nunn and her staff are responsible for

producing *TIPS*, the bimonthly newsletter for club officers, and are responsible for some of Toastmasters' promotional material.

The Publications Department provides club and district bulletin aid and conducts the annual Top Ten Bulletin Awards Program. In addition, Ms. Nunn and her staff annually revise and produce the Supply Catalog and all programs and printed materials for the International Convention.

Manager Tamara Nunn is a graduate of California State University, Fullerton, and as a freelance writer for seven years, has been nationally syndicated. She was editor of the company newsletter at Magnavox Advanced Products and Systems Company in Torrance, California, and worked as an intern and editorial assistant at *Sunset* magazine. She is an officer in the Orange County District of California Press Women.

Production

Although the other departments create most of Toastmasters' materials, it is the Production Department which has the responsibility of seeing that they are printed and put into the hands of our members. Carrying out this responsibility is Production Manager Larry Langton and his 10 employees. Mr. Langton has more than 16 years' printing experience with World Headquarters.


The Production Department is divided into two sections: Printing and Binding, and Receiving and Shipping. Toastmasters' three offset printing presses operate daily, printing more than 600 different items and using 60 tons of paper each year. The print shop has its own camera, stripping and platemaking facilities, and the bindery has an automatic collator, stitcher, folder and trimmer.

The Shipping and Receiving section stocks and mails all Toastmasters materials. Its large storage space contains about 500 saleable catalog items, including books, cassette programs and trophies. Shipping clerks package up to 200 catalog orders and 400 member kits per day, and a single shipment may weigh up to 500 pounds. Shipping personnel must stay updated on domestic and foreign mailing regulations and insure every item shipped

meets the proper requirements.

To Summarize

When the questions arise, "Why should I pay money to World Headquarters? What does it do for me?" the answer is clear—you asked for it. The next time you pay International dues, look at your Communication and Leadership manual and all of the other programs and materials World

Headquarters provides. Remember, World Headquarters has but one purpose: to serve you, the member. The staff is always looking for ways to improve World Headquarters' service, programs and materials at the least possible cost. Why? So you can develop your speaking, listening and thinking skills to their fullest—and get more out of life. 

1962: Why a WHQ?

Toastmasters' Executive Director Maurice Forley (1958-1967) summed up the need for World Headquarters beautifully in 1962. The following words are his:

There is justification for our organization and its Headquarters of-fice far transcending their importance as a source of service.

The significance and meaning of the name "Toastmasters" is growing rapidly, so that each of us may take increasing pride in our membership pin—in proclaiming that we are members of an organization which is earning acclaim from heads of state, from business, civic and military leaders all over the world.

Many are turning to us for the leadership and personnel with which to render their own programs more effective. We have a growing impact and significance on the social scene in several countries.

It is part of the job of World Headquarters, with the help of each individual Toastmaster, to enable every person who wears a Toastmasters pin to say with self-confidence and assurance, "I am proud to be a Toastmaster." Our individual and collective efforts to improve our abilities have made us more valuable citizens and contributors to the value of constructive forces in the world around us.

We have *organizational prestige*. No single club could achieve alone, the deserved recognition all our clubs enjoy by virtue of their affiliation with the organization which you have created—Toastmasters International.

In these days of world anxiety and travail, of international misunderstanding and cumbersome unproductive diplomatic meetings, it is reassuring and encouraging to recall that there are Toastmasters all over the world—people united in a common cause earnestly seeking to make themselves better human beings; people with the same problems, the same hopes and desires, regardless of color, creed or country. They are working and aspiring to achieve objectives common to all men of good will.

In the midst of frustration and fear, here in Toastmasters people gain hope, confidence and ability to communicate with each other, to evaluate each other's words and ideas—in short, to eliminate misunderstanding. We are not large in terms of world population, but through our humble contribution and example it is not too much to hope that the day may come when men of good will in every nation may have so much in common, may understand each other so well that they will have no desire to destroy each other.

Certainly international peace and good will cannot be achieved by any other means. Certainly nations will not improve if their citizens do not improve themselves. Self-improvement is our common goal. Toastmasters International truly needs no other justification for existence than to serve as the instrumentality of this, our collective aspiration.



WORLD HEADQUARTERS HAS EXPANDED TO MEET TOASTMASTERS' EXPLOSIVE GROWTH. AT THEIR FEBRUARY MEETING, THE BOARD OF DIRECTORS OFFICIALLY REMOVED BANDAGES OF THE FACE-LIFT—THE BUILDING'S FIRST STRUCTURAL CHANGE IN 23 YEARS.

BOARD CHRISTENS WHQ CONSTRUCTION

If we were to unearth a time capsule from 1962, among its contents we might find an autographed photo of U.S. President John F. Kennedy, a Bobby Darin album, a scene from the "Ed Sullivan Show" and a newspaper headline shouting "Cuban Missiles Discovered." But what if we were to find a Toastmasters time capsule from that year?

1962 was a very significant year for Toastmasters. The organization had grown so large, to 80,000 members and 3500 clubs, a new World Headquarters (WHQ) building had to be

erected. The stately 27,000 square-foot building in Santa Ana, California, was completed in 1962, and Toastmasters' founder, Dr. Ralph Smedley, officiated at its grand opening in October of that year (see "On Dedication Day" on page 22 of this issue). The modern two-story building was a far cry from Toastmasters' early meetings in the basement of the Santa Ana YMCA.

So a Toastmasters time capsule from 1962 might contain photos of the new WHQ's construction and impressive opening ceremony, the "Basic Training Manual" (now the "C & L" manual



Toastmasters today and yesterday—Today's stately World Headquarters building in Santa Ana, California (left), provides a modern contrast to the stateliness of Toastmasters' first home, the Santa Ana YMCA (above).

Toastmasters Milestones

1904—Dr. Ralph Smedley organizes public speaking club at Bloomington, Illinois' YMCA; George Sutton, YMCA general secretary, suggests "Toastmasters" name because meetings simulate surroundings of a formal banquet.

October 22, 1924—First meeting of Number One Toastmasters Club at Santa Ana, California, USA.

August 11, 1927—First meeting of representatives of five Toastmasters clubs at Santa Ana, California, to plan for the formation of a "Federation of Toastmasters Clubs."

October 25, 1928—First *Manual for Toastmasters Clubs* copyrighted by Dr. Smedley.

October 4, 1930—Permanent organization of Toastmasters International effected and officers elected at Los Angeles, California meeting of club representatives.

October 4, 1930—Publication of first Toastmasters magazine, *The Gavel*, authorized at Los Angeles meeting.

December 19, 1932—Toastmasters International incorporated.

April, 1933—First issue of *The Toastmaster* magazine.

January 9, 1933—First Toastmasters club outside California established at Seattle, Washington, USA.

July 6, 1935—District organization instituted with organization of District No. One of Southern California.

January 29, 1938—Charter No. 100 presented to the Century Toastmasters Club at Santa Ana.

1938—Inter-Club Speech Contest started. First winner, Henry Wiens of Reedley, California.

July, 1946—First complete district organized outside the United States: District 18 of Scotland.

1948—Published first TI Articles of Incorporation and Bylaws.

1950—First advanced learning program manual, *Beyond Basic Training*, introduced.

June, 1951—First Regional Conference held in Des Moines, Iowa.

October 27, 1962—Dedication of Toastmasters International World Headquarters Building in Santa Ana, California.

August, 1969—*Communication and Leadership Manual* introduced at the International Convention in Cleveland, Ohio.

August, 1973—Membership option approved by delegates at Houston Convention, giving each club the option to open its membership to women.

October, 1974—50th Anniversary of Toastmasters.

1978—Multi-manual *Advanced Communication and Leadership Program* introduced.

June, 1980—1000th DTM awarded to Irv Fong, Club 2376-6, Richfield, Minnesota, USA.

October, 1982—100,000th member—Anthony T. Gallagher, Allegheny Center Toastmasters Club, Pittsburgh, Pennsylvania, USA.

December, 1983—100,000th CTM awarded to James N. Simons, Club 1350-35, Green Bay, Wisconsin, USA.

February, 1984—5000th club chartered—Sidney Toastmasters Club, Sidney, Montana, USA.

July, 1984—Able Toastmaster Bronze and Able Toastmaster Silver awards initiated.

August, 1984—First International Officer elected from outside North America—John Fauvel, DTM (New Zealand).

February, 1985—World Headquarters building expanded to accommodate membership increase.



"It'll go there"—Construction superintendent Dennis Coggins (right) of Prizio & Prizio, Irvine, California, explains ceiling details to President John Latin, DTM (center) and Executive Director Terrence McCann (left) as the atrium is transformed into a new Board room.

—still referred to as the "Basic" manual), one of Dr. Smedley's personal, hand-written evaluations of members' projects from "Beyond Basic Training" (the basis for the "Advanced C & L" programs), a convention program from the 31st Annual International Convention in Minneapolis, Minnesota, and a note from Toastmaster and pioneer astronaut, Commander Walter Schirra.

If such a Toastmasters time capsule did exist, we may have found it when we recently tore down walls at WHQ. Unfortunately, we didn't find such a capsule, but we did find a new look for WHQ. Just as Toastmasters had grown so large in 1962 that WHQ had to be built, now in 1985, with over 120,000 members and 5300 clubs across the world, our growth again required that WHQ expand. The bandages of our facelift were officially removed by the Board of Directors during their February meeting.

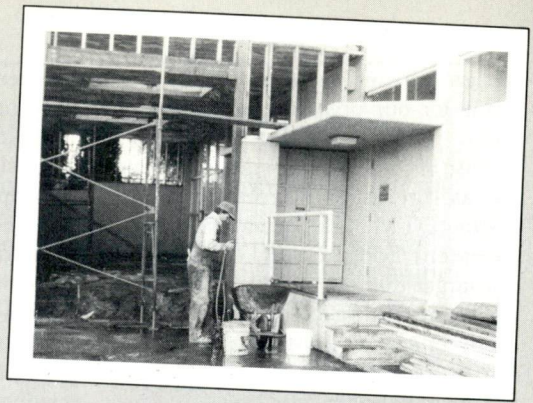
Major WHQ Remodel

Some days it was like a war zone—beams falling, glass shattering, dust clogging the air. But when the dust settled, the rubble had been replaced by a new look: World Headquarters had survived its first major structural change since the stately building arose 23 years ago.

The remodel answered the demands placed on WHQ by the explosive growth of Toastmasters over the years. Past International President Robert W. Blakely, DTM (1976-1977) volunteered to serve as consultant on the project, which added 5000 additional square feet of space to WHQ at no additional cost to members. Over half of this footage was much needed additional shipping and warehouse space.



Board room's skeleton—This is the former atrium from the same angle as the photo at left—only now glass walls have been replaced with the structural skeleton of a new Board room. The rectangular slice of light in the ceiling is the skylight opening.



New loading dock—Construction worker is busy outside the former Board of Directors room. The space is now extra shipping and warehouse area, and the large rectangular hole in the wall is now a new loading dock.

The increased volume of orders required more shelf space for stock and a new loading dock.

The new warehouse facilities engulfed the former Board of Directors room, which meant architects Ken Himes, AIA and Randy Jepson of Himes-Peters Architects in Costa Mesa, California, had to find a new place for it. The upstairs atrium was the most log-

THE REMODEL WILL INCREASE EFFICIENCY.

ical, cost-saving solution. Though its 23-year-old trees and plants enclosed in glass were beautiful, it was unused space. Neighborhood birds actually got more use out of it than WHQ. Roots from the full-grown trees were causing problems as well.

Removing the tons of dirt and foliage posed a monumental undertaking, but Project Engineer Randy Andrus of Prizio & Prizio in Irvine, California, carefully planned the atrium's transformation. Construction superintendent Dennis Coggins supervised above the noise, as glass was broken, dirt was hauled and beams were welded until transparent walls were replaced with structural ones.

The new space, housing the Board of Directors room, a kitchen and employee break room, actually looks sculpted or carved—all four corners are curved, creating unique angles inside. To recall the atrium's beautiful

natural light, a long arched skylight runs like a tube across the expanse of the space.

The Board room's walls are covered in a velvety, corduroy-like natural-colored wallpaper, selected by Lydia Wang & Associates, interior designers. A built-in projection screen at one end of the long room electronically lowers from the ceiling. The Board table, sitting on low-pile brown carpet, dominates the room and indirect lighting supplements the natural light.

The exterior of the new space is covered in a handsome beige and rust-flecked vinyl wallcovering and contains a unique feature: The wall facing the upstairs lobby has a glass display case built into it. Its dramatically-lit interior displays an impressive collection of Dr. Smedley and Toastmasters memorabilia, including awards and photos from Toastmasters' early years.

But that's not all—the remodel also added two new offices and all new handicap facilities, including updated restrooms and a wheelchair ramp along one side of the front steps. Handicap parking spaces were also added. And the Membership and Education departments now have computer terminals which are keyed into our main computer. The building's total square footage is now 32,000.

What It Means to You

What does this facelift mean to you the member? Greatly improved service. The expanded stock room means we can stock more volume which will help order turnover. Additional shipping area has created more room for assembling orders and preparing kits, greatly increasing efficiency and productivity. The new Board room has a

larger audience seating capacity and the handicap facilities will better serve those members who need them.

We are also now better equipped for the future and for our organization's impending growth. The building improvements should hold us at least another 20 years, by modest estimates. Remodeling costs were kept to a minimum (and no additional cost to members) and one amazing aspect of World Headquarters' expansion is that service to members was never interrupted during the many noisy, hectic months of construction. Another impressive aspect of the expansion is that though we have added additional space, we have not added additional workers—all in the name of thrift.

Incredibly, even though membership has skyrocketed, we still have about the same number of employees we've had since before 1962. Membership has increased 100 percent in the last decade, but we've only hired 11 percent more workers. In 1975, 36 full-time WHQ employees serviced 58,000 members; today 40 full-time employees handle orders, records and finances for 120,000 Toastmasters. (The various departments and functions are described in "Your World Headquarters" on page 13 of this issue.)

Board Christens Construction

All employees worked hard to prepare for the February Board of Directors meeting, when the new construction would be officially christened. Finally, on February 22, 1985, the slash of a ribbon culminated years of planning by many Toastmasters leaders. With nary a crystal ball in sight, intuitive Toastmasters officers years ago looked ahead and began planning for

the growth they were so positive would ensue for our organization. They were right.

Past visions became part of the present as International President John Latin, DTM, and Immediate Past President Eddie Dunn, DTM, wielding larger-than-life scissors, conducted a ribbon-cutting ceremony. The ceremony officially opened the Board of Directors room for use and preceded the formal Board meeting.

It was fitting that a spirit of excitement and optimism marked the first official meeting in the Board room. It was the highlight of the week-long Board of Directors meeting, for most of the Directors and Officers had not

seen the building's changes, even though they'd all been involved in planning the transformation. Everyone, including visiting Toastmasters, was impressed with WHQ's new look.

Earlier in the week, President Latin told the Board that the WHQ expansion will contribute toward increased productivity and efficiency and allow the organization to keep up with continuing membership growth. In his annual report to the Board, President Latin stated that much of the success of the organization is the result of momentum developed over many years through the guidance of its International and district leaders.

President Latin Reports

President Latin reported that

changes in the education program have been well-received and show a steady and increasing number of member completions. World Headquarters has also been an important element in this success, he said, by providing efficient service to clubs and members.

"We should treat success in Toastmasters with reverence, taking advantage of the opportunities it contains—opportunities for increased productivity and stability at all levels while striving for simplicity and clarification," President Latin stated.

In quoting Dr. Smedley, he said that to insure continued growth in clubs and members the organization must "keep it simple" and can lessen any economic vulnerability by doing what it does best—"people building."

President Latin also reported to the Board that his official visits to various districts were well-received and resulted in meetings with leaders in 31 corporations, two universities and five government agencies. Since August 1984, he has logged 18,050 miles in 27 days on official visits to nine districts.

In addition, press coverage he garnered on behalf of Toastmasters International (TI) ranged from 86 minutes of television time to 49 minutes of radio time to coverage in six newspapers. President Latin expressed appreciation to district officers for their help thus far, and expressed anticipation for future visits to other districts.

Executive Director: Human Engineering

In his report to the Board, Executive Director Terrence McCann said, "Toastmasters' success can be attributed in part to the training given and the skills and talents of Toastmasters'

"Huge" ribbon-cutting ceremony —With the slash of a ribbon, Toastmasters International President John Latin, DTM (left), and Immediate Past President Eddie Dunn, DTM, celebrate the addition of 5000 square feet of space to World Headquarters—to better serve our explosive membership growth.



President John Latin, DTM, presides at the February Board meeting in the new Board room, where directors took action on many issues vital to Toastmasters' growth (see "TI Board Actions").

leaders in human engineering.” He heralded the organization’s growth as a “window of opportunity” that is still open for Toastmasters. “The development and strengthening of teams of district officers have resulted in many members working toward fulfilling the mission of Toastmasters International and meeting its goals.

“Those organizations that are successful are those that are specific,” McCann noted, and stressed a careful focus of district officers on the specification rule. “What’s kept the organization strong are those district officers who are specific—about their goals and plans.” McCann observed that Toastmasters is building more clubs than many service organizations.

Board Deliberations

During the week-long Board meeting, Directors broke into their respective committees to discuss various topics vital to Toastmasters’ continued advancement. The results of committee deliberation and Board decisions are described in the accompanying “Board Actions” box.

The Board of Directors will meet again August 19-20 in Columbus, Ohio, USA, just prior to the 54th Annual International Convention. Once again, like so many wizards with crystal balls, they’ll look into the future and plot magnificent plans for Toastmasters. It’s a sure bet that 20 years from now, in 2005, Toastmasters who have benefited from today’s TI leaders’ foresight will look back with praise for their vision. And who knows, someone just might wonder, “What would they have put in their time capsule for 1985?”

TI Board Actions

- Selected seven candidates for advancement to the second judging level in the 1985 Accredited Speaker Program.
- Recommended topics to be included in a Success/Leadership module on leadership now being developed.
- Discussed rules for evaluation, humorous and table topics contests.
- Recommended improvements in the Youth Leadership Program, which is now under revision.
- Reviewed the Reading Program and recommended methods to encourage members to participate.
- Reviewed goals and point allocations of the Distinguished District Program; recommended changes to become effective July 1, 1985.
- Examined district progress towards a 50-club minimum level noting that since 1982, districts under the minimum decreased from 29 to 16 districts.
- Reviewed publications regarding the responsibilities of the office of International Director and recommended additional information be included for presentation at district officer training sessions (conducted at the Regional Conference).
- Prepared changes to TI policy, at request of the Executive Committee, covering district officer and speech contestant travel expense reimbursement to the Regional Conference and International Convention.
- Reviewed the “Buddy Club” or “Adopt-A-Club” system and recognized it as a club retention strategy which should be administered on a situational basis by districts. Club Management Plan points would be earned through speaker-evaluator teams and joint meetings.
- Examined the Gavel Club Program and expressed satisfaction; no changes to its financial status at the present time. Gavel Club members completing the basic C&L manual would be recognized as Competent Gaveliers. Gavel Club members who join Toastmasters clubs would receive equivalent recognition in the Toastmasters club, i.e., Competent Gaveliers would be recognized as Competent Toastmasters. Able Gaveliers (awarded upon completion of three advanced manuals in addition to the basic manual) would, however, be required to complete the outside speeches, be a Toastmaster for a continuous period of two years, and meet any other criteria stipulated from time to time as necessary, before being recognized as “Able Toastmasters.”
- Developed strategies for marketing Toastmasters in the future.
- Reviewed the advanced club concept and agreed that this type of club must support the TI club mission.
- Reviewed the publication “Members, Meetings and Meals” and offered suggestions for updating and revision.



The formal Board meeting officially opened the new Board room for use. Visiting Toastmasters viewed proceedings in the expanded audience seating area.

Photos by Alan LaGreen

HERE'S A PEEK INTO A TIME CAPSULE: THIS ARTICLE APPEARED IN *THE TOASTMASTER* IN DECEMBER 1962. IT TELLS ABOUT THE VERY SPECIAL OPENING CEREMONIES OF TOASTMASTERS WORLD HEAD-QUARTERS BUILDING. TO ONE VERY SPECIAL MAN IT WAS A MONUMENTAL DAY...

On Dedication Day

The 38-piece band from the U.S. Naval Training Center at San Diego was playing when the white-haired gentleman took his place on the platform. Cars were still pulling into the parking lot of the church next door which had generously offered its space to handle the overflow. Seated in front of the platform on the north end of the long, low, sweeping steps to the building, were several hundred Toastmasters, their families and friends. Many more were standing on the sidelines.

It was nearing 10 o'clock, the hour for the dedication, as he stood to greet more arriving dignitaries. The sky was overcast, but that was typical for Southern California in October. By noon, the sun would burn through the haze. The band music created a holiday atmosphere as old friends greeted one another and recalled the Toastmasters experiences they had shared. Photographers were recording the scene for the local newspapers while dozens of amateur camera bugs were snapping shutters for their own albums.

The band music stopped and Frank I. Spangler, President of Toastmasters International, asked the audience to stand for the invocation by J. Gustav White.

It didn't seem possible that it was 35 years ago—1927—when J. Gustav White had organized the third Toastmasters club. White had been educational director of the Los Angeles YMCA when he organized the Los Angeles Toastmasters club. They had served together on a three-man committee which produced The Gavel, the mimeographed forerunner of The Toastmaster magazine. J. Gustav White was one of the pioneers who had given so much to the organization in its infancy. How right it was that

he should be a part of this special day.

Now President Spangler was introducing D. H. Tibbals, a member of the World Headquarters staff. Tibbals stepped forward with an American flag, a gift to Toastmasters International from the employees of World

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IT HAD BEEN ONE OF THE FINEST DAYS HE COULD REMEMBER IN HIS 84 YEARS.

Headquarters.

"D. H."—that's what everyone called him—was more than an employee. He was an old, old friend. D. H. had organized a club in Santa Barbara and was later a member of the No. One Club. As employees of the "Y" they had struggled together to keep the "Y" alive and solvent during the dark days of the Depression. When he left the "Y" to devote his full time to Toastmasters, D. H. had joined him some years later. It was right that he too should be here on this special day.

It was also right that the World Headquarters employees should be here. There was a time when he and his secretary were the only paid employees of Toastmasters International. That was in 1941, when he had resigned after 38 years of YMCA work. It had been a difficult decision to make, but as secretary of Toastmasters International and as editor of The Toastmaster magazine, he was no longer able to do justice to his YMCA assignment.

He remembered their first office—a 12 by 16-foot room on the fifth floor of a Santa Ana bank building. A sec-

ond-hand mimeograph served to reproduce the educational materials he wrote. It seemed ridiculous now as he thought of the 27,000 square foot building behind him with its printing presses which turn out more than a million printed items each year. But

then, if it had not been for that 12 by 16 foot office and that second-hand mimeograph, would this day ever have come?

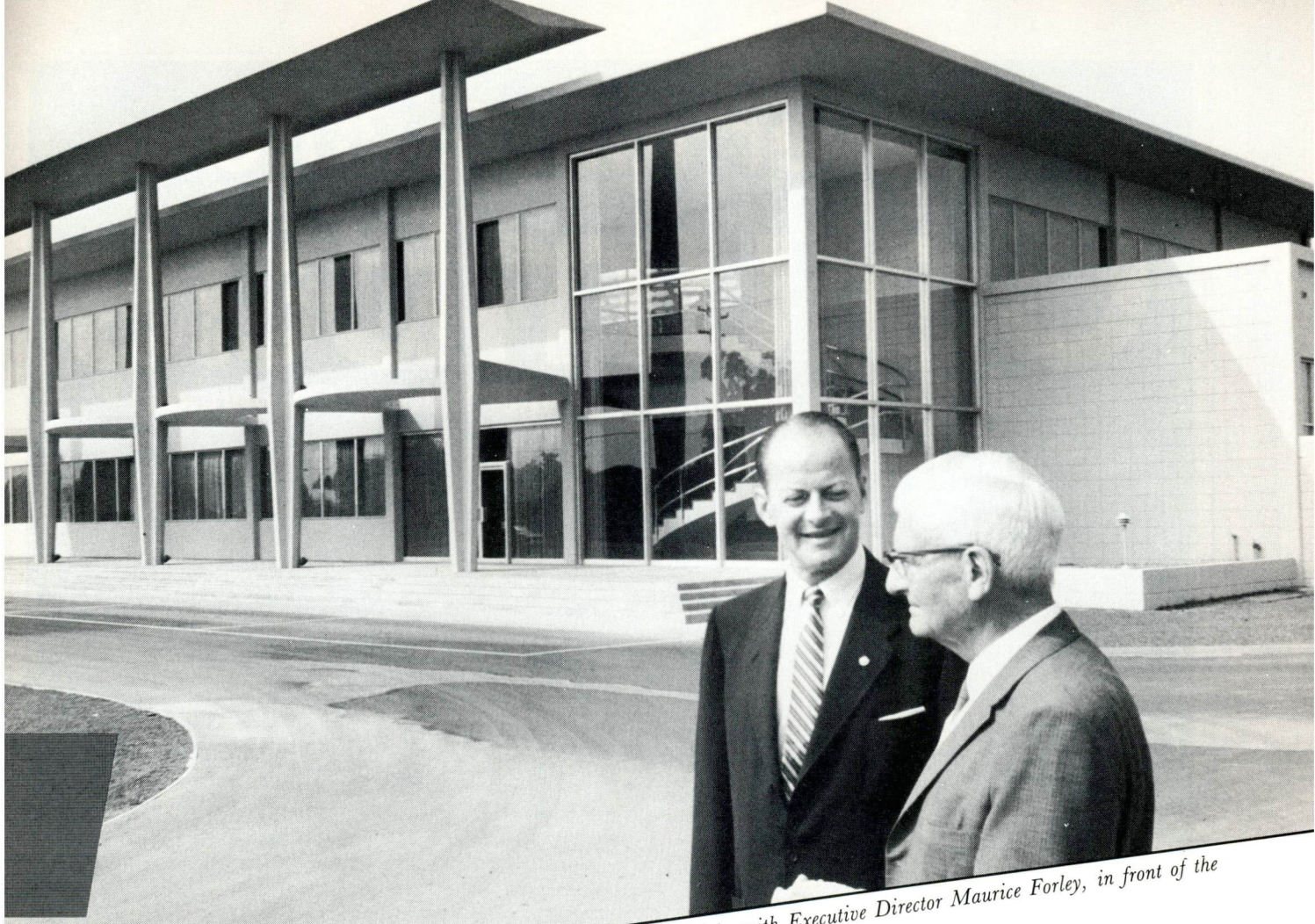
Now the flags were passing by.

The Union Jack of Canada: Back in 1930, when Clark Chamberlain had called a meeting to form a federation of Toastmasters clubs, there was only one club outside the United States—at Victoria, British Columbia. On the strength of that one club, they had optimistically named the federation Toastmasters International.

The British flag: 1935—that was when the first club was started in Britain at Southport. It had been bombed out during the war. And there were the clubs he had visited several years ago in Scotland. Scotland ranked next to the United States and Canada in number of clubs. The post-war growth of Toastmasters in Great Britain had been healthy and now there was a Toastmasters Territorial Council of the British Isles.

The flag of Ethiopia: Members of the royal family of Ethiopia had joined a club in that country.

The flag of Cuba: Only clubs at



new World Headquarters—Toastmasters' founder, Dr. Ralph Smedley (right), with Executive Director Maurice Forley, in front of the just-completed World Headquarters building in 1962.

Guantanamo now, but perhaps it would not be too long before clubs were once again in operation in Havana and other Cuban cities.

He was proud that Toastmasters had spread to so many lands. Proud, too, that these particular students had been chosen for the color guard. In a sense, they were "his" students, for they came from the junior high school which bore his name.

Who would have believed that the little club he started in the basement of the YMCA on that October night in 1924 would be the start of a worldwide organization and that it would mean so much to Santa Ana that a school would be named for him and a plaque placed in his honor at the entrance to city hall?

The American flag was being raised on the pole near the entrance way. The audience stood at attention, ready to recite the Pledge of Allegiance.

It had been a thoughtful gesture on the part of J. Ogden Markel to pre-

sent the flagpole to Toastmasters International. Now a successful Santa Ana businessman and a former City Councilman, he had once been a member of that group of men who met so many years ago in the YMCA basement. He had given the flagpole, he said, out of gratitude for the benefits he had received from Toastmasters.

The white-haired gentleman on the platform knew there were thousands of men who shared the feelings of J. Ogden Markel. For 38 years they had been telling him of their gratitude in person and in letters. He was touched by their words of appreciation. How many men had joined Toastmasters clubs since that long-ago night in 1924? The World Headquarters staff had conservatively estimated three-quarters of a million. He couldn't keep track of all of them, but he knew what had happened to some.

Several were in the halls of Congress. Others were occupants of governors' mansions in Arizona, Michigan, North Dakota and Oklahoma. One of

them, Commander Walter Schirra, was still being feted for his space flight and Toastmasters Lieut. Cmdr. John Young, Lieut. Cmdr. James Lovell and Capt. Edward H. White II had just been added to the astronaut team. Some were generals, others were mayors. Some were millionaires and some were ministers. Some were white, some were yellow, and some were black. He was sorry he hadn't been able to keep track of more of them.

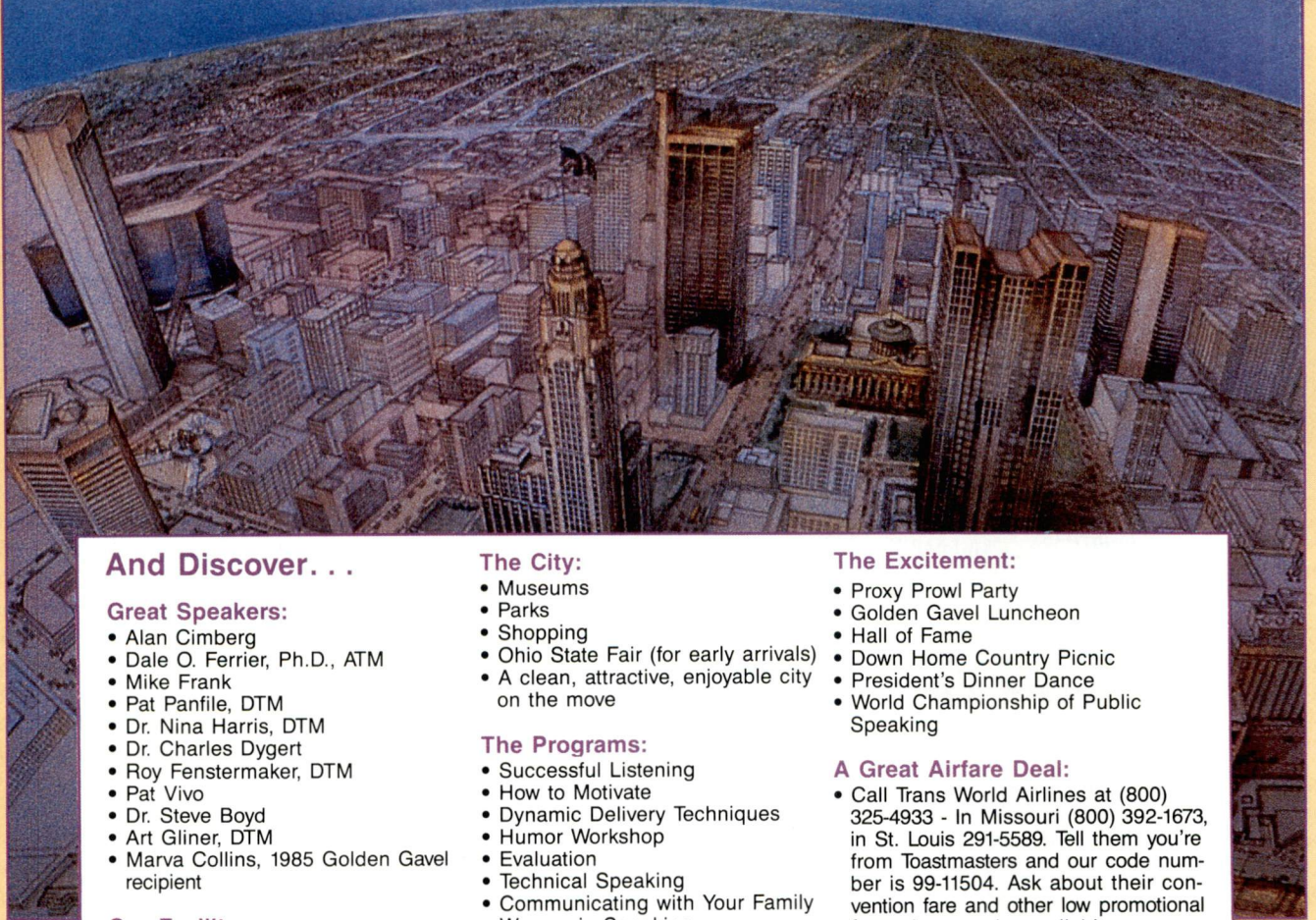
President Spangler was introducing guests in the audience. There were a number of past International Presidents.

The three International Presidents who had served during the building program were introduced. Emil H. Nelson of St. Paul, George J. Mucey of Washington, PA, and Herman E. Hoche of Minneapolis, recited the progress of the building during their administrations.

There had been many International Presidents since Clark Chamberlain had first filled the position from 1930 to 1932. All had left their mark. He thought, too, of the officers and directors who had been meeting on the two

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To attend general sessions on Wednesday, Thursday and Friday, a registration badge will be required. 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, Tuesday, August 20.

ALL ADVANCE REGISTRATIONS MUST REACH WORLD HEADQUARTERS BY JULY 15.

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_____ Tickets: "Country Picnic" Fun Night (Thurs., August 22, Dinner, Show) @ \$27.00	\$ _____
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Check enclosed for \$ _____ (U.S.) payable to Toastmasters International. **Cancellation reimbursement requests not accepted after July 31. Cancellations not accepted on site.**

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previous days. They had considered many things, for they were responsible to more than 80,000 Toastmasters for the management of a \$700,000-a-year corporation. They had deliberated carefully and progress had been made. It would always be a source of amazement to him how such busy men could give so unselfishly of their time and talent.

The brief remarks of the past presidents were ended and Royal E. Hubbard, vice mayor of Santa Ana, was speaking. He told of the city's pride in Toastmasters International and paid tribute to the building's architects, Julius Oblatt and Parks & Davis, and to the builder, the Ruane Corporation Constructors, for creating and adding to Santa Ana a magnificent structure of such dignity and beauty.

Now it was his turn. He hadn't heard much of the introduction made by President Spangler. Funny, he wasn't even thinking about the speech he was about to make. For this building, the 35 people who worked in it and the several hundred people in the audience were all here because years before he had had an idea. It was such a simple idea—men meeting together

to help each other learn the art of public speaking.

And now it had spread to the far corners of the earth. There had been many who had helped in the growth of Toastmasters. Many who had made great contributions. Without their help, this fine building and the expansion of Toastmasters would not have been possible.

There was a standing ovation when he approached the lectern. He spoke in a clear, strong voice, crediting the success of the organization to those who had joined him in insisting that it remain faithful to its original purpose and that it grow with sound financial policies. He thanked those who had helped give this day its special meaning. Then he returned to his place on the platform.

There were pictures following the dedication ceremony. And then it was time for the luncheon at the Elks Club.

It was difficult to make his way to the head table. So many people to meet, so many hands to shake. It was good to have John M. Kennedy officiating as Toastmaster. He had performed a similar function at the groundbreaking. It was not until the

groundbreaking that he realized that Kennedy, Past President of Burnt Toastmasters Club of Van Nuys, CA, was the TV announcer he had seen so often on the Loretta Young Show. He wondered if people knew how many radio and television announcers had found Toastmasters training helpful.

He listened as Kennedy read some of the many letters and wires of congratulations. There was one from the governor of California, others from past officers and directors, from district governors and from dozens of clubs and individuals around the world. He would read them all next week...

And now, at last, the day was over. It had been a good day. One of the finest he could remember—and he could remember many in the past 84 years.

The white-haired gentleman headed his car out on the highway, through the orange groves, past the city and over the rolling hills to Corona del Mar.

It was October 27, 1962, and Dr. Ralph C. Smedley, founder of Toastmasters International, was on his way home. . .

WE'RE PUTTING OUT AN

Toastmasters' 1985 Membership Program

SHARING

Continually bring in new members to share your experience with, and the "new blood" will be a transfusion of vitality and new life into your club.

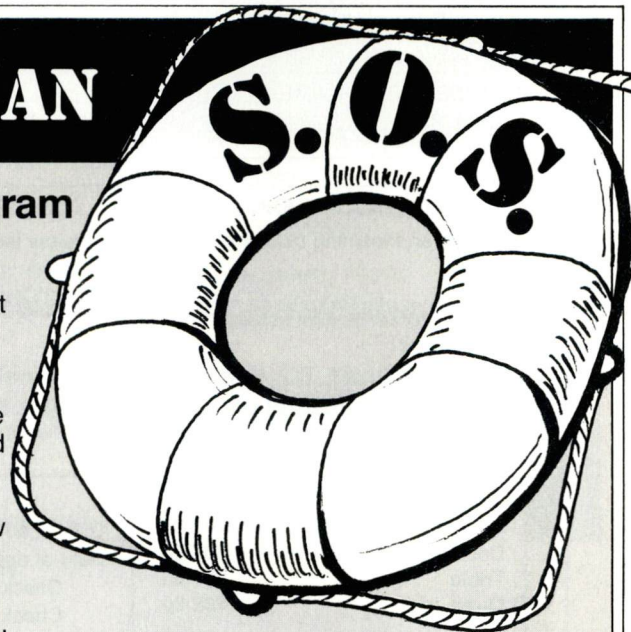
OPPORTUNITY

Answer the S.O.S. and give yourself and your club the opportunity to create a positive learning environment and an atmosphere where members will learn, grow and achieve.

SUCCESS

Every club must have at least 20 members to conduct an effective Toastmasters program. If your club has less than 20 members, now is the time to point your club toward success.

Just sponsor 5, 10 or 15 new members during 1985. Recognition of your efforts will be shipped automatically—there are no entry blanks to fill out!



THESE GREAT AWARDS CAN BE YOURS:

- 5 new members—A Toastmasters Membership Building Pin!
- 10 new members—A Pocket-Size Evaluation Guide Folder!
- 15 new members—Choice of Toastmasters Necktie or Ladies Ascot Scarf!

This contest applies only to individual new members who join existing clubs. New, dual and reinstated members count, but transfer and charter members do not. For the sponsor to receive credit, his or her name and home club numbers must appear legibly on the Application for Membership (Form 400); no changes may be made after the application is submitted. The new member must join during 1985 and the application must reach World Headquarters no later than December 31, 1985. (Complete contest rules can be obtained at no charge from World Headquarters. Request the Annual Membership Program Flyer (1620).)

HALL of FAME

DTMs

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

Margaret E. Stedt

Century 100-F, Santa Ana, CA

Robert Wilders

Parkers 519-F, Irvine, CA

Samuel Stanley Eiferman

Hughes Intercity 3060-F, Anaheim, CA

Robert J. Such

Palm Desert 4440-F, Palm Desert, CA

Joseph O. Colton

Escondido 1546-5, Escondido, CA

Norman F. Peters

Convair 3745-5, San Diego, CA

Charlotte Vivian

Evergreen 486-9, Spokane, WA

Linda Simmons

Bismarck 717-20, Bismarck, ND

R. J. Dickens

Manhattan 2570-22, Manhattan, KS

Gerald Harris

Lewisville 4137-25, Lewisville, TX

James M. Degerstrom

Skokie 1608-30, Skokie, IL

Henry J. Hunter

Sound Barrier 384-33, Edwards Air Force Base, CA

Darlene M. Harrod

Interior 2157-36, Washington, D.C.

David H. Phillips

NRL Forum 3614-36, Washington, D.C.

William D. McManus

Albemarle 1811-37, Albemarle, NC

Horace David

Garner 4181-37, Garner, NC

Barbara A. Colonna

Speakeasy 3262-39, Reno, NV

Ward Treat

Huber Heights 1740-40, Dayton, OH

Joyce M. Eaton

Daybreakers 1327-44, San Angelo, TX

William B. Eaton

Daybreakers 1327-44, San Angelo, TX

Joseph L. Bowen

Knickerbocker 137-46, New York, NY

Rex Parker

Ala Moana 3701-49, Honolulu, HI

JoAnn S. Williams

MWD Watermasters 445-52, Los Angeles, CA

Edward L. Manderfield

Los Conquistadores 896-52, Los Angeles, CA

Kathleen A. Todd

Novato 166-57, Novato, CA

Gordon Hinde

Podium 2303-60, Toronto, Ont., Can

Muriel A. How

Ottawa 1935-61, Ottawa, Ont., Can

Lula W. Roberts

Blacksburg 3351-66, Blacksburg, VA

Joseph Fresta

Gateway 3138-69, Sarina, Qld., Aust

ATM SILVER

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

Samuel Stanley Eiferman

Hughes Intercity 3060-F, Anaheim, CA

Richard R. Rahder

International City 1377-1, Long Beach, CA

H. R. "Dick" Pennington

Waynesville-St. Robert 2842-8, Saint Robert, MO

Edward R. Weber

Happy Toasters 5222-8, St. Louis, MO

Harry H. Revelle Jr.

Indian Meridian 2361-16, Oklahoma City, OK

Robert F. Happel

Ellsworth Park 2745-30, Downers Grove, IL

ATM BRONZE

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

Arthur M. Hays

Huntington Park-Bell 14-1, Huntington Park, CA

Daniel S. Johnson

San Jose TM 1577-4, San Jose, CA

Barbara Harrison

Conoma 454-16, Oklahoma City, OK

Harry H. Revelle

Indian Meridian 2361-16, Oklahoma City, OK

Robert M. Davis

Encore 1339-19, Ames, IA

Douglas E. Endicott

Anthony Wayne 1380-28, Toledo, OH

Louis M. Kiriazis

Silverstones 3559-30, Chicago, IL

Terry Garner Schutt

Link 2848-65, Binghamton, NY

Harold F. Parker

Public Service 3174-68, New Orleans, LA

Gary A. Wilson

Enthusiastic Epping 5335-70, Epping, N.S.W., Aust

ATMs

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

Muriel G. Cerf

Smedley Number One 1-F, Santa Ana, CA

Charles R. Reynolds

Smedley Number One 1-F, Santa Ana, CA

Robert E. Grissom

Daybreakers 942-F, Victorville, CA

Melba J. Ford

Moreno Valley 2169-F, Sunnymead, CA

Sherron P. West

Blue Flame 2717-F, Costa Mesa, CA

Ivan S. Gerson

Santa Monica 21-1, Santa Monica, CA

Robert J. Badovinac

Douglas Aircraft 1497-1, Long Beach, CA

Nels W. Rasmussen

Bellingham 60-2, Bellingham, WA

Jan Jones

Scottsdalians 4346-3, Scottsdale, AZ

Mary DiCerbo Cowan

Speakers In Paradise 5565-3, Paradise Valley, CA

William W. Woolfolk Jr.

Donald L. Bogie 27-4, Redwood City, CA

Albert A. Tafoya

San Jose TM 1577-4, San Jose, CA

Etta S. Rosamond

Jet Stream 2624-4, Moffett Field Naval Air Station, CA

John V. Fanning

CTB/McGraw Hill 4547-4, Monterey, CA

C. Earl Chinn

R.B. Filibusters 5528-5, Rancho Bernardo, CA

Thomas G. Allen
Vernon 1929-21, Vernon, B.C., Can

Kristina M. Botten
Vernon 1929-21, Vernon, B.C., Can

Jean Dier
Sunrise 2788-24, Lincoln, NE

Mickey Dowdy
Cowtown 4005-25, Fort Worth, TX

Joan B. Harris
North Dallas 4096-25, Dallas, TX

Jo Anna McWilliams
TNT 4533-25, Dallas, TX

Bruce Bayne
Colorado Springs 555-26, Colorado Springs, CO

Vance E. Nelson
Chadron 1465-26, Chadron, NE

Fee Busby
Laramie 2546-26 Laramie, WY

Kenneth A. Millard
Loveland 4553-26, Loveland, CO

John G. Kramb
Noonshiners 5314-26, Fort Collins, CO

Frank O'Holder Jr.
Eglin 1919-29, Eglin AFB, FL

Vance T. Bradford
Daniel Wright 1605-30, Libertyville, IL

Irene Chirignan Sahyouni
McGaw Park 1654-30, McGaw Park, IL

Alyda C. Miller
HTC 4041-30, Harvey, IL

Marilyn L. MacDonald
Massachusetts Bay 3038-31, Winthrop, MA

Mubeen U. Siddiqui
United 4431-31, Boston, MA

William J. Bichsel
Tacoma 13-32, Tacoma, WA

Jay Bakst
Timber Talkers 3986-32, Federal Way, WA

Margaret P. Ertel
Jacksonville 3478-37, Jacksonville, NC

Coleman L. Goff
El Dorado 1390-39, Sacramento, CA

Phillips B. Berry
Hangtown 3416-39, Placerville, CA

Goefrey E. Woo-Ming
Golden West 2427-39, Sacramento, CA

JoAnn Pagan
Gold Country 4089-39, Auburn, CA

Anthony Leo Yahl
Hogge Creek 1210-40, Lima, OH

Oran Burt
Logos 1139-43, Jacksonville, AR

Roy E. Rood
El Dorado 1304-43, El Dorado, AR

Michael Joseph Grant
Sunrise 3035-43, Memphis, TN

Jerry B. Hancock
Blythe Speakers 4435-43, Blytheville AFB, AR

Arthur Rudolph
Midland Park 3041-46, Midland Park, NJ

Henry Hartmann
Picatinny 3547-46, Dover, NJ

Howard Drye
Titusville 3018-47, Titusville, FL

Leslie R. Martin Jr.
Aetna Life & Casualty 3610-53, Hartford, CT

Thomas Robert Kirby
Havana 2594-54, Havana, IL

Susan L. Golden Feinberg
Elgin Orators 5135-54, Elgin, IL

Wendy L. Krabach
Hi-Noon 1021-62, Port Huron, MI

DeLoris Louise Ross
Twin City 1410-62, St. Joseph, MI

Irving C. Flanders
West Knoxville 3117-63, Knoxville, TN

Patricia McFadzean
Elmwood Sr. Citizens 4032-64, Winnipeg, Man., Can

Ruth H. Sherrick
Postprandial 3259-65, Rochester, NY

K. Wayne Fretwell
Danville 3305-66, Danville, VA

Sydicious F. Panoy
Burlanders 977-75, Manila, Philippines

Serapio A. Mateo
Corregidor 1800-75, Cavite City, Philippines

Manuel Larez Salenga
Benguet Corporation 4391-75, Baquio City, Philippines

Thomas P. K. Huang
Taipei 1890-U, Taipei, Taiwan

NEW CLUBS

5735-F SCCO
Fullerton, CA—2nd & 4th Mon., 7 p.m.,
Southern California College of Optometry,
2001 Associated Rd. (871-6878).

5742-F Revenooers
Santa Ana, CA—Thurs., 1 p.m., Internal
Revenue Service, P.O. Box 12564
(836-2529).

5722-4 C.E.L.-OQUENTS
Santa Clara, CA—Mon., noon, Central
Engineering Labs, FMC Corporation, 1185
Coleman Ave., Main Conference Room
(289-3752).

5744-4 City Hall
San Francisco, CA—Wed., noon, City Hall,
Rm. 2C (558-2855).

5727-5 Borderline
Yuma, AZ—Tues., 6:30 p.m., Tom Tate's
Buffet Restaurant, 2550 S. Fourth Ave.
(344-2808).

5751-6, Wind Chimes
St. Paul, MN—Tues., 11:40 a.m., 3M
Center, Building 225, 1N Conf. Room
(733-3893).

5738-13 Smith Meter
Erie, PA—Thurs., noon, Smith Meter,
Inc., 1602 Wagner Ave. (899-0661).

965-21 A.M.
Abbotsford, B.C., Can—Thurs., 7 p.m.,
Calico Restaurant, 32650 S. Fraser Way
(856-3989).

5725-21 Pacific Rim
Ucluelet, B.C., Can—Tues., 7:30 p.m.,
Ucluelet Secondary School Library, 1450
Penninsula Rd. (726-7030).

5767-21 New World
Vancouver, B.C., Can—Tues., 10 a.m.
(228-0734).

5731-23 Sperry Sunrisers
Albuquerque, NM—Wed., 6:40 a.m.,
Sperry Defense Systems, P.O. Box 9200
(822-5223).

5736-25 NorTel Talkers
Richardson, TX—Thurs., noon, Northern
Telecom, 1201 E. Arapaho (234-7617).

5749-25 Riverside
Bossier City, LA—Mon., 6 p.m., Riverside
Community Hospital, 4900 Medical Dr.
(747-9500, x 394).

5752-30 Citi-Mouths
Evanston, IL—1st & 3rd Thurs., 3:30 p.m.,
Citicorp Savings of Illinois, 801 Davis St.
(296-2900).

5726-35 UW-Whitewater

Whitewater, WI—Wed., 3:45 p.m., University of Wisconsin (473-6193).

5743-35 Lakeshore

Manitowoc, WI—1st & 3rd Tues., 6 p.m., Coach - Lite Inn, Menasha Ave. (793-3822).

5733-36 Howard University

Washington, D.C.—1st & 3rd Thurs., 5:15 p.m., School of Business and Public Administration, Howard University (636-5100).

5734-37 Philip Morris, U.S.A., Cabarrus

Concord, NC—1st & 3rd Tues., 4:30 p.m., Philip Morris, 3321 Highway 29, South (788-5131).

5728-38 Great Valley

Malvern PA—Mon., Business Training and Development Center (948-8660).

5753-38 Bell

Harrisburg, PA—Mon., noon, Bell of Pennsylvania, 7th Floor, Strawberry Square (255-5354).

5739-39 Moonlighters

Reno, NV—Tues., 6:15 p.m., Uncle John's Pancake House, 3655 S. Virginia St. (882-6398).

5747-40 Alpha

Columbus, OH—1st & 3rd Wed., 7 p.m., Linden, 2432 Cleveland Ave., (267-0077).

5748-40 Renaissance

Marysville, OH—Thurs., 7 p.m., Ohio Reformatory for Women, 1479 Collins Rd. (466-1480).

5720-42 Century City

McLennan, Alta., Can—Mon., 7:15 p.m., 40 Winks Motel (324-2178).

5721-42 Meewasin Valley

Saskatoon, Sask., Can—Parktown Motor Hotel, 924 Spadina Cres., East (242-0306).

5730-42 Speak Easy

Fort Saskatchewan, Alta., Can—1st & 3rd Tues., 11:45 a.m., Dow Chemical Canada, Inc., Highway 21 (998-5638).

5740-42 Calgary Centennial

Calgary, Alta., Can—Thurs., 7 p.m., Inter-Faith Lacombe Centre, 14500 Bannister Rd., S.E. (256-5282).

5745-42 Freedom Speakers

Regina, Sask., Can—Wed., 12:05 p.m., Regina Real Estate Association, Inc., 1854 McIntyre St. (352-1671).

5766-42 Sundial

Calgary, Alta., Can—Mon., noon, Suncor Tower, 500 - 4th Ave. S.W., 2nd Fl. (269-8792).

Past President Lewis Turner Passes On

Past International President Lewis C. Turner (1949-50) passed away February 7, 1985, in Akron, Ohio, at the age of 93. His son Wilson shared this insight with us into the life of his dedicated Toastmaster father: "Although he gave his last speech eight years ago at age 85 to the Virginia Beach, Virginia Toastmasters Club 3267-66, he remained an unrelenting advocate of Toastmasters and the benefits of Toastmasters training.

"His last words came to me from a hospital bed shortly before he died," Turner continued. "Mentally very alert to the end, he delivered a talk to me on the importance of Toastmasters training to all individuals who wish to improve themselves and the great need for a *required* public speaking program in the schools. 'Before graduating, all students should be able to stand on their own feet and speak intelligently,' he said.

"In 1949 I reached a turning point when I could not decide on a major course of study in college. His advice would have benefited anyone: 'Until you decide,' he said, 'take mostly English and public speaking courses, for there is no career you can pursue in life that does not require you to read, write and speak the English language. Communicating effectively with others is the key to success.' "

Lewis "Red" Turner devoted his life to public speaking, beginning in 1910 at his high school graduation, where nerves caused him to resort to reading his valedictory address. It was such an embarrassment that the then 18-year-old swore he'd never again be caught in such a predicament. He organized Akron's first Toastmasters club, Akron 151-10, in 1939, taught speech at Akron's Hiram College and the University of Akron (he was a graduate of both) and as an active lecturer for 40 years, delivered more than 400 commencement speeches across the United States.



Turner was a high school principal for 16 years, started Akron's first high school public speaking course and organized the Akron Teachers Credit Union, now one of the nation's largest.

Lewis Turner out-lived all his associates. He was a great man who untiringly promoted Toastmasters for nearly 50 years, simply because he believed in our program so strongly. We have truly lost a great friend and advocate; we'll continue to build on the program he put so much faith in.

Toastmaster Is First Woman U.S. Forest Supervisor

Toastmaster Geraldine B. (Geri) Larson has been named forest supervisor of California's Tahoe National Forest. She is the first woman forest supervisor in the history of the United States Forest Service.

Larson is a member of Early Risers Toastmasters Club 5014-39 in Grass Valley, California. Her new job will require that she set policy and direct management activities for the 800,000-acre national forest with a \$13.5 million budget and a workforce of about 400 employees.

In 20 years with the Forest Service, Larson has served as a research forester with the Pacific Southwest Forest and Range Experiment Station in Berkeley, California, and as public information officer and regional environmental coordinator in the Pacific Southeast regional office in San Francisco, California.

She is a registered Professional Forester and currently serves on California's Professional Foresters Examining Committee.

5750-45 Merrymeeting

Brunswick, ME—2nd & 4th Thurs., 7 p.m., Benevolent & Protective Order of the Elks, Park Row (729-9797).

5732-46 Jockey Hollow

Basking Ridge, NJ—Thurs., noon, Puralator Courier, 131 Morristown Rd., North Tower (390-1734).

5754-47 Daybreak

Miami, FL—1st & 3rd Wed., 8 a.m., Howard Johnson, 9450 N.E. 2nd Ave. (895-6600).

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5756-53 Middletown

Middletown, NY—2nd & 4th Tues., 7 p.m., Harvest Inn, Route 17 M (794-6766).

5765-54 Prarieland

Peoria, IL—Wed., 7:15 a.m., The Dinner Table Restaurants, 3113 N. Dries Ln. (686-3925).

5737-56 Professional Singles

Houston, TX—Tues., 7 p.m., Picadilly Cafeteria, Memorial City Mall (977-8020).

5741-56 Williamson County

Georgetown, TX—Tues., 7:30 p.m., First National Bank, 7th at Austin Ave. (863-5511).

5755-56 Exxon Minerals Tiger Talkers

Houston, TX—Wed., 11 a.m., Exxon Minerals Co., 13111 Northwest Freeway, Conference Room 645 (895-1038).

5746-66 VP/LS Circulation

Norfolk, VA—Wed., noon, The Virginian-Pilot & The Ledger-Star, 150 W. Brambleton Ave. (446-2384).

5729-74 Rustenburg

Rustenburg, Republic of South Africa—2nd & 4th Tues., 7:30 p.m., Miners Grill, 26 Van Staden St. (735228).

5768-74 Potchefstroom

Potchefstroom, South Africa—2nd & 4th Tues., 6 p.m., Hotel Elgro, Wolmarans Street (8841).

ANNIVERSARIES

50 Years

Lee Emerson Bassett 33-4, Palo Alto, CA

40 Years

Seattle General 277-2, Seattle, WA

Business Mens 281-24, Omaha, NE
Beaver Dam 310-35, Beaver Dam, WI
Centennial 313-64, Winnipeg, Man., Can

35 Years

Whitehall Triangle 242-13, Pittsburgh, PA
Downtown 99-22, Kansas City, MO
Quannapowitt 849-31, Boston, MA
China Lake 853-33, China Lake, CA
Potomac 827-36, Washington, D.C.
Stockham 818-48, Birmingham, AL
Skyliners 831-64, Winnipeg, Man., Can
Johannesburg 113-74, Johannesburg, RSA

30 Years

Roundup 1839-3, Phoenix, AZ
Downtown 1803-4, Santa Cruz, CA
Sunrise 1829-4, Salinas, CA
Yawners 982-7, Corvallis, OR
Marshalltown 1857-19, Marshalltown, IA
Columbus 744-24, Columbus, NE
Tally Ho 1826-24, Fremont, NE
Summit 1781-46, Summit, NJ
Palolo 1780-49, Honolulu, HI
Kaneohe Bay 1805-49, Kailua, HI
New London 1782-53, New London, CT
Gavel & Glass 1693-60, Toronto, Ont., Can

25 Years

Utoy 810-14, Atlanta, GA
Box Elder 794-15, Brigham City, UT
Liberal 2229-22, Liberal, KS
CPA 3094-36, Bethesda, MD
DESC 2781-40, Dayton, OH
Plains 3144-42, Regina, Sask., Can
Capitol City 2048-56, Austin, TX
Rock Hill 2040-58, Rock Hill, SC
Merrimac 3125-66, Portsmouth, VA
Tainan Taiwan 3102-U, Tainan, Taiwan

20 Years

Kirkland Congregational 822-2, Kirkland, WA
VIP Granada 1772-3, Tucson, AZ
Roadrunner 3850-3, Tucson, AZ
Emerald 3892-7, Eugene, OR
Morgantown 2526-13, Morgantown, WV
A-B Speechmasters 3891-35, Milwaukee, WI
Huntington 1964-46, Huntington, NY
Speakeasy 3235-48, Huntsville, AL
Executive 3009-62, Muskegon, MI
Elizabeth River 1801-66, Norfolk, VA

15 Years

Golden Gulf 911-47, St. Petersburg, FL
Fermoy 2846-71, Fermoy, Ireland
Atsugi Zama 3162-U, Atsugi-Zama, Japan

10 Years

Federales 1823-5, San Diego, CA
AC Earlyrisers 3646-6, Robbinsdale, MN
Speak E-Z 1130-16, Tulsa, OK
Delta 1678-16, Tulsa, OK
Ada 1971-16, Ada, OK
Diplomats 3298-19, Des Moines, IA
Princeton 925-21, Princeton, B.C., Can
NCR-ACD 2516-22, Wichita, KS
Bechtel Power 222-36, Gaithersburg, MD

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Nooners 877-56, Houston, TX
 New Braunfels 1722-56, New Braunfels, TX
 Sunflower 2088-64, Altona, Man., Can
 Burdekin 3163-69, Ayr, Qld., Aust
 Pakuranga 3830-72, Pakuranga, Auckland, NZ
 Ringwood 3805-73, Ringwood, Vic., Aust

TOASTMASTERS INTERNATIONAL'S CONFERENCE/CONVENTION CALENDAR

1985 REGIONAL CONFERENCES

REGION I June 28-29

Hyatt Airport
 Oakland, Calif.

REGION II JUNE 21-22

Irvine Marriott
 Irvine, Calif.

REGION III JUNE 28-29

Marriott Austin
 Austin, Texas

REGION IV JUNE 14-15

Howard Johnson's
 Rapid City, S. Dakota

REGION V JUNE 7-8

Excelsior Hotel
 Little Rock, Ark.

REGION VI JUNE 21-22

Holiday Inn
 Middleburg Heights, Ohio

REGION VII JUNE 14-15

Stouffer's Valley Forge
 Valley Forge, Penn.

REGION VIII JUNE 7-8

Princess Hotel
 Freeport/Lucaya
 Grand Bahama Island

1985 INTERNATIONAL CONVENTION

HYATT REGENCY-OHIO CENTER
 AUG. 20-24
 Columbus, Ohio

1986 INTERNATIONAL CONVENTION

MGM GRAND HOTEL
 AUG. 26-30
 Reno, Nevada

- F. Herbert J. Stockinger, DTM, 20321 San Gabriel Valley Dr., Walnut, CA 91789
1. George G. Kunze, DTM, 2832 Avenel, #1, Los Angeles, CA 90039
2. Linda Smith, ATM, 15914 S.E. 148th St., Renton, WA 98056
3. Edward R. Howell, DTM, 4008 N. 56th Ave., Phoenix, AZ 85031
4. Daniel S. Johnson, DTM, 1190 S. Bascom Ave., Suite 134, San Jose, CA 95128
5. Joseph O. Colton, DTM, 257 E. Fourth Ave., Escondido, CA 92025
6. Patricia Kirk, DTM, 16344 Florida Way, Rosemount, MN 55068
7. Carl Cottingham, ATM, P.O. Box 1374, Portland, OR 97207
8. Jack A. Rardin, DTM, 617 18th St., Charleston, IL 61920
9. Margaret Henderson, DTM, Rt. 2, Box 2077, Wapato, WA 98951
10. T. "Damo" Damodaran, 21478 Sheldon Rd., Brook Park, OH 44142
11. Sheldon Rikke, DTM, 3122 Georgetown Rd., Indianapolis, IN 46224
13. C. William Goerman Jr., DTM, 186 Hill St., Fair Oaks, PA 15003
14. W. A. Waldrop Jr., DTM, P.O. Box 386, Riverdale, GA 30274
15. Ruth Bergreen, DTM, 7235 Promenade Dr., Salt Lake City, UT 84121
16. John Perry, DTM, 12221 High Meadow Ct., Oklahoma City, OK 73170
17. David E. Swanson, DTM, 3406 Quincy St., Butte, MT 59701
18. William O. Chase, DTM, 3110 63rd Pl., Cheverly, MD 20785
19. Robert A. Cassell, CTM, 525 Northwood, Muscatine, IA 52761
20. Ian B. Edwards, ATM, 405 37th Ave. S., Moorhead, MN 56560
21. Jim Botten, DTM, Site 3, Comp 128, Vernon, B.C., Can V1T 6L4
22. Phyllis K. Dean, DTM, 8600 N. Campbell Dr., Kansas City, MO 64155
23. Luis Barajas, DTM, 424 Alicia Dr., El Paso, TX 79905
24. Jean Dier, 2600 S. 35th St., Lincoln, NE 68506
25. Edwin Childs, DTM, 1814 Charleston Dr., Garland, TX 75041
26. Vince Daal, DTM, 7605 Kline Dr., Arvada, CO 80005
28. Chris Hiller, DTM, 23373 Hellwig Rd., Genoa, OH 43430
29. Kay Carlow, ATM, 4308 Robinhood Dr., Pascagoula, MS 39567
30. James M. Degerstrom, ATM, 8650 N. Elmore St., Niles, IL 60648
31. Ray Snay, DTM, 11 Bond St., Needham, MA 02192
32. Darleen Price, DTM, 3832 Gay Road East, Tacoma, WA 98443
33. Michael T. Wilson, ATM, 7058 Montcliff, Las Vegas, NV 89117
35. Dennis B. Pinkowski, DTM, 4523 S. Austin St., Milwaukee, WI 53207
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