

NOVEMBER, 1960



THE TOASTMASTER

FOR BETTER LISTENING, THINKING, SPEAKING

**PANAMA CITY, REPUBLIC OF PANAMA
TOASTMASTER TOWN OF THE MONTH**



IN THIS ISSUE:

Effective Communication and Executive Development • Reach Your Goals

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... a nonprofit, nonpartisan, nonsectarian educational organization which has helped more than half a million men through its program of self-expression and self-improvement. There are now more than 3,100 clubs which are located in every state of the Union, every province of Canada and in 34 other countries.

A Toastmasters club is an organized group providing its members with opportunities to improve their abilities to speak in public, conduct meetings and develop their executive abilities. In congenial fellowship, ambitious men help each other through actual practice, mutual constructive criticism and the assumption of responsibilities within the organization.

Each club is a member of Toastmasters International. The club and its members receive services, supplies and continuing counsel from the Home Office.

"As a man speaks, so is he."—Publilius Syrus, 43 B.C.

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The TOASTMASTER

For Better Listening—Thinking—Speaking

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Effective Communication and executive development

By ROGER W. JONES, Chairman, United States Civil Service Commission

TODAY'S EXECUTIVE, if he is unwary, tends to become the prisoner of communications. They can overwhelm his freedom by their sheer volume and they can choke off his control with their complexity. He can end up with no time even to think out and communicate the kind of instructions about policy and operations which his responsibilities require of him. Frustration and defeat will quickly follow. Telephone, typewriter, television, radio, electronic data processing equipment, and all the host of office machines can be made into valuable allies of effective communication but they can also become its most insidious enemies.

Fortunately, it takes little technical skill for the executive to communicate effectively. What it does take is self-discipline, clear language, common sense, complete mastery of a few simple rules, and a dogged determination not to give up the fight to keep communications abreast of need—and nothing more than that. Where there is a lag, there is a failure. Where need is outrun by communications, again failure of a different kind results. Let me illustrate.

In the ancient world, oral communications were brought to a pitch of perfection that probably has never been exceeded. The Greeks, and following them, the Romans, refined not only the art of oral communication and persuasion to an unmatched degree, but also the teaching of that art. And yet theirs was a house of cards, which collapsed because of a number of factors, all traceable in some degree to failure to adapt to new times and conditions. Communications did not keep abreast of need.

In the first place, their system of teaching grew away from the practical situations of day-to-day life. The Romans, for example, had their *controversiae*, which posed questions growing out of historical situations and set students to work providing appropriate words for one or another of the protagonists. Some of these questions were intrinsically interesting and, centuries later, became short stories—some of them eventually found their way into the plots of Shakespeare's plays. But the world was changing faster than the Roman textbooks. Although complaints were voiced that these exercises had

become unrealistic and sterile, the mills kept grinding. A once excellent theory of communications had outlived its usefulness long before it was engulfed in the chaos and babel of the barbarian invasions.

In the second place, the ancients fell victim to a caprice that is still a bane of communication in our day. They became more interested in the cultivation of a *science* whereby they could impress their fellow communicators than in the practice of the *art* of communications. We are just as guilty in our time of taking some process of operation and "getting it down to a science." We become hypnotized by the scientific method and we forget the need to communicate.

Misguided attempts have been made in the not-too-distant past to reduce public administration to a science. Fortunately this trend has been reversed, and there is a growing recognition of the fact that public administration is, and must remain, an art. This development, in itself, will help very much in keeping effective communication in proper focus as an aid to executive development.

In the development of our American form of democracy we have reached the point where institutional government *has* to work, and it must work reasonably well at all times, until the slow processes of our democratic republic bring about needed or desired changes. This poses problems of communication for the Government executive that

his business counterpart may never face.

What makes Government work? *People*, primarily, is the answer to that question. Clear laws, sound practices, and acceptable customs *help* make government work, but even they are the product of human action and reaction.

Theory to the contrary notwithstanding, we are a Government of men and women—people working through, with, and for other people, all of them together making up, in terms of political philosophy, a representative democracy.

In recruiting, training, and using Government people, we are continually sorting and fitting diversely shaped and colored pieces of law, custom, and practice, which fall in unending streams from the jigsaw of the Congress on the one hand, and on the other from the decisions of the principal policy officers in the executive branch and the courts. These pieces have meaning only to the extent that they are effectively communicated to the people who must do something about them. In other words, if the personal equations fail, bad communications are most often the cause of the failure.

Insofar as this effort concerns the executive level in Government I would suggest that there are two major problems. Both involve executive use of communications techniques. Both have a part in executive development. They are:

1) *Development of means for proper evaluation of experience,*



with particular reference to its use as a substitute for formal education.

2) *Development of means of effective communication up, down, and sideways, about the process and progress of executive development.*

In solving both these problems I believe that personnel officers have a role to play as important as the role played by executives themselves.

Increasingly since the beginning of the vast expansion of the permanent Federal structure which began (but was not recognized as permanent) during World War I, personnel people have wanted more and more mechanical aids to relieve them—and their superiors—from the responsibility of exercising individual judgment about capability and promise. For executive jobs I argue that they should have fewer such aids.

I have no doubt at all of the generally satisfactory results to be obtained by rating typists primarily by speed and accuracy, leavened by review of personal aptitudes and outlook, and personality and dress, which may also have been largely measured by mechanical means.

But for most truly executive jobs, including many on lower rungs of the ladder, mechanical tests are relatively useless even as direction indicators. The mechanistic substitution of education as a yardstick is neither a guarantee of a higher worth, nor an indication of political wisdom. Neither, of course, is experience, taken by itself. We accept this thesis readily enough, but we have not done much about training ourselves in *how* to measure pertinent experience. We have done

even less in training ourselves to communicate what little we have measured, and we have done almost nothing in communicating about all of the elements backstopping experience which are probably responsible for assessment of the individual and his experience in those horribly finite terms: "success" or "failure."

Mere evaluation of education, and granting of fixed credits for experience on a time-spent basis, but with no solid analysis of what the experience really means, is not enough to insure a hit on the communications target. In one of those strange anomalies of our time we find that executives generally agree that they can recognize true competence only after years of observation. "A degree in engineering does not make an engineer," they correctly say. But there they stop. They do almost nothing except to wait for the years to run. This is my complaint. I urge personnel officers and executives alike to turn their attention to sharpening the techniques of evaluation and shortening the time span for "observation," at least in the Government. We can't wait for years. We must identify competence to fit the new judgments of it that come at a maximum of every four or eight years. As I said earlier, Government must work, and it must work in short political cycles governed by elections and a constantly varying flow of political leadership.

To turn now to the second point, I shall try to outline a few relatively untested means for developing better communications, up, down, and sideways. Modern com-

munications have added immeasurably to what Aldous Huxley has called man's "almost infinite appetite for distractions."

Unfortunately, distraction and interest in the irrelevant are fed by another very human shortcoming. It is our feeling of helplessness at the overwhelming realization that there is absolutely no excuse for *not* communicating effectively. This is something Toastmasters have learned, and they are spreading the gospel well.

Faced with so simple a reality and so many acceptable alternatives, we kick the game away time and time again because we cannot choose *how* to communicate, *what* to communicate, or to *whom* to communicate. Then we end up by salving our consciences with self-delusion. "Surely," we say, "someone other than I will have told the story." It doesn't happen that way. No executive was ever made and sustained by such rationalization.

A good personnel officer can remove much of this temptation to take bad communications for granted, in four areas where good communications do most for effective personnel administration at the executive level. First, he can and should be constantly on the alert to see to it that both the personnel system and the management chain of command produce what the executive needs to know about the people through whom statutory policies and his decisions must be carried out.

Second, I suggest that the per-

sonnel officer should make it his business to know what the attainable dreams and aspirations of the executive are. And in a quiet way he should help to bring about the personal equations which will forward those dreams and aspirations. Don't tell me that this is impossible. It can be worked at in the same way that the personnel people now work in a negative way to protect the executive from the consequences of his own prejudices and shortcomings. Here, we in Government differ somewhat from the business world. We have a great and enduring obligation to do all we can to prevent our top executives from failure through their own shortcomings. In the administrative jungle of our institutionalized Government, some small success on this front of communica-

tions will do as much as anything I can think of to give the political executive confidence in himself and in his organization. Without that confidence, neither he nor those who remain after he leaves can avoid the very worst aspects of program and policy frustration. "Know thyself" may have been enough in the simpler times of ancient Greece;

it is not enough today in Government if that Government is to do what it *has* to do—namely, to work, and to work regardless of what kind of man is charged with chief responsibility for any given segment of it.

Third, and this is almost a corollary of the second point, I believe that one of the most rewarding



goals to be won in administration at the executive level is promotion of greater job satisfaction and success among the middle-level executives. Obviously, the personnel officer cannot assume responsibility all by himself for executive development. But in concert with his colleagues, with the support of his superiors, and with some degree of candor and boldness of his own, he can provide what the Civil Service Commission and the President's Advisor on Personnel Management or any other organization can never provide without his help—better and greater executive personnel exchange. And with such exchange comes better communication across the entire spectrum of Government.

Good communications can also combine to find out what new ways of life, what new satisfactions of career, what new curiosities about personal development exist among our middle-level executives. Then it is possible to do something about the situation. This doing, too, is a matter of communications. Discreetly handled, such information can do much to keep alive the greatest of all stimulants to executive development—the incentive to try the new and challenging.

Fourth, and by no means last, I believe that much of the bureaucratic ineffectiveness of endless concern with procedural matters should be hoed out of the job of the Federal executive at all levels of responsibility. This can be peculiarly a job of personnel officers. Again the trouble to be set right is one of communications. As our laws, procedures, and administrative customs have become more

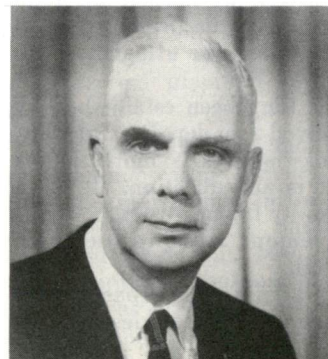
complex and far-reaching, they have become more susceptible of permitting overlaps in personal responsibilities and agency programs. Personnel administration, as well as management, has done little to prevent or slow down this growth of confusion, particularly in terms of clear job descriptions and lines of control. It is time, I believe, to speak out against continuing proliferation of new levels or kinds of supervision and new procedures and incentives to assure that "our empire will be protected" and "our man" will not suffer from any failure of the personnel officer to write a full job sheet.

Before anything very substantial can be undertaken in Government, there are many publics with whom an executive at some level must communicate effectively. First, every official of the executive branch, and in fact every employee, is in a very direct sense working for the President. Two-way communication with the top must be established and maintained. Second, the Congress and its committees have a primary interest in what the executive branch does, and as a coordinate branch of Government under the Constitution, it must be kept informed. This requires a very precise kind of communication from the executive branch. Even the President has the constitutional duty to "give the Congress information of the State of the Union, and recommend to their consideration such measures as he shall judge necessary and expedient . . ." Third, there is continuing need for clear communication with the central staff agencies, such as the Bureau of the

Budget, the Civil Service Commission, and the General Services Administration. Fourth, every agency deals with citizen groups which take a special interest in the programs under the jurisdiction of that agency. Fifth, there are employee organizations within agencies which take a prime interest in matters affecting personnel. Sixth, there are specialized elements of the press which must be given adequate information to report on the agency's programs in detail, in a meaningful way. Finally, while the interest of the general public is less predictable, often Government must do everything in its power to sustain such interest so that its actions are in harmony with the welfare of 180 million Americans.

On the Federal scene, good communication never becomes a static entity that can be captured once and for all and lodged in a trophy case or mounted on a board like a stuffed fish. By the same token, there is no final formula for good communications. Conditions change, and change too fast in Government to permit such finality. But there are lasting principles which Toastmasters can forward by their customary practices.

Self-development activities which Toastmasters support through their organization are deserving of solid encouragement and approval, and I can assure you they will get it from the Federal structure. Equally important is Toastmastering itself. The opportunity to experiment with the different possible ways of presenting a subject, the on-the-spot criticism, the benefit Toastmasters get from observing the other fellow's efforts, and the club spirit which animates the whole undertaking—these are features of the Toastmasters International program which have won acclaim from business and Government management alike. I am also impressed by the fact that Toastmasters International places continuing emphasis on the importance to the Toastmaster of a knowledge in depth of some of the key problems that confront us today—in our communities and in our state and nation and in the world. This is the same kind of knowledge Government executives must have if they are to make sound decisions in the sphere of public policy. I can only wish that many of them could communicate as effectively as do Toastmasters. ♦



Roger W. Jones, a long-time career civil servant, became Chairman of the United States Civil Service Commission on March 9, 1959, after serving 20 years with the U. S. Bureau of the Budget. He served as Assistant Director for Legislative Reference in the Budget Bureau under two Presidents, from February 1949 to March 1958, then as Deputy Director.

In 1958 Mr. Jones was one of the first recipients of the "President's Award for Distinguished Federal Civilian Service," the highest award given civilian Federal employees. He was also one of the first ten persons to receive the National Civil Service League's "Career Service Award" in 1955.

This article was first given as an address to Toastmasters of District 36 at their Ninth An-

With Toastmasters training, you can . . .

Reach Your Goals

By GEORGE J. MUCEY
President, Toastmasters International



AS I LOOK FORWARD to the coming year, I am convinced that Toastmasters can play a major role in the life of each of us. What we get out of it and what it can do for us depends to a large extent upon the time and effort we give it. But time and effort are useless without a clear purpose. Therefore, to gain the greatest benefits from Toastmasters, we must understand the purpose of the organization to which we give our allegiance and our efforts.

It has long been established by our beloved founder, Dr. Smedley, that Toastmasters is more than a club, it is an education. It is an opportunity for men who seek self-improvement to continue their education.

We all know that Toastmasters offers many opportunities for per-

sonal development, and that we are not all seeking the same areas of improvement. Some of us joined Toastmasters to improve our oral expression of thought. Others believe that it will help build a better personality. Some members have a desire to learn to preside at meetings while others feel that Toastmasters may be helpful in developing latent capacities for leadership. Nor can we overlook the men who join Toastmasters because they are interested in the good fellowship which, we know, is so prevalent in our organization. In addition to these, the Toastmasters program brings us many other valuable rewards that contribute to our personal development.

In summarizing the real purpose for the existence of Toastmasters, I think we would be safe in saying that primarily it provides us with an opportunity to improve ourselves in the art of communication. If we earnestly pursue this objective, I am certain that our individual and personal reasons for joining Toastmasters will be satisfied and the accomplishment of the original short range objective may extend into longer range planning toward a greater goal.

Man cannot live with man without communicating. Every man from the inarticulate introvert to the volatile extrovert has ideas worthy of expression. Man cannot prosper and grow without expressing his ideas effectively. Words are indeed a power, and when effec-

tively used they can be the key that opens the door to better understanding. We are great consumers of ideas. There are times when so many ideas are thrust upon us that we consume words and not ideas. As Toastmasters, we should train ourselves to prevent words from getting in the way of ideas.

Here is what Dr. Smedley says about communication: "The power to communicate is one of man's greatest endowments. I believe that all civilized life grows out of that ability and the uses made of it. I believe that the improvement of man's ability to communicate his ideas is a means of improving life in all its phases, and that the progress of civilization depends on this improvement."

Successful businessmen and politicians should be good speakers. Many realize this and do something about gaining the necessary ability. Others who have been too busy to learn the basic points of good speaking often find themselves at a disadvantage in the business world because of this handicap.

Every man owes it to himself to learn to speak well, not as an orator but in conversation, discussion, and in the informal presentation of his thoughts. History records that great men have one quality in common—the ability to communicate.

Every club throughout the Toastmasters world can look with pride to its development of men. We have all seen new members join our clubs with an eager desire to learn.



As the years go on, we have watched these men grow and develop and reap the rewards of happier living. Through their development they open new avenues of enjoyment, not only in their personal lives, but also in the life of their community, their church, and in some instances in the field of politics.

When we think of personality development through speech, we think of one of the greatest speakers of our time—Franklin D. Roosevelt. It is said that when he was in college he was a poor speaker and was told that if he expected to be successful in politics he would have to overcome that weakness. He did so. History will probably record that his speaking ability was one of the greatest factors contributing to his success.

Some people think they cannot learn to speak well because they lack a formal academic education. This is not true. There is no doubt that a good education is helpful, but many people who have never gone beyond grammar school have developed into good speakers. Thomas Edison went only to the third grade. Ben Franklin had no formal schooling at all. We cannot all be masterful speakers, but we can, within our own ability and effort, improve ourselves in the art of successful communication.

We must remember that Toastmasters cannot guarantee us the achievement of our objectives. It can only provide the opportunity.

It is not the end, rather it is the means to an end. Therefore, we must accept that what we get out of Toastmasters depends largely upon us and what we put into it. The basic obligation of Toastmasters International is to the individual member. His work in self-discovery and self-improvement is our basic concern and his primary interest.

If we sincerely want to attain greater fulfillment in life for ourselves, our families, our communities, and our nation, let's use the talents that God gave us and achieve our goal through our personal effort, with Toastmasters as our helpful companion. ❖

George J. Mucey, *Toastmasters International president for 1960-61, is a former professional baseball player who is now a successful insurance executive. His interest in baseball persists through his work with the Little and Pony Leagues for junior ball players, and his success in the insurance field extends through his work as State president of the Pennsylvania Association of Life Underwriters, president of Washington County Life Underwriters, and member of the Speakers Bureau of the National and State Life Underwriters Association. He has also served as Pennsylvania State Chairman for the March of Dimes.*

Mucey was a member of TMI board of directors from 1955-1957, and was TMI 1st vice president last year. His home is in Washington, Pennsylvania, where he lives with his wife Carolyn and teen-age daughters Georgianne and Leslye. He is a member of Club 237-13.

The greatest discovery of my generation is that human beings can alter their lives by altering their attitudes of mind.

—William James

Want fresh, interesting meetings?



Put Your Club through the wash

By ERNEST S. WOOSTER

HOW LONG HAS IT BEEN since a Toastmaster or the president of a TM club devoted an evening to evaluation or criticism of club practices? Maybe your club could stand a trip to the laundromat.

In the all-member, all-star cast of the evening's drama, everyone is a speaker, all become appraisers. But this is not the purpose of the session. Your club may have fallen into indolent habits, become fixed in a set routine as iron-clad and unchanging as a church or lodge ritual. The purpose of the cleansing session is to challenge what might be called these *rut-ual* ways.

Just because something was good 10 or 20 years ago is no assurance that it is the best possible method now. During World War I, Henry Ford was asked to manufacture

Eagle boats. Shipbuilding was new to him. He immediately asked, "How are ships built?" Then he demanded, "How long has this been going on?" When told that it had always been that way, he commented, "Then there must be a better method." He found one.

Consider the Pledge of Allegiance, sometimes erroneously referred to as "the salute to the flag." This itself was modified a few years ago by inserting the phrase, "under God." Now, if this is a good, sincere pledge, entered into with proper patriotic spirit, why repeat it each week? This endless repetition makes it seem weak, good for only seven days, running out like a library card, or the time allotted for an income tax report.

A courtroom TV show has the audience rise, face the flag, and remember for what it stands. There is no monotonous repeating of last week's solemn promise. It is a reminder: brief, direct, effective and time-saving.

Table topics provide a wonderful opportunity for speech, education and rapid organization of facts or opinions—opportunities which can be missed or badly mangled much of the time. New members frequently show initiative and resourcefulness in filling the role of topicmaster, but we highly-seasoned oldtimers usually come ready to quick-think a subject. It is rarely a good one.

Most table topics are unworthy trivia. (I make this categorical statement out of 30 years of Toast-

masters experience.) Good subjects could produce education and enlightenment, especially if the Toastmaster assigned to this part of the program would prepare a week in advance, or even earlier. Once in a while he might give seven days warning of the topic, so members could think about it. This might cause it to lose some of its freshness and quick-think aspects, but it would gain noticeably in commendable ideas and in variety of personal points of view.



Even our programmed speeches are received chiefly as practices in opening, closing, eye contact, grammar, organization, use of voice and the appearance and mannerisms of the speaker.

The subject matter of the talk is something that critics dismiss with, "Your talk was interesting and I enjoyed it," sidestepping the subject with the same dedicated dexterity with which a hospital avoids germs. What's the use of talking for six minutes, usually going overtime, if the talking is only an exercise in chaining words together and performing some facial, vocal and manual calisthenics? Talks with good content could become an oral encyclopedia. If members did no research whatever, even then an account of the back-stage workings of occupations and professions could interest the listeners. How the speakers operate, conduct or perform their work; the odd, unusual, interesting and perhaps humorous aspects of it; its distasteful side; and the im-

pressions and opinions the speakers form of the people they serve, can be made informative, often revealing, always interesting. Members could take home new and sometimes useful ideas.

In clubs where there is need for outside aid in starting new methods, TMI has plenty of new ideas—new to such clubs, anyway. The Home Office has been preserving them for years. Clubs or club officers have probably been receiving this material, but perhaps they don't read it. There are, for instance, a score of different methods of evaluation and a dozen or more ways of conducting table topics.

Should club officers be spared in this evening-long application of the microscope to the club's routine? Certainly not. The members elected them; it is up to the members to assist them. Is the president doing his best? Is he, perhaps, unaware of certain serious omissions or errors? What are the two vice presidents doing, if anything? Does the administrative vice president have an opportunity to preside when the president is on the program? Is the educational vice president doing any educating, or only holding down a title?

What sort of report does the treasurer give to the club? How often? Is he keeping dues collected and up to date? If not, maybe he is a bit bashful about dunning those members whose pockets are pinned tight. Tell him how he can be firm and diplomatic in opening up those reluctant pocketbooks.

Can the club secretary fish out any particular part of the minutes

of a past meeting on request? Or quickly find the new bylaw or resolution passed a month or so ago? Is he punctual about sending in his semi-annual report to the Home Office of TMI?

The sergeant-at-arms—and that is not sergeant-*OF*-arms—may have fallen into the habit of arriving at meetings late, and may need to be reminded that part of his job is appearing a bit ahead of time. How well is he taking care of club property? Is he a good host for the club? Does he meet, greet and seat latecomers, or visitors?

What is of greater value to the club—a six months' term of office or better officers for the club? Maybe a year in office for the elected executives would produce a sounder, smoother-running organization.

Attendance, punctuality and a well-conducted business session are not always given top priority in club affairs. Yet any club becomes of smaller interest and commands less respect when business is conducted in a sloppy manner, when officers are obviously not doing their best, when members do not demand top performance and give it themselves, where they do not arrive on time and where they miss many of the meetings.

This sort of all-member probing into club methods and procedures brings out resourcefulness, encourages initiative, produces new ideas. Renovating old things can make them very desirable. Putting ancient ideas through the wash can transform a tired old club into a new, vigorous one, especially if some venerable ideas are given to the junkman and new ones enliven the programs. ♦



Tired Words

By PAUL CATHEY

TOASTMASTERS, do your speeches lack zip? Does your audience appear tired and listless?

If so, your talks may be suffering from vocabulary anemia—or as we Toastmasters call it, “tired words.” To correct this condition you need to revitalize your speaking—make it more exciting and colorful.

Certainly all the words in the world won't help if you don't liven up your talk with gestures, if you don't talk enthusiastically, if you don't use your voice to get and hold attention, and if you don't look alive when you talk.

But you cannot do all these and overlook words for a successful speech. How, then, do you get rid of tired words? How do you put more color in your talk?

Try looking for the unusual word, the word that's unexpected.

Look for odd ways to put words together. You may not dig the Beatniks, you may think they're far out, but catch their patter. Man, it's real Endsville.

Pick out some words that sing—words that put pictures in your listeners' minds—words that make them see, taste, and feel the things you are talking about.

Listen to this fine description from an issue of *Time* magazine: “The old man puffed into sight like a battlewagon steaming up over the horizon. First a smudge of smoke, then the long cigar, then the familiar stoop-shouldered hulk that a generation had come to know as the silhouette of greatness—Winston Churchill was home.”

Search for happy words, words that are doing things, going places, words that crackle and snap with action. Why say a man ran when

you can say he scampered, galloped, darted, spurted, whizzed, or whipped along?

Avoid like the plague the tendency to use long words just to impress. Sure, throw in a \$5 word now and then if it fits. But don't go head-hunting for words just to impress your listeners.

Since words are the building blocks of speech, where do we go to look for new, exciting, colorful ones?

First, of course, is that great vocabulary builder, the dictionary. Most helpful, too, is Roget's Thesaurus. It lists thousands of words and all their substitutes, either single words or entire phrases.

Getting back to our use of the word “run,” as substitutes Roget lists “by leaps and bounds,” “in seven league boots,” “under full press of sail,” and so on.

The daily newspaper is a valuable source of colorful words. Have you ever noticed the colorful phrasing on the sports page: “After being bombed in the fifth, Pitcher Smith was derricked in the sixth for a pinch-hitter.”

Magazines, especially those with lively writing, are another help in avoiding tired words.

Perhaps the best method is simply listening. Listen to the speech of the people you meet every day—with special attention to those from other parts of the country.

Most important—listen to your children or those in your neighborhood. Youngsters aren't tied in the old, worn paths of speech as adults are. They may not be accurate on questions of grammar or pronunciation, but the words tumble out in odd and interesting patterns.

Pay attention to the way TV and radio writers put words together. With a limited time to get and hold your attention, they can't waste it by using dead words.

As you hear an interesting word—or a clever turn of speech—make it your own.

Remember—words are the building blocks of speech. They are yours to use—use them well! ♦

Paul J. Cathey, a member of Liberty Bell Toastmasters 1010-38, Philadelphia, Pa., is an industrial editor.

An educated person is one who sees life with increasingly finer discriminations. And certainly this applies to his discrimination about the words he uses in speech and recognizes in reading . . . Your vocabulary gives you away. It may suggest you are a person with a rich and varied experience, for it tells where you have been, what you have read, talked about, reflected upon. And it tells how far you have traveled along the road to intellectual maturity and discriminating living.

—Edgar Dale, Prof of Education, Ohio State University

Ban the Comics!

By BARNEY KINGSTON

A FEW MONTHS AGO I noted an article in THE TOASTMASTER saying Toastmasters speech contests should have more points given to effectiveness (did the speaker make the sale?) and less for things like gestures, voice modulation, appearance, etc. The idea is an excellent one and should be adopted. But the writer, in my humble opinion, didn't go far enough. I'd like to see the comics banned; those fellows who think the art of public speaking is telling jokes, anecdotes and funny stories having no point nor bearing on the subject of the speech.

After being a Toastmaster for six years it is my observation that the use of humor is one of the most misunderstood areas of public speaking. And, because of the method used in Toastmasters contests, Toastmasters International unwittingly encourages the comics.

I'm sure we are all in agreement that the purpose of Toastmasters is not to develop comedians. A funnyman's purpose is to entertain. If organizations want to sign up a comedian they look for men like Bob Hope, Jack Benny, George Gobel; they seek entertainers noted for their ability to get laughs. But when organizations seek a speaker they look for a man who is an expert, a man who knows his subject or his field. They realize that people who come to their conventions and meetings invest time, effort and money and expect to hear some-

thing worthwhile; they hope to learn how to do a better job, how to cut costs, how to improve their personality, how to increase profits. Or they expect to hear a political figure say why they should vote for a candidate. Perhaps the audience has come to learn something about the United Nations, inflation, the Supreme Court. Maybe it's a cause—like the Red Cross, The Salvation Army, cancer, heart disease. Or maybe your organization has invited a speaker who has done considerable research on the subject or written articles on the point of view you'd like to hear; about such subjects as "Abolish the Death Penalty," "Should the Communist Party be Banned in America?" "Juvenile Delinquency," and the like.

But one thing is sure: no organizations hire a *speaker* just to entertain the audience; if they want an entertainer they get a professional, and they don't come to Toastmasters Speakers Bureaus for such assistance.

In any of the vast and varied fields of public speaking it is permissible, if the speaker has such talents, to be humorous; but *his humor should have a point—to do with his subject*. In other words, if you work in some humor to emphasize a point or a principle you wish to make, as part of your talk, this is all to the good. It affords a bit of light pause that makes a serious subject more palatable and understandable. But humor, just for

the sake of being entertaining, is hardly the kind of effective public speaking we in Toastmasters strive for.

A possible reason so many Toastmasters try to be Bob Hopes is the method of running Toastmasters speech contests. If you are a contestant in a Toastmasters speech contest, you are given three subjects; one is usually something of momentous importance on an international or national level, the second is often something of local interest and the third is almost always one demanding light treatment. It is the third class of subject I find objectionable.

I've heard several prominent Toastmasters officials say, "If you want to win a speech contest say something funny or tragic." To cite a recent example: in a Sectional Contest in District 30 a speaker chose the subject "Think Big—Walk Tall;" his talk was about a whimsical, humorous, allegedly personal combat against pigeons. It was a first rate talk as far as humor, interest, laughs, organization. In a close contest he won over a speaker who was talking on the highly controversial subject, "The Death Penalty." It was obvious that the latter speaker had done considerably more research, preparation and study on his subject. Perhaps the fact that about 50 people were squeezed into a tight, humid, uncomfortable room, and had heard many speeches, put the judges into a receptive mood for the "light touch;" but certainly this contest, by recognized standards of judging worthiness of subject and value to the audience, was

a farce. Yet, because of the rules of Toastmasters contests, you could hardly blame the speaker who chose pigeons as his subject.

It is obvious when you are in a speech contest above the club level, why so many speakers take the third category (something "light" or a talk with a humorous motif). The speakers usually have anywhere from 3 to 24 hours to prepare. So unless the subjects they draw out of a hat are applicable to talks they have already given, or know something about—at least enough facts to prepare a worthwhile talk, you can't blame the speaker for taking the easy way out.

Because these contests do tend to give a different slant on public speaking training than the principles Toastmasters advocates in all its manuals and directives, I sincerely believe a change in the method of conducting the contests should be made. The change should simply be: make the subjects of fairly equal "weight"; advise contestants that only speeches which have worthwhile points or information will be considered; or at least add a line to the judging ballots . . . "Was the information or point worth making?" ♦

Barney Kingston, president of Speakers Forum Club 371-30, Chicago, Ill., is Merchandising Director of "Salesman's Opportunity Magazine." He is the author of many articles on merchandising, marketing and advertising, and is in demand as an outside speaker on many occasions, especially for his latest talk on "The Human Side of Mark Twain."



PANAMA CITY

Toastmaster Town of the Month

THE ISTHUMUS OF PANAMA, a land bridge linking two continents and separating two oceans, is one of the world's vital trade and transportation routes. Over it have passed in turn conquistadores seeking land and plunder, treasure-trains bearing the wealth of the New World, pirates, California-bound gold seekers, and, since the completion of the Panama Canal in 1914, tall ships bearing the commerce of the world. On the Isthmus, which separates the Carribean on one side and the Pacific on the other, stands beautiful Panama City, capital of the Republic of Panama.

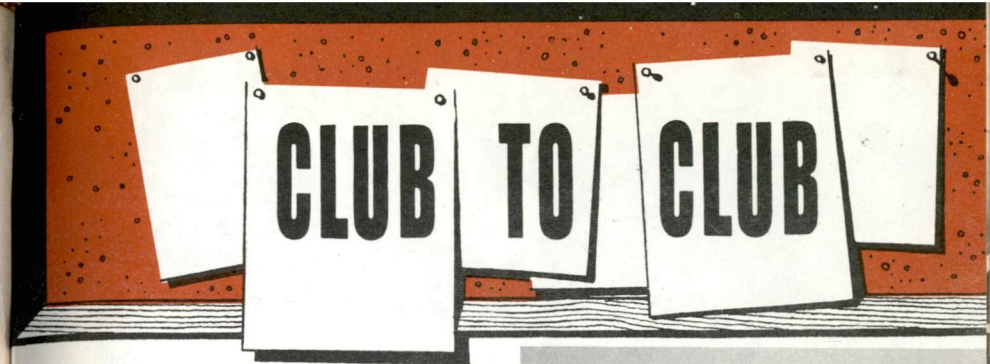
Panama—the name means “abundance of fish” in Indian—was discovered by Columbus in 1502. Eleven years later Balboa crossed the Isthmus to look for the first time on the Pacific Ocean. Panama was a Spanish colony until 1819, then a part of the Republic of Columbia until she declared her independence in 1903. Shortly thereafter, the giant engineering task of building the Panama Canal made possible *a land divided—and a world united.*

Panama City is one of the oldest, as well as the capital city of the Republic of Panama. Founded in 1519, it offers a blend of Spanish culture, oriental atmosphere and modern progress. In the days of the conquistadores it was storehouse and trans-shipping point for the treasure of the New World and of the Orient. Today the population is approximately 130,000. It is the home of the National University and cultural center for the Canal Zone and 11 other cities of the Isthmus.

Five Toastmasters Clubs flourish on the Isthmus: Isthmian 1788, USARCARIB 2916, Albrook AFB 2856, Panama 2942 and Canal Zone 3118. Club 2942, composed of North American and Panamanian business and professional men, is bi-lingual; a table topics question might be posed in English and answered in Spanish.

The clubs have a spirited program of speech contests and joint meetings, which frequently include the newly-formed Pancarib Toastmistress Club. They have also inaugurated a stimulating inter-club exchange: on the first meeting of each month a club sends either a speaker, topicmaster or general evaluator to another club, receiving one in return.

During this month of November, Toastmasters extend a special salute to Panama City and the Toastmasters at the Crossroads of the World.



Club Honors Pastors

Hi-Noon Club 2217 of Little Rock, Arkansas, recently held “Special Guest” day and members were requested to invite their pastor, rabbi or priest as their personal guest. Six ministers accepted the invitation.

Following club procedure, the guests were invited to comment on the meeting, and expressed themselves as very pleased to visit a club with the objects of Toastmasters. Visitors also enjoyed the program featuring Ward Goodman as toastmaster of the day, J. T. Pendergrass, John Courter and Hubert Holland as speakers, Bill Culp as master evaluator and Bill Moore as topicmaster. During table topics each member pretended that he was a TV announcer interviewing people on subjects assigned by the topicmaster.

Picture shows, left to right: John French, South Highland Church of Christ; Pryor Cruce, Rose City Methodist Church; Gary Hoffus, First Presbyterian Church, North Little Rock; Dr. Dale Cowling, Second Baptist Church; Dean Higgins, Trinity Episcopal Church; Dr. W. O. Vaught, Immanuel Baptist Church.

**Hi-Noon Club 2217-43
Little Rock, Ark.**



Clergymen visit Hi-Noon Club

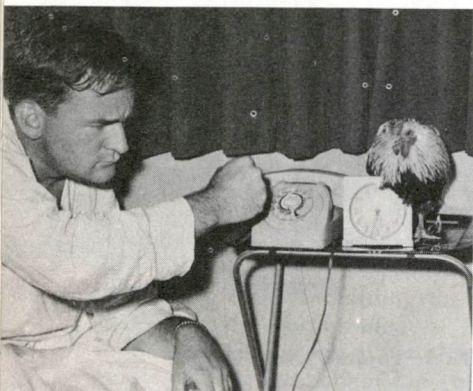
Table Topics Picture People

A recent joint meeting of the Columbus Ad Club Toastmasters 1028 and the I.B.M. Toastmasters 2667 featured a most graphic table topic session. Past President Robert Davis of the Ad Club prepared man-sized drawings showing the torso of some typical character. These were mounted on large boards and a round hole was left for the heads—a la amusement park photographers. Each Toastmaster when given his assignment placed his head through the hole, thereby assuming the character, and gave his speech.

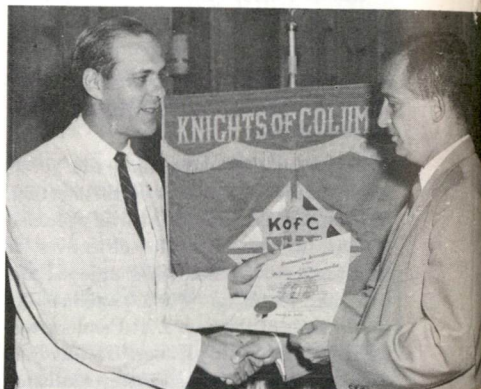
**Advertising Club Toastmasters
1028-40
Columbus, Ohio**



Pres. Elmo Cornelison of Presidio Club 3012-4 (San Francisco) hands departing member Lt. Col. G. L. O'Brien an award and the club's best wishes on new assignment to Korea. Col. O'Brien stated that he intends to establish Toastmasters clubs at his new post. Members present are: (L-R) Walter Morrow, Lt. Col. A. A. Hayman, Harold Simerman, Lt. Col. Harold Weiss, William Benard, Maj. Newell Taylor, Lt. Col. O'Brien, Joseph Westbrook, K. E. Dunn, Lt. Richard Wall, Elmo Cornelison, Henry Cleary, Leslie Scanlon, Milo Bacon, W. A. Shakleford, George Casselli, Henry Martin, E. A. Moniz, Lt. Col. Haywood Cross

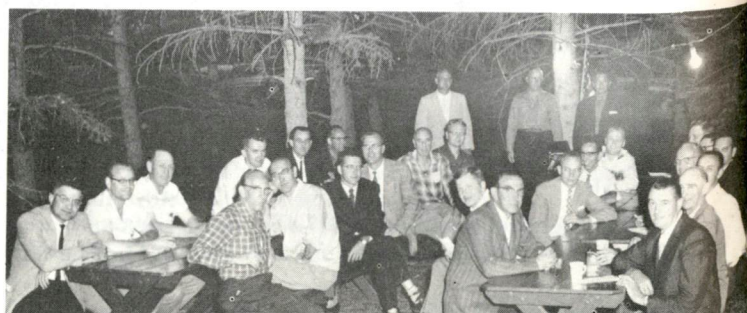


Ray Featherstone of Santa Monica, Calif., "got the bird" for not bringing a guest to General Toastmasters Club 2741-50 and is roused to his responsibilities early in the morning. Bantam rooster is making the rounds of members' homes in membership drive.



The Fairfax Knights Club 3122-36, organized within the membership of Fairfax Council No. 4522, Knights of Columbus, Annandale, Va., holds charter party. Club Pres., Thomas Buckley (l) hands charter to Grand Knight George Z. Anders, also a club member, at a Knights of Columbus Council meeting.

Boothill Club 429-17 (Billings, Mont.) holds outdoor meeting in city's Pioneer Park, climax to a summer of varied programs of high interest. Standing, rear: (L-R) Richard Gardner, toastmaster of evening; John Forsman, Topicmaster; H. L. White. Club

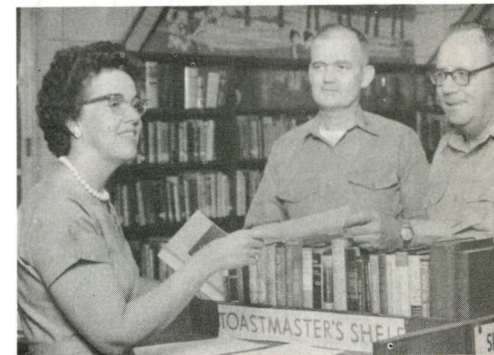


At a "Know Your State" meeting of Club 3117-63, Knoxville, Tenn., Howard Perry (left) presented in behalf of Governor Buford Ellington an honorary citizenship certificate of the State of Tennessee to Mr. Gopala Iyengar of Bangalore, India. Club Pres. Al Thigpen is interested spectator

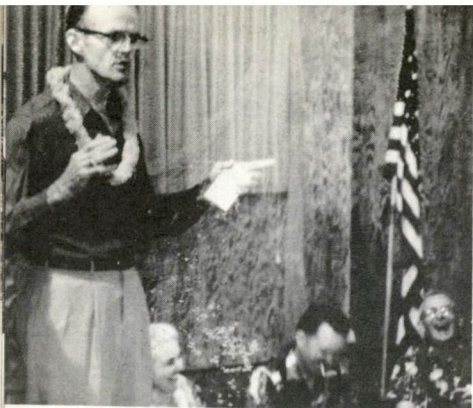
Whitewash trophy of Vicksburg (Miss.) Club 2052-43, presented to the evaluator who fails to offer constructive suggestions for improvement, is awarded to Joseph Gerache (right) by John Anderson. Trophy is displayed in members' offices; makes excellent "conversation-starter" for TM talk



Lt. Col. Edward L. Kelley, USAF, treasurer of Torii Club 1373 (Tokyo) presents club gift of \$20 to Marjorie Rambo, librarian, for purchase of additional books for TM bookshelf. Cdr. Ed. Cunney, USN, club educational V-P, looks on in approval



20th anniversary of Minnesota Club 166 (Minneapolis) was well attended by club's past presidents. Left to right, retiring President Glenn Nybeck, John Fahrforth, Club's 1st President (1940) Arnold Bursch, John Berner, Bjarne Amundsen discuss old times



Don Crozier, District 24 Extension Chairman, stresses a point during his speech on "The Hula" at Hawaiian luau meeting

Club Holds Luau

Amid the tropic atmosphere of tape-recorded waves rolling in to shore, of fishnets waving in the cool trade winds (from the air-conditioner), and the soft, melodious strains of "Aloha Nui," 38 members and guests of Lincoln Toastmasters enjoyed a luau and Hawaiian-style meeting in salute to the 50th State.

Dress, food, table topics and formal speeches all kept the accent on Hawaii. The evaluation was even conducted in Hawaiian—with the other evaluators acting as interpreters, while the Master Evaluator crooned Island songs, accompanying himself on the ukulele.

A 20-minute color film, "Vacation in Hawaii," provided through the courtesy of United Air Lines, was shown.

**Lincoln Club 403-24
Lincoln, Nebr.**

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Flying Start

Florida's newest Toastmasters club and the only club located between Fort Walton Beach and Tallahassee, a distance of 150 miles, was officially recognized when Moses E. Brener, Governor of District 29, presented Charter 2680 to the Tyndall Air Force Base Toastmasters.

The ink was hardly dry on the charter when Tyndall Toastmasters were called upon to aid two neighboring cities in establishing Toastmasters clubs.

On August 23, President John McLeester, accompanied by Educational Vice President William Nugent, Secretary Charles Watkins and Treasurer Burnley Miles, appeared before the Port St. Joe, Fla., Kiwanis Club. They explained the organization and purpose of Toastmasters, with Kiwanians taking part in the table topics portion of the program.

On August 30, a similar program was given before the Panama City Rotary Club at the Dixie Sherman Hotel. Toastmasters John Crowe and Harold Horton assisted President McLeester and Vice President Nugent in the presentation.

The Tyndall Club was chartered on July 29.

**Tyndall AFB Club 2680-29
Tyndall Air Force Base, Fla.**

* * *

Questions and Answers

Realizing that the question and answer period which often occurs at the conclusion of a non-club speech is a problem which many members face, Pioneer Club 97 recently inaugurated a new procedure in the regular programs. To permit members to experience brief exchanges of this nature within the friendly confines of the club, the toastmaster of the evening, at his own discretion, may permit one or more questions from the floor. This is if time permits and the speech just heard is susceptible to questioning.

Just as the speaker must be prepared to answer, so too, the audience must fulfill its obligation to question.

**Pioneer Toastmasters 97-55
Casper, Wyoming**

For Effective Briefings

The Torii Toastmasters Club of Fuchu Air Base, Japan, recently started a series of luncheon programs on briefing craftsmanship.

The purpose of the meetings, according to Torii President Bill Hutchinson, was "to help members and guests improve their ability to give effective briefings and presentations, and to assist commands by raising the average level of effectiveness of briefings."

Among briefing techniques which were discussed were: use of charts and viewgraphs, 35-mm slide usage, blackboard use, handling of models and figures and employment of analogies, authority and documentation.

Guests were welcomed at the special meetings.

**Torii Club 1373-U
Fuchu AB, Tokyo, Japan**

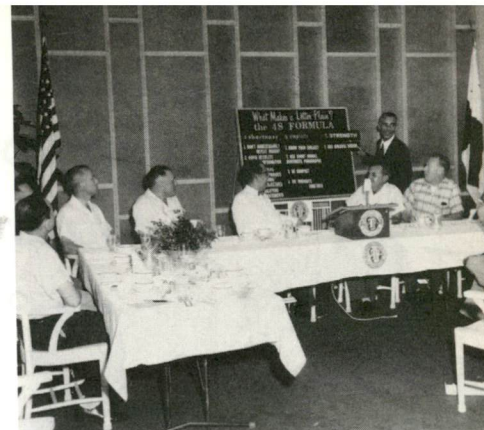
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Club Holds Conference on Cuba

Fidel Castro, Christian Herter, Dag Hammarskjold, Nikita Khrushchev, and President Eisenhower were all present at the "Cuban Conference" meeting of the Coldwater (Mich.) Club, though fellow-members recognized them as Max Alderson, Ted Killinger, Wilbur Read, Harvey Van Kampen and Charles Geishert. The present situation in Cuba was discussed from the personal viewpoint of each of the famous personalities, and the situation was finally resolved by the words of President Eisenhower.

The summer program of the Coldwater Club was planned to give speakers practice in assuming the manner and personality of another person.

**Coldwater Club 1587-62
Coldwater, Mich.**



USARCARIB Club hears visiting dignitary

Speaker Stresses Simplicity

The USARCARIB Toastmasters Club, Ancon, Canal Zone, was privileged to hear an outstanding guest speaker when Mr. Al. C. Sites, of Washington, D. C., addressed the club at a recent meeting. Mr. Sites has instructed more than 10,000 staff and key personnel all over the world for the Department of the Army. His subject is "How to Get the Four 'S's' into Communications." The four "S's" are Shortness, Simplicity, Strength, and Sincerity.

**USARCARIB Club 2916-U
Ancon, Canal Zone**

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Giving the Brush

The Sunrise Toastmasters of Phoenix, Arizona, award a whitewash brush each week to the member who, in the opinion of the club, has been easiest in his evaluation of a speaker. The brush is suspended from a ribbon, and the member receiving it wears it around his neck at the following meeting, or until a new nomination for the honor is made.

**Sunrise Toastmasters 74-3
Phoenix, Ariz.**



Isaac Taira (rt), president of new Tokyo club, receives charter from Ivan W. Miller

New Japanese Club

Tokyo's newest Japanese Toastmasters club is now an official member of Toastmasters International. Isaac Taira, president of the club, accepted TMI charter 2803 from Ivan W. Miller of the Torii Club at Fuchu Air Station, during recent ceremonies at the International House of Japan in Azabu, Tokyo. Some 65 members from seven clubs in the Tokyo area gathered for the charter party.

Officers of the new club are: President, Isaac Taira; Ed. V-P, Shinnosuke Maki; Adm. V-P, Toru Myagi; Secretary, Haru Yufu; Treasurer, Fusako Naito; Sgt.-at-Arms, Hisao Komatsubara.

**Tokyo Toastmasters 2803-U
Tokyo, Japan**

Successful Speakers Bureau

Seven months of activity of the Lancaster Toastmasters Speakers Bureau has rolled up a remarkable record:

- 40 different audiences, including:
 - 8 United Fund
 - 12 Rotary, Optimists, Kiwanis, Lions
 - 6 Junior League
 - 5 Sertoma

45 assignments for club members including four as program toastmaster.

Bill Musser, Calvin Wenger, John Fish and Leo Woerner made a total of 33 appearances. These qualified Toastmasters have been able to increase their effectiveness, gain experience, and contribute significantly to their community's organized activities.

Credit for the efficient operation of the Speakers Bureau belongs to William M. Musser, chairman.

The Lancaster club recently instituted the "Dr. Ralph C. Smedley Evaluation Award" for excellence in evaluation at club meetings.

**Lancaster Club 1723-38
Lancaster, Pa.**

* * *

Amusing Table Topic

Roseland Toastmasters dug back into the past and squirmed a little when Topicmaster John Franczak instructed each member to finish the sentence "I was nicknamed . . ." Some strange soubriquets were brought to light, to the enjoyment of all members and guests.

**Roseland Club 432-30
Chicago, Ill.**

The Power of Expression

By D. J. RODGERS

THE POWER OF EXPRESSION—the use of language—can bring you friendship, recognition, and riches. It can also cause heartaches, worry and embarrassment throughout a lifetime. The choice is up to you.

The study of English is a most rewarding subject. From every standpoint it is highly profitable. A person may apply his knowledge of English to advantage anywhere, at any time and under all circumstances. In the arts, sciences, and professions, good English is indispensable.

English grammar, sometimes referred to as "grammar" only, has three major parts: the correct and proper use of words, spelling, and punctuation. I earnestly recommend the study of these three essentials to anyone, especially to young people with limited time for school attendance, and to ambitious, energetic people who are endeavoring to improve themselves through adult education programs. Regardless of your employment or business, the correct use of grammar will pay enjoyable dividends from the investment in knowledge which costs only your own will to learn.

In the fields of law, medicine, accounting, engineering, political science, finance, transportation and

others too numerous to mention, expression must be not only good, it must also be precise. Law cases involving large amounts of money have been decided on such seemingly small matters as the location of a comma or a period in a sentence or paragraph. In the medical profession it is of the utmost importance—literally, sometimes, a matter of life or death—to interpret correctly a physician's instructions or prescriptions. In fact, in many of the sciences and professions, the original Latin for legal, medical and other technical terms must be used to preserve the delicate and intricate shades of meaning which might be lessened in translation.

In my own occupation, I have spent many laborious, tedious hours of toil trying to decipher and understand the fine print of railroad freight tariffs. I know that there have been many times when my work would have been less difficult and more efficient if my knowledge of grammar—my power of expression—had been a little more adequate.

As a boy, I did not have the opportunity to attend high school, let alone college. My formal education was meager, to say the least, though I tried to supplement it

with self-instruction and correspondence school courses after I had completed grade school. When I was still quite young, I held a responsible position with a large railroad. One day I was called before a group of high officials to explain an accident for which I was partly to blame.

At the meeting, I noticed that as I was relating my version of the incident, there were occasional smiles, especially when I ventured into the technical aspects of the discussion. After the meeting, I sought out one of the officials who I knew was friendly towards me, and asked him what I had said that was so amusing. "It wasn't so much what you said as the way you said it," he replied, and in a kind, constructive manner pointed out my several mistakes in grammar and my awkwardness in putting words together. I took his helpful suggestions to heart, and thereafter did everything I could to help myself develop my power of expression. Now, many years later, I know that I still have much more to learn, but my study has paid off in many ways.

How often do we judge a person by the grammar he uses in conversation or in writing? Do we not continually form our opinions of others by the manner in which they express themselves? By their use or misuse of words, either in construction or pronunciation? This

An ideal is the most practical thing in the world, for it is a force behind action that must be reckoned with by the frankest materialist.

—Edward H. Griggs

is unfair, you may protest, and it might be so on occasion, but it is certainly true. It is equally true that we rarely remember exactly how that first impression was formed, yet it persists.

In industry or commerce the writer of a good business letter is in great demand. It is here that the power of expression, the fluent and easy use of words, the faultless grammar, is recognized at its full worth. Top executives of large corporations frequently have an extraordinary command of English, for they realize that its proper use prevents inefficiency and misunderstanding in their organizations.

We are never too old to stop our study of grammar, to gain a little better understanding every day. It can help us in our daily contacts with others; it will certainly make us better Toastmasters. The use of the right word in the right way adds power and effectiveness to our talks.

Yes, there is wealth in words, and we can enrich ourselves if we develop to the fullest our power of expression. ♦

D. J. Rodgers is the proprietor of a builders supply business in Butler, Pa., and a member and past secretary of Butler Club 630-13. "My only regret is that I didn't have something like Toastmasters 30 years ago," he writes.

PERSONALLY SPEAKING

By RALPH C. SMEDLEY, Founder

We Are Not Orators

One of the fundamentals in Toastmasters is our use of the conversational type of speech in our public speaking. It has always been an attraction to men who wished to learn to face an audience and speak their thoughts. They have shrunk from making themselves rather ridiculous by taking on the noisy, highly emotional style of the so-called orators, and they have welcomed the idea of "amplified conversation" as practiced in our clubs and by our members.

Perhaps it is an effect of the recent political conventions that some of our men have been venturing into the other style of "orating." It may be that we get from the table-thumping, flag-waving, high-pitched screaming exhibitions put on by our eminent politicians in the conventions, the notion that we should all start screaming if we are to be good speakers. Perish the thought!

Do you know why and how the old-fashioned shouting became popular, and was in use until 50 or 60 years ago? The reason was simple. There are two ideas in the background. First was the belief that speaking in a loud tone indicated earnestness and deep conviction on the part of the speaker.

Second, there was the necessity to make one's voice heard without

any mechanical aids such as we have today. In the days of James G. Blaine, Grover Cleveland, William McKinley, Theodore Roosevelt, William Jennings Bryan and their contemporaries, the only way for a speaker to make himself heard by a large crowd was to shout; so they shouted.

Imagine Mr. Bryan addressing an audience at a summer Chautauqua in 1902. This was not a political occasion. He was delivering his famous "Prince of Peace" lecture. His audience numbered more than a thousand. They were in a great open pavilion, without acoustical treatment. He had to yell in order to be heard, and he did yell. But now imagine him speaking to a similar audience, in a similar pavilion, but with the aid of a public address system. He could speak now and be heard by all, without raising his voice to any great extent. I think that he would do just that. He would let the mike do the hard work.

In Mr. Bryan's time, the only amplification aids were megaphones, and these would have interfered with audience contacts, so he and his fellow orators just belted and screamed. If they had been provided with amplifying equipment such as we have today, I am sure they would have used such aids.

Our plan of speaking to a thousand people as we would speak to one or two persons is a very good one. It has helped a multitude of men to become vocal; has encouraged plain talkers to express their thoughts plainly and forcefully, without distorting their speech into something unnatural and grotesque. Let us stick to it. When we address a crowd, we may have an amplifying system. Let us use it, wisely and well, and we shall be heard with profit and pleasure.

"Personally speaking," I do not like to be shouted at, unless danger threatens. If you see me in the path of a speeding car, or imperiled by a fire in the building, yell at me as loudly as you will; but in ordinary speaking, keep your voice under control. Tell me what you have in mind, but do not scream at me. If you wish to inform me, or inspire me, or arouse me to action, tell me so in your best natural manner, but don't roar, shout nor scream at me, however enthusiastic you may be about your subject. We can still be friends, even though you are making a speech.

The Atlanta Convention

We had a good convention. That was to be expected, for we have had 29 of these annual meetings, and we should have learned by this time how to stage a good one. Ask any man who attended and he will no doubt tell you that it was a gathering of able and intelligent men, all bent on the common purpose of self-improvement: a crowd of which he was proud to be a part.

There were two points about it which did not satisfy me, good as

it was. The first one was that while it was so good for all who attended, our crowd was but a small part of our total membership, and many of our clubs were not represented, except by proxy. I wish there were some means by which the enthusiasm and the inspiration and the information so much in evidence at Atlanta could be carried to every Toastmasters club. Perhaps this can be done to some extent by district officers who were in attendance, who will carry with them many helpful ideas to be shared at district and area meetings.

The second point which caused me regret was the lack of time for discussion of the matters presented—for audience participation in the sharing of ideas. The ideal convention, for me, is one in which every person in attendance may possibly have a chance to ask a question or offer a suggestion or relate some helpful experience which will be good for all to hear.

There is always a tendency to overload our programs. We have so much talent and so much good material that it is difficult to hold things down to the limited time which is available, and yet we ought to find a way. It is my intention to try, as we arrange for the program for next year at Seattle, to include some time for audience participation. I believe that it would be worth while even to devote an entire period to subjects and presentations in which one-third of the time shall be allotted to the speakers, and two-thirds of it to the men in the audience who would like to be heard in questions and discussion. ❖



Communicate OR Perish

By ARLEY L. HOWSDEN

TOASTMASTERS INTERNATIONAL could become one of the strongest forces in the world today. I say this fully aware of the awesome destructive forces of some of our current weapons and of the emotional appeal of ideologies now being spread throughout the world.

The widespread organization of properly operating Toastmasters clubs could remove the necessity of nations spending billions for weapons of destruction. Such clubs could alleviate all fear that free men would choose a form of government which would eventually lead only to the destruction of those freedoms we now hold dear. This could be true because Toastmasters clubs should create respect among their members, both for themselves and their fellow members. In Toastmasters meetings men learn to analyze their own ideas as well as those of others, to criticize, to evaluate and to re-examine. It is in this kind of learning laboratory that the intellect of free men is nourished and grows toward the kind of human beings essential not only for progress, but for survival.

This idealistic challenge to Toastmasters cannot become reality unless the vision of the possibilities of this great organization becomes obvious to more of the members of current clubs. Too many of us think of Toastmasters only as a place to master the mechanics of communication. Of even more importance is the "why" and "what" of communication. Certainly today we have a great over-emphasis on the material values of our society. This is true even of education where the economic value is emphasized. Toastmasters is no different.

Many men join the club only to master some of the mechanics of speaking so they can make more sales in their business or advance with their companies. Many companies sponsor men in Toastmasters because they realize this training adds to the economic value of their employee. These men usually drop out of their clubs when they have received the help needed to assure success in their work. If they do remain and occasionally attend club meetings, it is for the social enjoyment and comradeship, or to be entertained. I do not mean to imply that success in business and social relaxation and entertainment are not important and legitimate aims of any Toastmasters club. These things are the frosting, however, not the cake! What is basic is the communication of ideas. A good Toastmasters club creates an atmosphere wherein one member can, with real sincerity, examine current basic values of the world and know he will have a fair hearing for his ideas. In such clubs

men learn to think and do some research before making charges, to be responsible speakers.

Toastmasters can be used not only as a laboratory for practicing the mechanics of speaking, but as a sounding board for our own ideas, biases and prejudices. We learn in Toastmasters that if we wish to grow in the mechanics of speaking we must listen to our critics and incorporate their suggestions into our future endeavors. As we observe the progress made by members of the club we gain confidence both in ourselves and in our fellow man. We learn as we listen to the critics that a good Toastmaster must learn to "evaluate the evaluations." All good critics do not agree!

In this kind of atmosphere we can then go beyond the mechanics of speaking and evaluate ideas, even controversial issues that usually excite only emotions, not reason. We can do this and leave with greater respect for our fellow Toastmasters who hold views strongly opposed to our own. We expect a Toastmaster to be intellectually honest, and we know Toastmasters are challenged to criticize, and expect to be criticized. In such an atmosphere people can learn from each other and even change their own viewpoints without being pressured to do so, or losing face. Is this not the kind of world climate which must be created, and fast? Could not the dedicated Toastmasters clubs of the world provide more vigorous leadership to create a truly universal Toastmasters International before it is too late?

I have been told that Toastmasters is not and must not become a debating society. I agree that we must learn to walk before we run. Some of the fundamental mechanics of speaking should be mastered, and the true Toastmasters climate of respect for thoughtful criticism created, before much progress can be made. However, why stop when we have only scratched the surface of the potentials of this good and potentially great club? Within the framework of Toastmasters, as it now exists, we should plan programs that will have either table topics or one speech devoted to an issue involving thought—not just entertaining or informing. We must learn as part of our training to evaluate the speaker not only on the basis of the mechanics of his delivery but on the supporting evidence of his logic. We should not refuse to vote for a speaker for the Oscar of the week because he spoke in support of an issue we are opposed to unless his delivery, evidence, and logic were such that we, after an honest self-evaluation, felt even stronger in our own position. Wouldn't real growth in people be taking place when members of different pressure groups began to understand each other and re-eval-

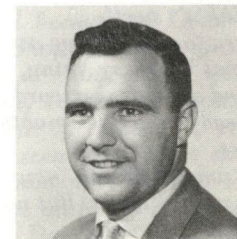
uate their own vested interest thinking?

The Toastmasters meetings which really make a difference in the lives of those attending are the ones in which new ideas and arguments are presented, or your own logic is challenged.

I am often disappointed in Toastmasters following a serious speech contest. If you inquire who won you are told so-and-so did, and was really great. If you then ask what did he talk about they really don't recall, but he was certainly good. In other words, the speaker entertained and did not bother the complacency of anyone's thinking. Is this really a "serious" speech? Toastmasters need to relax and be entertained and also to learn how to do this, but let us accept the greater challenge that exists in the world today. Why not help the world learn to communicate before it is too late and we must attempt to destroy those with whom we cannot communicate, before they destroy us?

In addition to being an enjoyable experience and a real aid in everyday life, Toastmasters can become one of the most serious endeavors in all history. Last chance to communicate or perish! ♦

Arley Howsden joined Toastmasters in 1957 in York, Nebr., but since moving to California as a member of the teaching staff of Chico State College, three years ago, he joined Chico Club 558 and is now governor of Area 3, District 39.



HOME OFFICE

TOASTscripts



Natoma Toastmasters Club 2242-39 (Sacramento, Calif.) publishes one of the finest club bulletins received by the Home Office. The bulletin, along with good program planning, has given the club an enthusiastic membership.

Take the attendance at a recent meeting as an example. Even though he was burned out of his house the day before, Don Golden was present. But Don Walsh topped him for dedication. He was present, too, and it was *his* wedding night!

* * *

Although it's a general policy not to include poetry in THE TOASTMASTER magazine, we just can't resist the verses of Toastmaster James G. Long of the Liberty Bell Club 1010-38 (Philadelphia). Here's Jim's latest offering:

HAZARD

*As neophytes,
We think it's swell
To learn to speak a few words well.
(It's not an easy thing, on cue,
To stand and speak a word or two).
But steady practice smooths the
burrs,
And transformation now occurs:
A few words? Sure. But now a few
Are what it's tough
To hold us to.*

We share with Toastmasters on Bahrain Island the loss of Toastmaster Shaikh Hamad who was recently killed in an automobile accident.

Shaikh Hamad bin Mohammed Al Khalifa was a founding member of Bahrain Toastmasters Club 2875-U. He played an active and useful part in the early discussions which led to the formation of the club and he was an active member after the club was chartered.

Shaikh Hamad was a member of the Ruling Family of Bahrain, a cousin of His Highness the Ruler. He was educated in the United States, and although he was essentially an Arab gentleman, he was able to combine in his personality the best characteristics of Western culture with the finest qualities of his own people. His public spiritedness was evidenced by his ready support of such community activities as the Bahrain Toastmasters Club; his progressive, modern outlook was demonstrated in the performance of his public duties in the Government of Bahrain.

Toastmasters International is saddened by the untimely death of Toastmaster Shaikh Hamad.

We're not surprised when men report how Toastmasters training has helped them, but one of the most unusual testimonials was made by Bob Raymond at a meeting of Industrial Management Toastmasters Club 1633-25 (Dallas, Texas). Reviwing "The Voice of the Speaker" by Dr. Ralph C. Smedley, Toastmaster Raymond said that adherence to the breathing principles advocated by Dr. Smedley had relieved him of a persistent pain in his left side which had caused many sleepless nights.

Because he considers "The Voice of the Speaker" to be so valuable, Bob now keeps a \$10 bill in it as a bookmark.

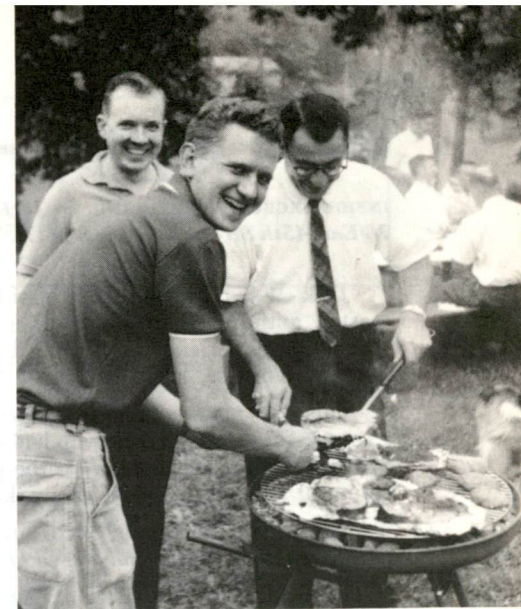


To publicize the 1961 International Convention in Seattle, Toastmasters from the Northwest had two frozen salmon flown to the Atlanta Convention. Given away as door prizes, one of the salmon was won by Phil Zack, educational vice president of Brookwood Club 1859-14 (Atlanta).

The picture on this page shows what happened down South when Washington salmon and Georgia hushpuppies got together.



When ordering supplies or materials from the Home Office, be sure your club and district number is included.



Phil Zack (foreground) shares salmon and hushpuppies with fellow Toastmasters Martin Keller (serving) and Lowell Merillatt of Brookwood Club 1859-14

P.S. To discourage speakers who run overtime, Club 1682-63 (Chattanooga, Tenn.) suggests that in the place of the overtime buzzer, the speaker be shot with a poison dart and then given 30 seconds to reach the anti-venom serum . . . Jim Dyer of Oregon Toastmasters Club 424-7 (Portland) offers one of the most succinct evaluations we have heard in a long time: "He crammed the most words into the fewest thoughts possible." . . . When the weekly meeting of Club 474-9 (Spokane, Wash.) was postponed because of Labor Day, Henry J. Shotter told the president, "Because of Labor Day, I won't be making my Icebreaker speech this week." The president, a veteran who had seen them come and go, replied knowingly, "Don't worry. Every time an Icebreaker is given, it's Labor Day."

BOOK REVIEW--

INSIDE SECRETS OF SELLING, by Jack Wardlaw, Fleet Publishing Company, 70 East 45th Street, New York 17, N. Y. Price: \$3.50

Jack Wardlaw, the alert assiduous salesman of insurance, Toastmaster, author, and well-known citizen of Raleigh, North Carolina, has shared his experiences in selling by putting them into an attractive and readable volume, entitled "Inside Secrets of Selling."

This book is available to all who are interested in the techniques of a successful salesman, one who has sold more than a million dollars worth of life insurance each year for the past 12 years, and who shows no indication of slowing down in his work.

The secret of selling, according to Salesman Wardlaw, can be expressed in six words: *Find a need and fill it.*

The headings of the three divisions of the book are intriguing: Part 1, *The Power of Simplified Selling*; Part 2, *The Power of Successful Patterns*; Part 3, *The Power of Filling Needs that Exist.*

Under these headings he has grouped a great collection of experiences, illustrations and wise thoughts, fluently written and easy to read and remember. Any man who is engaged in selling may profit by reading the 157 pages, and when he comes to the last page, he will be impressed by the summary of the whole matter, presented in these words:

"A good salesman is a man of *action*. He works instinctively and habitually on the belief that opportunity knocks but once, and he always gets the door open immediately, before opportunity can get away. His program is always *thought plus action*. And let's apply 'thought plus action' to the finding of needs and filling them, and as we meet people each day, let's try to say and do the things that will make them feel better and be finer for having met us."—R.C.S.

It is not enough to "know" a language, even one's own; we should also understand it. This entails understanding the way in which the speakers of the given language think, a fact which can give us a clue in the search for the understandings that we so much desire in the sphere of international politics; it can also help us to know ourselves.

—Patrick Drysdale in "Queen's Quarterly," Canada

ENTHUSIASM

By RAY GAMBY

ENTHUSIASM is one of the most potent forces to liven any speech and captivate our audience, yet it is used all too sparingly. What a pity so many of our speeches are lacking in this essential ingredient!

A speech may be very well prepared, logically organized with solid illustrations throughout yet fall flat due to a dull delivery. The spark of enthusiasm is missing and the speaker has forfeited his golden opportunity to make a "live" talk.

The successful speaker is the man of real enthusiasm who puts his heart into his talk. He does so because he knows enthusiasm is the most dynamic of all human qualities. We, as Toastmasters, should realize that men instinctively succumb to its magical spell. That is why we say that enthusiasm is contagious. A speaker not imbued with enthusiasm cannot hope to have his meticulously prepared speech well received.

Enthusiasm is the breath of life that makes every sentence and idea vibrate with vitality. Enthusiasm

has a strange mystical power in effacing whatever fear or nervousness we, as speakers, may be afflicted with. Enthusiasm can be capitalized on in speaking by clothing our talk with a feeling of sincerity and deep conviction. Enthusiasm sincerely conveyed easily affects and predisposes the audience in our favor.

Remember, if you are enthusiastic your listeners will also become enthusiastic, even though you present your ideas poorly. Without enthusiasm, your talk is just about as interesting as last year's turkey.

Fellow Toastmasters, let us make our speeches interesting—by injecting enthusiasm into our talks. We can do this simply by acting and becoming enthusiastic—first, last and ALWAYS.

Dr. Ray Gamby is a member of Victoria Toastmasters 2787-U of Hong Kong. This article was first published in the combined bulletin of the Hong Kong (1364) and Victoria Toastmasters.

Good management is not only the gift of identifying talent, but the art of selective recognition of strength and weakness, and the proper encouragement of the best in any man or woman.

—Editorial, "Dun's Review"

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JUST IN JEST

The businessman was showing his daughter, just returned from finishing school, around the newly completed mansion. At the swimming pool they stopped to watch several athletic young men diving and stunting.

"Oh, Daddy," exclaimed the girl, "you've stocked it just for me!"



The trouble with political jokes is that sometimes they get elected.



What this country needs is a good recipe for cooking post-election crow.



A party of clergymen were attending a Presbyterian conference in Scotland. Several of them set off to explore the district. Presently they came to a river spanned by a temporary bridge. Not seeing the notice that said it was unsafe, they began to cross it. The bridge keeper ran after them in protest.

"It is all right," declared the spokesman, not understanding the reason for the old man's haste, "we're Presbyterians from the conference."

"I'm no' caring about that," was the reply, "but if ye dinna get off the bridge you'll be Baptists!"



People have no use for a rainfall or a snowfall, but they keep looking for a windfall.



Message inside a Chinese fortune cookie:

"Please disregard previous cookie."

The sheriff for a small town was also a veterinarian. Late one night the telephone rang and his wife got up to answer it. "Is Mr. Shortall there?" asked an agitated voice.

"Do you require my husband's services as a sheriff or as a veterinarian?"

"Both," came the reply. "We can't get our dog's mouth open, and there's a burglar in it!"



There are two kinds of voters. Those who will vote for your candidate, and a lot of ignorant, prejudiced fools.



From the cocktail circuit: "I've discovered the best way to entertain a politician—sit down and listen!"



The self-made millionaire was addressing a graduating class. "All my success in life," he said, "I owe to one thing—pluck, pluck, pluck."

"That's great, sir," spoke up a voice from the rear, "but will you please tell us something about how and whom to pluck?"



Attending a charity dinner at a Park Avenue address, foreign correspondent Frank Sparks was seated next to a criminologist who was dull and annoying. After listening to twenty minutes of tiresome chatter, Sparks managed to slip away to another room.

"He's a bit dull, isn't he?" the host said. Frank nodded. "But he's got a remarkable mind," the host continued. "They tell me he's found a way to commit the perfect crime."

"I know," hissed Sparks, "he almost bored me to death, too."

Letters to the Editor

(Because of obvious space limitations we often print only pertinent portions of letters received. While only signed letters will be considered for publication, names of writers will be withheld on request.—Editor)

You and the staff who are responsible for the format and story material for *The Toastmaster* magazine are to be highly commended for the inspiring and beautiful work of art you did on the Atlantic City feature.

All the way from our Honorable Mayor down the line you have pleased our key people with the excellent layout of our renowned beachfront. I know you spent much time in developing this article and personally and also speaking for all of my colleagues in both of our clubs I want to express sincere thanks and appreciation for everything.

J. J. Tynan
World's Playground Club 1038
Atlantic City, N. J.

On behalf of my club I wish to thank you very much for the honor accorded our fair City in your September issue.

As I look at the cover scene on this hot muggy day, I can't help from wishing that I could trade places with one of those lucky people.

Thank you again for your consideration. We give you our vote of appreciation.

William C. Lowenstein, Pres.,
Atlantic City Club 1033
Atlantic City, N. J.

Thank you very much for sending me author's copies of your August issue containing my article which you aptly titled "Getting Your Club Into Print."

I feel honored that my suggestions were considered worthy of publication and hope they will be helpful to Toastmaster publicity chairmen.

Your presentation of the article was, in my opinion, all that could be desired, and I wish to thank you and your associates for this also.

Benjamin F. Busch
Rosemont, Pa.

I noticed in the September issue of *The Toastmaster* an article about Hong Kong and that no visiting Toastmasters ever visited a club there.

Please send me the address of A. G. de Jesus, secretary of the Victoria Club so that I may send him a picture proving that I visited a Toastmasters meeting there last year.

I did not visit their club but I did have a nice visit with their president, Mr. J. M. Alves and then I met with the Hong Kong Club.

E. E. Turrentine
Club Performance Director
District 5
San Diego, Calif.

I am glad to inform you that our Club has celebrated the "First Foundation Day" on the 29th of July, 1960. Many guests, including the senior executives of Air-India and also the Toastmasters from other clubs in Bombay City attended our anniversary celebration. The concept of the Toastmasters movement was explained to the attendance and was very favorably received. A typical Toastmasters session was conducted for the benefit of the guests, who appeared impressed.

S. R. Shenai, Pres.
Air-India Club 3043-U
Bombay, India

Your publication never fails to interest me, having been closely associated with TM for the past 12 years, latterly as past-District Governor here in Eastern Canada.

The very fine article "Getting Your Club into Print" by Benjamin F. Busch would be of special interest to our 35 member Ad & Sales Clubs across Canada. Best of its kind I've seen.

May I have permission to reprint this article via mimeograph with appropriate credits so as to make it available to our clubs?

John P. B. McCormick, Exec. Dir.
Federation of Canadian
Advertising Sales Clubs
Montreal, Quebec

Gladly.—Ed.

The Gillette Toastmasters Club has been chartered for less than one year. During this time, the club has tried to use techniques which have possibly not been tried by other clubs, in an effort to be of greater benefit to its members in learning how to be better speakers. We hope that these techniques may be of benefit to other clubs, also.

One of the tools which we have found to be extremely valuable has been movies of major speakers, and synchronized tape recordings. The movies have been taken by one of the members using a Keystone 8MM Model K38 Turret camera, with Kodak A film, and mounting a 3 lens turret. By having very fast F1.4 lenses, we have been able to get very good quality shots without having the distraction of bright floodlights in the eyes of the speakers. The floodlights are mounted at a distance of about 30 feet from the rostrum, using reflected light rather than direct light on the speakers.

In order to get good coverage of the

speakers on such things as full-range gestures, body movements, eye contact and posture, we have used a normal or wide-angle lens. To then get good over-all coverage of the entire speech, we take alternate shots using a 38MM telephoto lens, which picks up such things as head movements, facial expressions, and frequency of reference to notes. We use 25 feet of film for each speaker, which is tied in manually to a tape recorder to give a measuring tool for the entire speech.

The movies are then shown to the speakers, along with the educational vice president and the education committee, who critique the speaker. We hope to have a movie and tape of each member of the club giving his first or second speech, and then of a later speech, to be used for measuring improvement. The movies have so far been well received by the members and we all feel that they have helped us considerably.

R. W. Turner
Publicity Chairman
Club 3078-31
Boston, Mass.

Although *The Toastmaster* for September, 1960, has only been out for a few days, I have received many telephone calls, letters and other contacts concerning the article on Program Variety.

This leads me to two conclusions:

1. *The Toastmaster* is widely and promptly read.
2. Toastmasters are interested in suggestions for providing program variety.

May I compliment you on the fine job of editing the article.

Kermit Robinson
Alhambra Club 34-F
Alhambra, Calif.

New Clubs

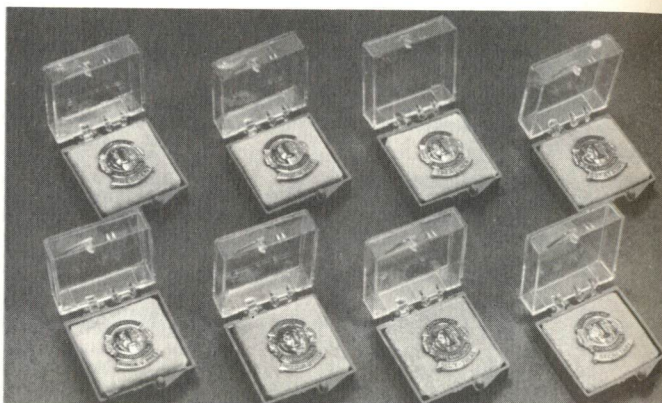
(As of September 15, 1960)

- 276-5 SAN DIEGO, California, *Sun Harbor*, Tues., 6:30 p.m., Bowlero, Lemon Grove.
- 399-21 VANCOUVER, B.C., Canada, *Realtors*, Tues., 11:30 a.m., Leonard's Cafe, 720 West Pender Street.
- 473-2 SEATTLE, Washington, *Fort Lawton*, Tues., 11:30 a.m., Fort Lawton's Officers Club.
- 634-40 ERLANGER, Kentucky, *Airport*, 2nd & 4th Thurs., 12 noon, Sky Chef Restaurant Greater Cincinnati Airport.
- 1437-26 LOWRY AFB, Colorado, *Talking Stripes*, Wed., 7 pm., Service Club NR. 2.
- 1886-5 SAN DIEGO, California, *Courthouse*, Thurs., 12 noon, Hotel San Diego.
- 2287-U NICOSIA, Cyprus, *Crusades*, 1st & 3rd Wed., 7 p.m., The American Club.
- 2415-11 SOUTH BEND, Indiana, *Turner*, Mon., 6 p.m., Turner Hall (American Turners, So. Bend) 503 North Michigan.
- 2434-13 SALTSBURG, Pennsylvania, *Valley*, 2nd & 4th Thurs., 8 p.m., Fire Hall.
- 2468-U SIDI SLIMANE AB, Morocco, *Sidi Gemels*, Mon., 7 p.m., The Sidi Slimane NCO Club.
- 2531-38 PHILADELPHIA, Pennsylvania, *Taxmasters*, 1st & 3rd Mon., 5:10 p.m., Conference Room, 9th Floor, Gimble's Bldg., 9th & Market Streets.
- 3141-36 PORTSMOUTH, Virginia, *Saint-Julien's*, 2nd & 4th Mon., 11:30 a.m., Bldg. No. 217, U. S. Naval Ammunition Depot, St. Julien's Creek.
- 3184-36 WASHINGTON, D. C., *OSAVOX*, 1st & 3rd Tues., 12 noon, General & Flag Officers Dining Room Lounge, Rm. 3C-1-65, The Pentagon.
- 3186-30 EVANSTON, Illinois, *Evanston*, 1st & 3rd Wed., 6:30 p.m., Nautical Inn, 3445 Dempster Street, Skokie.
- 3188-16 EL RENO, Oklahoma, *El Reno*, Thurs., 7:30 p.m., Administration Bldg., El Reno Public School.
- 3189-44 REESE AFB, Texas, *Ernie Pyle*, Thurs., 12 noon, Reese AFB NCO Open Mess.
- 3190-25 DALLAS, Texas, *Empire*, 1st & 3rd Tues., 6 p.m., Allstate Insurance Company

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