

November 1975

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LETTERS TO THE EDITOR



Inconvenient Time

The most important prerequisite to efficient time utilization is to recognize the fundamental fact that practically everything worth doing is done at an inconvenient time. The consequential things we do are accomplished, not because we find convenient times for them, but because we give them high priorities.

God has not given us all the same talents, but He has given us all the same time: 24 hours per day. We all use it differently, and most of us waste a lot of it in idle or profitless pursuits.

To make the most efficient use of your time, you must arrange your priorities to favor your true goals, write them down on a calendar, and work toward them. I find a "month-at-a-glance" pocket calendar indispensable and look at it several times daily. But when I decide to do something I consider important, I don't kid myself by waiting for a convenient time. If it's important, I purposely pick an inconvenient date and time, post it on my calendar, and work toward checking it off as a task completed.

Frederick W. Harbaugh
Houston, Texas

Beat the Clock

We are a newly-chartered club—in fact, the official presentation of our Charter was just three weeks ago. We have, so far, never had a problem with time. As the club's President, I am very fussy about how we utilize our time and believe

that to waste someone's time is the greatest rudeness anyone can show. And the other members in my club agree.

All our meetings start right on time. Our timekeeper performs a very important task and uses a time sheet that indicates time allotted, time taken, and time wasted by each individual and each segment of our club's program. (A broken clock award is given to the member who wastes the most time.)

We take time and our program (with its allotted time) very seriously. When one of our club members goes overtime, a warning bell rings and, if the hint is not taken, the entire club drowns him in applause.

I'm proud to say that we have started and finished all our meetings—except one—on time!

Maurice Ferdinando, ATM
Ringwood, Vict., Australia

Non-Smokers, Unite!

Ever since joining a Toastmasters club two years ago, I have greatly benefited from the manuals and other Toastmasters materials—especially the monthly magazine. The meetings are educational and serve the purpose of improving communication by improving "listening, thinking, and speaking."

However, I sincerely believe that much more would be accomplished if we were to hold our meetings without smoking. I refer you and your readers to page 18 of the March, 1974, issue of THE TOASTMASTER, which reads: "How many times

have you *suffered* through a meeting in a room which progressively became suffocatingly hot, and smog-thick with cigarette and cigar smoke?"

It's true that smoking is permitted almost everywhere else. However, there are meetings without smoking.

Can't Toastmasters institute a policy of "Smokeless Meetings"—for better fellowship and keener education? I am sure that "smokers" would not suffer pain or death. In fact, some smokers have remarked that it would provide them with the opportunity to smoke less—and feel better!

I hope to continue improving myself and, hopefully, help others to do the same. But I may decide to quit if smokers continue to show no respect for us "non-smokers."

Felix Tesarski, C
Winnipeg, Manitoba

From the Editor

We were pleased with your response to this Special Time Issue. It contains articles and features contributed by Toastmasters in response to our announcement of this issue in TIPS. Thank you for your help and enthusiasm.

Our next special issue will be in March and will be on a subject we can all relate to—Public Speaking. We plan to deal with all phases of the subject, from preparing your speech to answering questions at the end of the speech. What are your thoughts on this subject? Send them to us by January 1. We will print as many contributions as possible.

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

TOASTMASTERS INTERNATIONAL is a non-profit, educational organization of Toastmasters clubs throughout the world. First Toastmasters club established October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932.

A Toastmasters club is an organized group, meeting regularly, which provides its members a professionally-designed program to improve their abilities in communication and to develop their leadership and executive potential. The club meetings are conducted by the members themselves, in an atmosphere of friendliness and self-improvement. Members have the opportunity to deliver prepared speeches and impromptu talks, learn parliamentary procedure, conference and committee leadership and participation techniques, and then to be evaluated in detail by fellow Toastmasters.

Each club is a member of Toastmasters International. The club and its members receive services, supplies, and continuing guidance from World Headquarters, 2200 N. Grand Ave., Santa Ana, California, U.S.A. 92711.

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Miller and McZine, 2625 Polk Street, San Francisco, CA 94109 (415) 788-3738.

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Non-member subscription \$3.60 per year; single copy 50 cents. Address all communications to THE TOASTMASTER, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, California 92711.

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The effective utilization of time is something that should be of great concern to all Toastmasters, not only in their speeches, but in their everyday lives as well. This Special Time Issue takes a look at man's most precious commodity and what can be done to make sure it is used effectively.

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Isn't It About Time?

by **George C. Scott, DTM**
International President



Of all the elements that govern our everyday lives, none is more confining or more frustrating than the one from which there is no escape—the element of time.

We are all so breathlessly busy. But whether or not we are busy with things of the greatest importance is another question.

Does it seem like there's never enough time to do the things you want to do, to go where you want to go, or to see what you want to see? This is a problem which many people face, but one that, as Toastmasters, we should be able to handle quite easily.

As a Toastmaster, you have learned to organize, to put things in a methodical pattern, and, most important, to establish priorities. This has helped you develop your speeches, but you'll find that it can also help you in other ways.

The ability to set priorities is of great value in the business world, in your community, and even in your family life. By setting these priorities, you'll find that your time will be used more effectively, and you'll be able to accomplish what you want to do, when you want to do it. It's that simple.

So, what's the connection between Toastmasters and setting priorities? Since the organization dedicates itself to improving your communication and leadership abilities, your participation in Toastmasters should be right at the top of your list of priorities. As you participate in your club meeting, you are building skills that, otherwise, might have gone unnoticed. You are actually helping yourself develop

into a more complete person, capable of handling any problem, whether it is in your office, community, or home.

You'll find that your Toastmasters training will enable you to set a timetable for yourself—a timetable that can be recorded and adhered to by your club officers as you progress through the Communication and Leadership Program. You can watch yourself develop and grow, while making the most possible use of the time you have available to do so. It's a truly rewarding experience.

Setting priorities is something we should all strive for. I encourage you to carefully read this special issue of *TOASTMASTER* to learn some of the ways you can effectively set and meet the priorities of your life. But it doesn't stop there. We need to help other people put Toastmasters at the top of their list as well. And how do we do that? It's easy.

All we have to do is tell them about the benefits of the Toastmasters program and how it can help them make better use of their time, by teaching them how to organize and set priorities. After they learn about the program and see how it works, it won't be long before Toastmasters is on top of their own list.

In short, they'll come to realize, as you do, that Toastmasters is a great program—a program that can help you make better use of that precious element of time, while developing your communication and leadership abilities.

Since we can't add hours to the day or days to the week, it is squarely up to us to decide what we are going to do with the time we have. After all . . . we have all the time there is. □

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Time Planning By the Book

by Robert P. Savoy, ATM



Many people have seen the widely circulated cartoon showing two people lying down, saying to each other, "One of these days we ought to get organized. Sooner or later, everyone comes to the realization that life would be easier if we organized ourselves more effectively.

Assuming that you and I have come to this awareness, what should we do about it? Let me suggest a way to begin. Management experts will tell us that we can organize our lives by activities or by time. Let us choose the element of time and investigate methods of how we might better organize our time.

First of all, it is necessary to analyze our present use of time. We cannot improve our future use of time unless we know very accurately how we presently use it. To do this, we must critically examine any records that we have. Thorough analysis is not possible without written records. If we do not possess records, we must create them. The time planning books which are sold under names, "Week-At-A-Glance," "Monthly At-A-Glance," "Monthly Planner," "Professional Appointments," etc., are excellent vehicles for this purpose. Moreover, they can also be used to schedule coming events.

At the end of each day, list in the planning book your major activities of the day. Try to confine your attention to the highlights, so you don't overwhelm your

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with too much detail. Fill in the hours that you sleep, the time that you take for your meals, the meetings that you attend, the time that you spend reading, running errands, playing tennis, etc.

After about one month of collection, you will be ready to attempt evaluation. Look over the records of how you have spent your time. Here are some questions to ask yourself during the analysis. Are you running to the store too frequently? Perhaps you could combine errands and cut back on the total number of trips. Are you spending too much time at meetings? Maybe you are over-involved and need to cut back on some of your activities. Are you spending enough time in leisure activities? Remember, all work and no play not only makes Jack a dull boy, but may give him a heart attack.

This analysis should not be regarded as a one-time thing. Anyone wishing to improve his or her use of time must continually collect records and thoughtfully evaluate them. Moreover, these practices should be developed into lifetime habits.

Now that we have evaluated our present time usage, let us consider how we may effectively schedule our future time. Start with the same time planning book that was used for evaluation. List all of the commitments that you now know about in the book. Look at the large blocks of time left over. In these blocks, fill in all of those activities that you want to get done. Your evaluation should have given you a number of ideas, for example, setting up a meeting or reading a report. Write these down. Don't overlook unattractive tasks, such as housework, mowing the lawn, changing the oil in the car, etc. These activities must be fitted into those open blocks, too. If you are a working person, don't neglect your lunch hour. By scheduling errands for the lunch break, you will free your evenings and weekends for other activities.

Making the Adjustment

Once a schedule has been laid out, it must not be regarded as rigid and inflexible. There are always last-minute disruptions in everyone's life. I am reminded of the story of the sudden flood which hit a town, leaving a five foot depth of water on everyone's lawn. At one house, a

man's head could be seen above the water level moving back and forth. His wife explained, "My husband mows the lawn every Tuesday, come hell or high water." While a few people are that rigid, most of us do have difficulty adjusting to last-minute disruptions. Certainly adjustments must be made if one becomes sick or overtired or for other reasons. No plan can allow for every possible contingency, but having one as a starting point is vital to keeping us organized.

Introducing Refinements

After one has evaluated several months of activity, planned schedules for several new months, and had experience adjusting to last minute disruptions, it should be possible to introduce refinements into the process. For example, when notified of a meeting at the last moment, it should be possible, by glancing over your time planning book, to determine whether or not you can attend this meeting by re-scheduling the previously-planned activities. Also, if you are asked to write a report, you can check previous commitments in the time planning book to see whether or not time can be made available for this activity.

Another refinement that you may wish to consider is the choice of the time planning book. If you have never planned your time in detail before, a monthly planner may be adequate for a starting point. However, after several months of careful time planning, you may wish more space in order to list your activities in more detail. It is at this point that you may wish to select a daily planner, such as "Day-At-A-Glance," or a professional appointments book, such as the kind used by doctors and dentists to schedule patients. Don't feel locked-in to whatever time planning book you started with. Feel free to change at any time.

Most planning books are designed for a one-year period. At the end of the year, do not discard your book. These books should be saved as a valuable reference of your past activities. As an example, you may wish to check when you last had your eyes examined, when you last changed the muffler on your car, the date of your daughter's wedding, etc. If you maintain a standard format in your time

planning book, you should be able to locate past items in a reasonably efficient manner.

Another aspect of time planning remains to be treated in this article. That is, how to coordinate your schedule with your staff members or your family. None of us live in a vacuum. Each one of us must learn to live comfortably in our family and work environment. It is important, therefore, to coordinate our schedules with the schedules of our staff or family. If a husband and wife have individually followed the procedures described earlier in this article, they will find it useful to exchange their time planning books to coordinate their activities. An even better procedure is for a husband and wife to post their schedules side by side in a prominent area of the home. With this method, teenage children can check the schedules to see what nights Dad will be around to help with the math homework or when Mom will be available to shop for a new dress for the Senior Prom.

Time-Planning Books

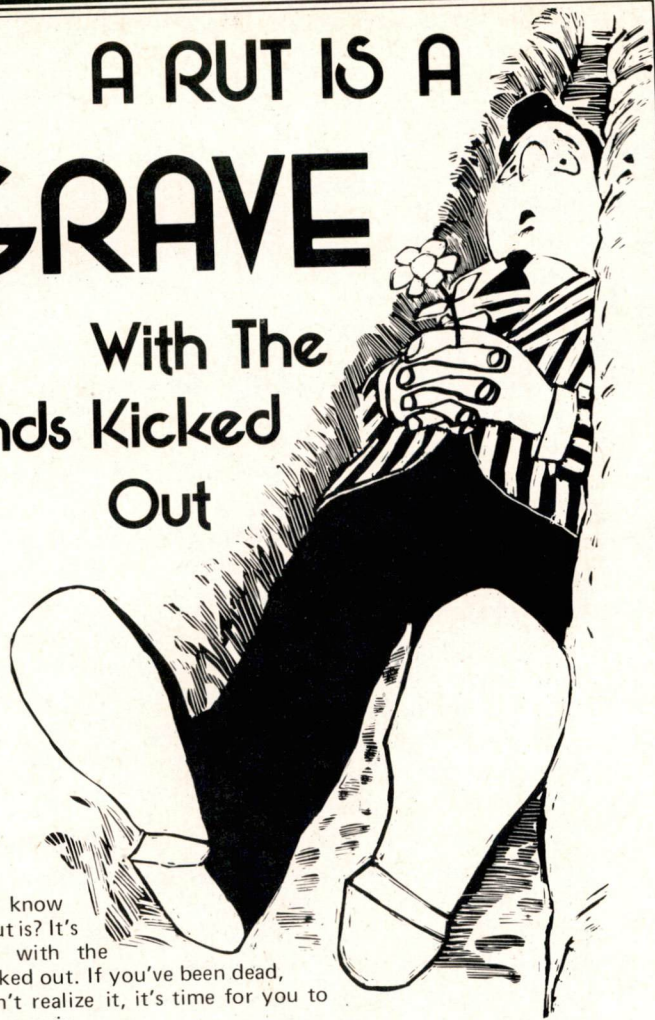
In the office environment, an executive can leave his time planning book prominently open on his desk. His secretary and his staff members may discreetly check to see when he is free, to schedule new appointments. Frequently, executives will assign their office time-planning activities to their secretaries, who will fill in their time blocks for them and then brief them on their agenda for the day. State and Province Governors and even Presidents and Prime Ministers have full-time assistants, carrying the title of "Appointments Secretary," whose job it is to fill out these time planning books. The innumerable disruptions encountered by executives at this level of responsibility require the ultimate in sensitive and flexible programming.

It is not the intent of this article to discuss leadership, since the March, 1975, issue of THE TOASTMASTER concentrated on that subject. Nevertheless, there are leadership by-products of the time planning process that should be mentioned here.

Certainly, no leader can afford to be disorganized. If he or she were known as a

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disorganized person, they never would have been appointed or elected in the first place. Further, a leader must plan out, at least review and approve, the activities that he or she leads. Once one has mastered the basic principles of time planning and how to coordinate one's personal schedule with other group members, it should be possible to extrapolate the individual practices to group practices.

If one records the activities of the group in his time planning book, he or she will be able to supply the dates and activities of past group events. This information will be invaluable for guidance in planning future group activities. (To be truly effective, a leader would also need to know the successes and failures of past group activities. Additional back-up information would be needed to buttress the time planning book. Nevertheless, the records contained in the time planning book can be used to quickly find entry points into back-up files.)

Anyone mastering the time planning process will soon be getting things done. Once this achievement is recognized, the person will be considered a well-organized person and invited to assume leadership positions in the organizations that belong to.

We do not need to be Governor, President, or Prime Minister with our Appointments Secretary to wisely use time. Each one of us can learn to intelligently and sensitively apply the principles described in this article. Each member: Evaluate your time use, your future time commitments, and intelligibly program around last-minute distractions if you wish to become organized. Each one of us will make a conscious effort to improve our use of time, we will become the best organized people in our communities and in our offices. □

Robert P. Savoy, ATM, is a former district 31 governor. A civilian electrical engineer with the United States Air Force, he is a member of the Researcher's Club, 2201-31 in Bedford, Massachusetts.



Make It Worth His Time



by David K. Lindo

"I know it would work. If we could only get management support." Have you ever said that?

"They don't even want to consider change around here." Ever hear that? Don't think that it's management's fault. Don't automatically identify management as "They" and you as "We." If you think you are the spokesman for and source of management's valuable new ideas, speak up. Your manager doesn't resist change if you present your ideas in a winning way.

The way for you to win when others fail is: Make it worth his time. Capitalize on the fact that management's time is limited.

Whether he likes or hates you personally, he will listen to your ideas if you can

show him how they will help him. But you've got to organize your thoughts and supporting information to get to the main points quickly.

In a presentation to the boss, you must compete with his other concerns to get his immediate attention. Do you get it? Don't be like the lion that ate a bull. He felt so good that he roared and roared. A hunter heard the noise and with one shot killed him. Moral: When you are full of bull, keep your mouth shut.

First, you've got to have a good idea. Where do your ideas come from? You can find them wherever you are. If you are alert, they will come to you in everyday experiences. You can find ideas because you see things from your own particular viewpoint. Because you are

you, you can make something unique out of anything you see.

Ask yourself "what if" questions. What if we do this—what if we do that? Remember the past, and relate it to what you are seeing today. Read books and articles that relate to your field. They may give you the convincing reference you need.

Know the market. Know what kinds of ideas the boss is likely to accept. Put yourself in management shoes. Decide if you would take your ideas seriously if you were boss. If you were responsible for the results, what would you need to know?

Your ideas may hit you when you see a management mistake. Have you ever tried to turn your boss around? Have you ever told him, "You're wrong"? How you approach the subject makes a big dif-

ference in how your remarks will be accepted.

Think your ideas through. Decide. Test your market for receptivity. Stress the one thing you want to say. Determine how you can take your idea, your feelings, your emotions, your judgment, and make it useable to the boss. You have to decide the effect you wish to produce upon him. What conviction, what mood, what result, what change do you wish to cause? Decide which form of presentation will be the most effective—oral or written, with or without visual aids. Decide how to support your idea. What alternatives have you explored? What are cost and profit implications? What new insight or challenge to the status quo have you considered?

***Before you present
your idea to the boss,
make sure it is a
good one.***

Your presentation should be built around a basic objective. Will your idea reduce expenses or increase profits? I recall a situation in which a sales manager and a market development director were called upon by the president to produce increased profit. The Controller was invited to listen and help evaluate their proposals. The Controller's natural objective was to reduce costs. He was very pleased when the sales manager's proposal included a budget cut of \$100,000. When the marketing development manager walked in, the Controller was literally licking his chops in anticipation of another budget cut. The market development manager surprised everyone by presenting a plan which added \$200,000 to his budget. He presented a logical step-by-step analysis based on market expansion that demonstrated how they would actually increase profit by \$500,000 by spending another \$200,000. His plan was approved. He had recognized that the true objective was not a reduction of expense, but increased profit. And his facts convinced the audience that his plan was the best way to reach that objective.

Every presentation should include facts to support the important points. Facts work with other besides the boss, too! In my own experience, I was able to reduce the assessed valuation of my home by more than 10%. I made a presentation to my local board of equalization and beat the tax assessor in his own specialty. I had more facts than he did. I was able to prove that the market value of my property had declined due to freeway noise. The tax assessor was unable to convince the board that his valuation was correct.

What is your goal? Is it to motivate action or to inform someone of the current status? An action-oriented oral report pinpoints a need for someone to do something. It identifies problems and evaluates potential solutions. On the other hand, the status report just transfers information without slanting it toward any recommended action.

With today's rapid tempo you must combine your talents to be engineer, producer, and salesman for your ideas. To be effective, you must define objectives. Identify how to achieve the objectives, and select the best medium for your message. In addition:

- Define the situation. Make recommendations. Enumerate alternatives. Have support for each. Data supporting your arguments must be accurate. You may not need to present it all, but have it ready. That way you are able to quickly answer questions.

***Know what kinds of
ideas the boss is likely
to accept.***

- Be sure that you identify sources of information. It will help build the confidence of your audience because it shows that you are not trying to hide anything. If somebody else comes up with other data, yours may be more current.
- Analyze that customer market. That means you must research the boss. Learn all you can about his attitudes and habits,

wants, likes, and dislikes. Answer the questions he is bound to ask mentally. One sure question is: What's in it for me?
 Think like the boss. If you know what he considers important—cost, profit, ego—your presentation will be on target.
 Don't overlook timing. Timing is a very important phase of strategy. The best idea at the wrong time will fail.

Timeliness of your presentation can be improved by the early dropping of a bomb including estimates of when critical information will be available. If the boss is interested, follow up with the complete package when all the information is compiled. I've found that most reports are more effective when presented orally with written backup information for later reference. Making yourself available to explain and handle questions can be a great time-saver. It increases the value of your report. If you must tell bad news, the tactful personal touch can also be an effective cushion.

***All your effort will be
wasted if you fail to
speak in the boss's
language.***

Be a self-starter. If there were no self-starters, your boss wouldn't have been a crank.

Prepare your script in five steps. State your main idea in one sentence. Develop supporting ideas into line behind it. Organize your research notes behind your supporting ideas. Write the first draft of your script as quickly as you can; do it one sitting if possible. Don't go back and read what you've written until you're finished. Then sit back and read your draft. See whether you emphasized positive or negative thoughts. Rewrite, reorganize, polish it. Read your material aloud. Dry run it for friends or workers. See how it sounds.

Use your boss's language. Speak in his terms whenever possible. Mark Twain used short words as often as he could. He reasoned that he got paid as much

four-letter words as for ten-letter words, and it was easier to use four-letter words. Call attention to your most important points by using headlines. Newspapers put headlines on the top of every story. Do you?

Your boss's time is valuable. Get to the point as soon as possible.

Present your message the same way. Remember the old rule: Tell them what you're going to tell them, then tell them, then tell them what you've told them.

Present refined data. Give your manager the benefit of your analysis. A pile of words is very difficult to understand without organization. Don't waste his time by leading him through the same maze of data you had to go through to reach your conclusions.

Organize to your point. Don't be like the dignitary who was visiting Africa for the first time. In his appearance before a large gathering of natives, he launched into a long rambling story that went on for the better part of half an hour. The natives listened respectfully. When he had concluded, his interpreter rose and said your words. The natives laughed uproariously. The dignitary was stunned. "How could you tell my story so quickly?" he asked.

"Story too long," said the interpreter. "So I say, he tell joke . . . laugh."

Finally we come to your delivery. This is just like closing a sale. If the foundation isn't properly prepared, the delivery will fail, too. You need an attitude of enthusiasm and a feeling of respect for your listener. Frequently, you will need to inject tact and diplomacy. You might take a lesson from the Sergeant who spent a year studying at a Tact and Diplomacy School. On the day he returned, his Commanding Officer approached him with a message. He started, "Well, Sergeant, how did you do in school?"

"Fine," replied the Sergeant. "I really learned how to be tactful."

"That's good, because we've just gotten notice that Lopez's grandmother died. Go in and tell him."

The Sergeant entered the barracks, paused at the doorway, and called his men to attention. When they were lined up, he stepped before them and ordered, "All those with living grandmothers step forward. Not so fast there, Lopez."

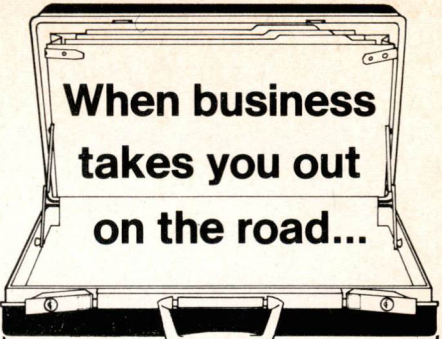
It may help to think of your presentation as a product designed and developed, produced and packaged to fit an observed condition. Each presentation exists to satisfy an apparent need. This need can be categorized by the time available for action. To achieve its goals, management must be given information when it can be profitably used.

If the foundation of your delivery isn't properly prepared, your presentation will surely fail.

Change carries with it a threat of insecurity. So if you're proposing change, the time to start laying the groundwork is well in advance of your presentation. Clear, decision-oriented, fact-filled presentations are powerful sales instruments.

If you have the motivation and technical knowledge to develop significant new ideas and the ability to understand individual and organizational behavior, coupled with effective, to-the-point presentations, you will win support and acceptance for your ideas. Add a reasonable share of good luck, and you can count on enjoying the rewards a successful management can offer. □

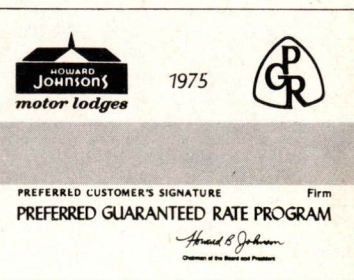
David K. Lindo is a freelance writer with over 15 years management experience with three Fortune 500 firms. He has written, prepared, and given hundreds of presentations for all levels of management and has a special interest in helping others in their career planning and development.



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Tools for a More Efficient You

by
Ruth Greenwald

In this modern technological world of ours, time has become something we all have learned to live with. But most of us still have the problem, both at home and at work, of making the most of that time and the effort we put into it.

Here are some principles of industrial engineering that may make your work, either at the office or at home, much easier and less time-consuming.

1. Have a definite and fixed place for all tools and materials.

Let habit take over. When tools and materials are put in the same place, we always know where they are and our motions become more automatic. Think how seriously handicapped the pedestrian would be if the driver of the car approaching him had to think where the brake was before using it.

2. Put the tools and materials you need most frequently closest to where you sit or stand while doing your work.

Put the things you use most frequently within arm's reach and the things you use less frequently farther away. You can save yourself the effort of getting up from your desk or bench a dozen times a

day by rearranging the materials according to usage.

3. Use your body in the most efficient way.

Activity on one side of your body tends to be mirrored on the other side. As a result, it is very difficult to do two different things with two hands at the same time, but fairly easy to do the same thing at the same time.

4. Store tools and materials in the position in which you use them.

It doesn't make sense to store typing paper so that the letterhead is on the bottom when you pick it up. If you do that, you'll have to realign it properly before it can be used.

5. Try to avoid using one hand to hold something in place for the other hand.

Use some kind of clamp, rather than your other hand, to hold the object in place. The other hand can be free to perform another function.

6. Find a better way to do your work.

Don't assume that the way you are working is the best way to do it. Question whether every step you follow is really necessary. Some home economists, for example, found that it was not really necessary to preheat an oven for baking. This saved time and conserved energy. Maybe you can do the same thing on your job.

Remember: 1. Have a definite and fixed place for all tools and materials; 2. Put the tools and materials you need most frequently closest to where you sit or stand while doing your work; 3. Use your body in the most efficient way; 4. Store tools and materials in the position in which you use them; 5. Try to avoid using one hand to hold something in place for the other hand; and, 6. Try to find a better way to do your work.

If you follow these simple rules, you will find that your work will become much easier . . . and you'll be making better use of your time. □

The 70-Minute Hour

by
**Betsy R. Blatt
Club 587-F**

The Bechtel Toastmasters Unlimited Club 587-F in Norwalk, California, is a company-sponsored club and meets during lunch times for 70 minutes. We, therefore, must be extremely time conscious.

As the club's educational vice-president, it is my responsibility to set up each program. When doing this, I not only furnish an agenda to the Toastmaster of the Day, but a time schedule as well.

Using a separate sheet of paper, I prepare the time necessary to cover each item

on the agenda and allow the maximum amount of time. The schedule then shows so many minutes for the "Call to Order," the opening remarks by the Toastmaster of the Day, a section we call "Tall Tales" and so on.

It is easy to predict that five Tall Tales at three minutes each should take 15 minutes, with added time necessary for transitions and introductions. However, for such items as the Toastmaster's inductive remarks that the problem prediction arises. I give him a time allotment, solicit his cooperation, and then hope for the best.

My aim is always to close the meeting a few minutes early, to permit socializing and the exchange of remarks, but primarily so everyone can feel at ease, give full attention to the speakers, and not be distracted or concerned with getting back to work on time.

I am sure the idea is not all that unique but I wanted to offer it to any clubs that may be experiencing time troubles during the "lunch hour" meeting. □



by

DR. FRANK WAGNER

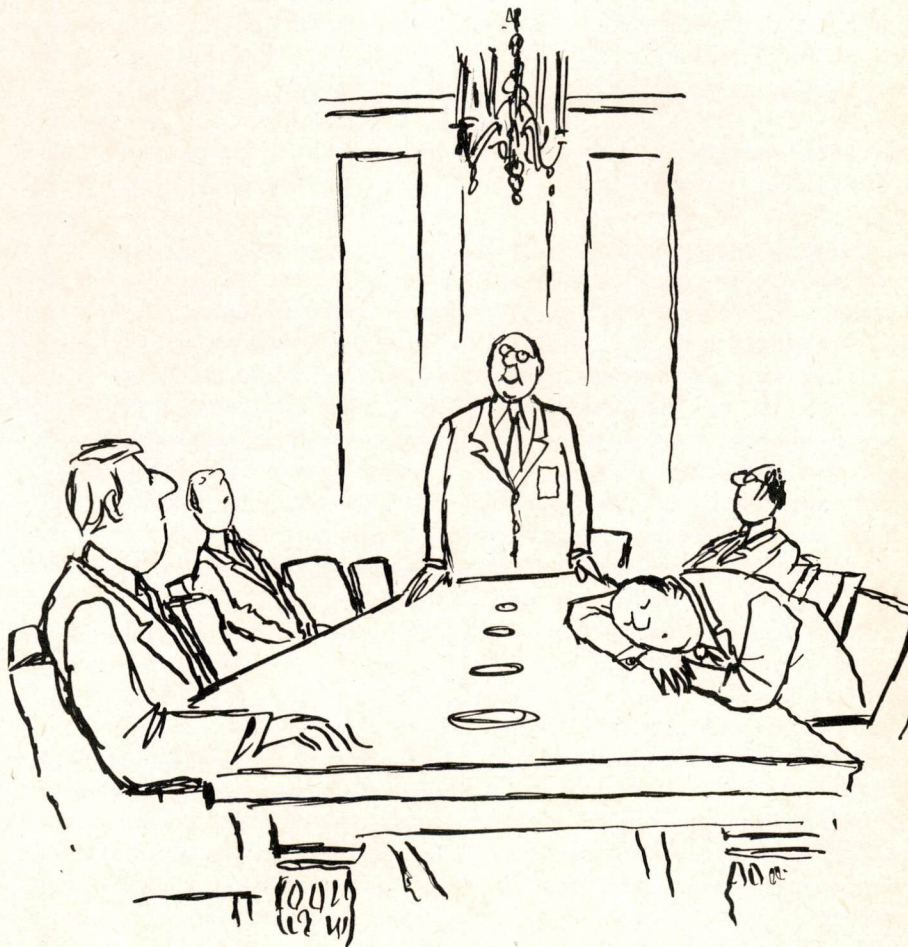
TURN OFF THE LATE SHOW

Do your meetings always begin and end on time? How often do they start late, drag out, and adjourn well beyond the scheduled hour? Getting the meeting started, maintaining the schedule, and bringing it to a close at the expected time are challenges to a club president or a meeting chairman. It is not unique to Toastmasters programs. In business and community affairs, meetings seem to be characterized by "lateness." They are late getting started and late ending.

It happened at a recent Toastmasters speech contest. Despite elaborate planning and a published program which specified the time for all events, the evening program was delayed. This was due primarily to an over-extended social hour that was compounded by malfunctioning sound equipment, which required rearranging and testing, and by additional tables which had to be set up for unexpected late arrivals. The call to order came an hour after the scheduled time. Already late, no attempt was made to make up lost time in any of the preliminary events. Adjournment finally came an hour and a half later than planned.

A few nights later, a non-Toastmasters meeting started promptly. The agenda was short. It appeared that adjournment would come well ahead of the designated hour. Suddenly, everything went out of control. It started with a committee chairman's report. Personal, extraneous topics were injected into the report. This initiated spontaneous and uncontrolled discussion, causing the meeting to adjourn an hour and a half hours late. The chairman's inability to maintain control was later pointed out to his attention. Unfortunately, he failed to recognize what had happened and firmly believed that he had never lost control at any time.

These experiences, plus many others,



prompted an analysis of the causes of late-starting, long-lasting meetings. Certainly there must be reasons. For every effect, there is a cause. The resulting causes can be grouped into three categories. They are:

1. Late arrivals
2. Unorganized agendas
3. Non-adherence to rules of order

The most common cause of late starting in a meeting is the failure of people to arrive on time. This can usually be attributed to an indifferent attitude about promptness, often developed from past experience with meetings seldom starting on time, or if the meeting is preceded by a cocktail hour, a tendency toward engrossed conversation and a hesitancy to disrupt social discourse. Social hours are of great value, but they should be planned not to delay a meeting.

Starting the Meeting

The sergeant at arms is a key person in getting a Toastmasters meeting started on time. When he arrives late, guests must be greeted by early-arriving members, if they are to be greeted at all. When the sergeant at arms arrives late, the trophies, literature, and props are not set out and ready. He should check all props and equipment, making sure they are operational and in their proper place, so that the president can call the meeting to order at the designated hour.

That, of course, assumes that the president arrives on time. The president is the second most significant person in starting the meeting promptly. The most frequent error of the president is not his late arrival, but his tendency to wait a few more minutes for a few more people to arrive. This common practice must be overcome to properly manage a meeting. At precisely the designated hour, the president should call for the Invocation and the Pledge, or whatever procedure is customary in getting the meeting underway.

But what happens when the president is late? The educational vice-president, or in his absence, the administrative vice-president, should be on stand-by to take charge. Upon his arrival, the president can graciously, sometimes embarrassingly, assume control at the first oppor-

tune moment. Most Toastmasters clubs have six elected officers, and the probability that at least one of them arrives on time is reasonably high. This is good experience for these officers.

Major reasons for a program to drag out are over-extending the meal, intermissions, a last-minute shuffle or reshuffle of the agenda, an agenda crammed so full that extra time is required, speakers and evaluators exceeding their allotted time, and cross-talk between members during Table Topics, speeches, and evaluations.

Unavoidable Delays

Occasionally, assignments may require reshuffling due to unavoidable absences. Unless these are last minute surprises, unknown until meeting time, they should have been resolved by the educational vice-president, so that no problems are encountered that would prolong the meeting. When the educational vice-president is not informed until the meeting is underway, the result is usually a scurry to find a replacement. Since this may occur during the meeting, it can cause delay.

Sometimes agendas are packed to involve as many people as possible in Table Topics, prepared speeches, or other events. Table Topics must be scheduled carefully. In a large club, it is common practice to limit the number of Table Topic speakers. Some clubs do not call on assigned speakers and evaluators if the time prohibits. It is always good practice to defer calling on these persons until all unassigned members have been given an opportunity to speak. Time permitting, others can then be called. The objective is to maximize the number of speaking opportunities. No Toastmaster should object to speaking on a Table Topic and also giving an assigned speech. The only excuse for not getting on one's feet to speak is when it is encroaching on another person's time.

It is difficult to control the assigned speaker's time. Lack of preparation often results in overtime speaking. Often, a speaker rehearses a speech, but finds that it takes longer than he thought to deliver it. Frequently, there may be other events, such as visiting dignitaries, awards, or recognitions that add to the program. Always plan these into the agenda time

budget and advise those persons of the amount of time allocated.

Interactive talk among members also causes prolonged meetings. This is a hazard whenever breaks in the meeting are scheduled, or during business meetings. It is difficult for a president or chairman to stop the chit-chat which occurs during a recess, since he hesitates to interrupt. There is an inherent tendency to wait for that lapse in time when all, or most all, of the talking ceases, and the meeting can be reconvened without hurting any feelings. This opportune time never seems to arrive.

Many clubs have business meetings either before or after the formal part of the program. This is always an invitation to a prolonged meeting. An occasional business meeting is a must, but the meeting must proceed with decorum and on schedule. If speakers are not recognized properly and in order, or if a controlled discussion is allowed, there is a possibility of either over-extending the meeting or not completing all business.

This is a problem for the president. He must adhere to the rules of order and that they are imposed. The meeting can easily get out of hand by simultaneous talking, digression, non-related discussion, and failure to be recognized before talking. Many persons have a tendency to speak without being recognized by the chairman. Controversial issues are candidates for uncontrolled debate. Lengthy debate and monopolized discussion must be avoided. A firm hand by the president or chairman is the only solution.

The Meeting Facilitator

A government agency has recently reported that it was faced with lengthy ineffective meetings that failed to make good use of people's time. One of the solutions which has paid good dividends was to appoint a meeting facilitator. The facilitator's role was to keep the meeting focused on the task, making sure everyone's views were heard, that no one dominated the meeting, and that the meeting didn't bog down. The general evaluator in Toastmasters assumes some of the responsibilities mentioned for the facilitator. The general evaluator's tasks should be expanded to promote better man-

ment of time during a meeting, by using
 tim to monitor and critique the entire
 program.

If you are a president of a club, or the
 chairman of a meeting, always start the
 meeting on time. Make arrangements so
 that if key persons do not arrive at the
 proper time, early-comers can take charge
 by preparing for and starting the meeting.
 Make it known that starting on time is a
 number one priority and that the ranking
 officer in attendance at the designated
 starting hour will automatically take
 command. If the person who is giving the
 invocation, the Pledge, or other opening
 events, or the person responsible for
 Table Topics, has not arrived, select an
 experienced Toastmaster to do it. After
 all, one of the Toastmasters goals is
 to learn how to respond to any speaking
 crisis. These are simple challenges for
 a Toastmaster. Allocate time to the
 events of a meeting. Know exactly how
 much time will be devoted to the meal,
 speeches, evaluations, announcements,
 and business. Use the timer and the mas-
 ter evaluator to control the time budget
 more effectively. Encourage the general
 evaluator to include constructive criti-
 cism of time management in his eval-
 uation, going beyond the traditional
 evaluations.

Maintaining Order

To control the administrative part of
 the program, appoint a parliamentarian,
 or let the general evaluator be the parlia-
 mentarian (an excellent way to rotate re-
 sponsibility), and assign him the task of
 assisting in maintaining order during the
 business meeting.

Always adjourn on time. In rare cir-
 cumstances, when time does not permit
 completing the agenda, seek the will of
 the members on extending the meeting to
 a clearly stated later time of adjournment.

Injecting the discipline of time manage-
 ment into meetings will result in mem-
 bers showing greater respect for the
 meeting. Visitors will be impressed at
 the efficiency. When members learn that
 a 6:30 A.M. or P.M. meeting starts pre-
 cisely at that hour, schedules will be
 arranged to get there at the designated
 time. Toastmasters should set good ex-
 amples of time management. Time man-


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agement is emphasized in a significant
 part of the Toastmasters meetings, i.e.,
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 It is just a short step, requiring little added
 effort, to complete the chain and control
 the meeting time from start to finish.
 Toastmasters can take this time manage-
 ment experience into business, com-
 munity, and social meetings. It may
 be the catalyst that converts disorga-
 nized meetings into efficient, produc-
 tive ones. □

Dr. Frank Wagner, ATM, is a member
 of the TM Breakfast Club 2387-F in
 Covina, California. He is a staff engineer
 at Honeywell, Inc., in West Covina, and
 is currently serving as secretary of
 Founders District.

My Clockwork



Neighbor

Special Time Issue



William Walden

The tenants in my apartment house dress more or less conventionally, so I was surprised the other morning to see in the lobby a tall, well-built man in his late 20s who was wearing a gray business suit and a handsome tie but carrying a satchel on his back. His lips were moving but I could hear nothing, and as he walked ahead of me he repeatedly touched my shoulders and then extended his arms straight above his head.

Out in the street, when I saw that we were headed in the same direction, I quickened my pace and drew alongside him. As I neared him, I heard a line from Shelley's "Ode to the West Wind."

"Good morning," I said. He nodded in acknowledgement without slackening his pace or interrupting his calisthenics.

"I believe we are neighbors," I said, jiggling for a conversational foothold.

"That's entirely possible," he replied. "Would I be too curious if I—" I began.

"You would," he interrupted. I was about to bid him good day when he moved his hand in a conciliatory manner and said, "I'm George Hansberry."

I introduced myself. As we walked, he changed his movements, swinging his extended arms in huge arcs. Since this would have made conversation difficult with him, I waited.

After about a dozen arm circles, he stopped his arms to his sides and drew several deep breaths. "It's all very simple," he said, and disappeared.

I stopped and looked for him. He was a few steps behind me, squatting, his arms straight out to his sides. He stood up, took two steps, and did another deep-breath bend.

Reprinted from the April, 1975, issue of *The Rotarian*, the official publication of Rotary International. © 1975.

"Life is too short," he said as he walked, stopped, squatted, and rose. "Anyone who intends to live fully must learn to combine activities. The inventive mind will find ways to perform two or more simultaneously. I'm combining walking to the train with calisthenics, and I was also practicing my diction and testing my memory when you interrupted me."

"I think I might have guessed that, given enough time," I said.

"But we're not given enough time!" he exclaimed. "That's just the point. Each of us has only a lifetime, and that's far too little." Finished with his deep-knee bends, he swivelled his head rapidly in a clockwise direction. "The train ride to work is fine for simultaneous activities," he continued, as he switched to a counter-clockwise rotation of his head.

"You can read the newspaper while riding," I ventured.

"You can, but I don't. I read the newspaper at breakfast. I can finish it then because I've heard all the important news over the radio while shaving. I use the train to write letters while I listen to music on my transistor radio. I use an earphone so as not to disturb others."

"That's considerate of you," I said.

"When I'm not writing letters on the train, I study a foreign language. Last year I learned Italian that way, and next month I tackle Swahili. I also carry a sponge-rubber ball with me and squeeze it while reading or studying, to strengthen my fingers and forearms. Do you like poetry?"

"My taste is rather old-fashioned," I said. "I don't like—"

"Neither do I," he broke in. "While waiting for trains and on ticket lines this year, I memorized 26 poems by Keats and

Shelley while performing deep-breathing and stomach-muscle tensing exercises. My chest expansion has increased a quarter of an inch, and I can remain underwater for three-quarters of a minute."

"What do you do while walking home from the train in the evening?" I asked. "More calisthenics?"

"No. I usually jog or roller-skate home while declining irregular Russian verbs. Saves time, improves the wind, builds up leg muscles, and teaches me another language."

"You lead a busy life," I remarked.

"Every minute is planned, from the moment I awake until I get into bed to perform my sleep-inducing exercises. I think I accomplish more in one day than the average person does in two or three." He clenched his hands against his chest and twisted from the waist—left, right, left, right.

By now we were at the station. Knowing he would have no time for idle conversation once we boarded the train, I put a final question to him: "Don't you ever relax?"

"Of course!" he exclaimed. "I like nothing better than to go up to our roof on a balmy Sunday afternoon wearing Bermuda shorts, settle myself in a reclining chair for a good suntan, light my pipe, turn on my portable cassette player, and read a good book while I flex my toes and massage my scalp." □

William Walden is a native of New York City and an editorial staff member of the urbane and respected *New Yorker* magazine. He also writes plays, light verse, and plays bridge, tennis, and the alto recorder (but not all at the same time).



Learn to Handle the Clock

by G. E. Bryan

Organizing my duties, taking action when action should be taken, and following through to see that the desired result is accomplished—that is the way I manage my time. Naturally, priorities are the first order of business and must be given prompt attention.

For the normal work day, I have organized my management duties to a routine, so that many functions become almost automatic. I usually get to work early and make sure that all of the people who work for me are there and working. Incoming mail is immediately reviewed to intercept any priority items, so they may be taken care of without delay.

Meeting the Priorities

Projects requiring work are reviewed and priorities are selected. Appointments already made are noted, and new appointments are made. Work is delegated to employees, along with a specific outline of what is to be done (and, if necessary, how it is to be done), the result to be obtained, and the time frame within which its completion is expected.

I've found that the "diary system" is a great help in accomplishing all of this. Reminder cards on any given subject can

help control quality, quantity, and any other criteria used to measure or manage any given subject.

When using this diary system, I've found it is best to be realistic. Don't set an automatic thirty-day, three-month, or six-month diary date. The date set on a given file or project should be the day when you expect some action to take place. You may want to use the diary system to follow up on projects, to make certain that any request has been taken care of, to help you answer correspondence on time (and ensure that you receive a reply from others within a reasonable time), or to help you make sure that reports which must be completed monthly, weekly, or on specific dates are completed and at their destination at the proper time.

Although the diary system can prove to be of great help to your company's saving of its employee's time, there are other things that can be done.

For example, when reviewing your correspondence, single out the problem and allocate time according to the requirements of that problem. It is often helpful to underline that portion of the correspondence that deals with the prob-

lem. This will set it apart from other portions of the correspondence, which may have no bearing on the solution of the problem.

In addition, as you review a file of correspondence that will require lengthy dictation, or where several points must be covered, it is often best to make notes prior to the dictation of what is to be covered. This will save a lot of time when you get on the dictaphone or other dictation media.

Finally, when you review correspondence or a file and want a person to tell you about it, do not simply write to John Doe with the words, "See me." Add a little note to jog your memory on what you wanted to talk about when you saw John Doe. This will save you the time reviewing the file again.

You must constantly be aware of any manually-performed operation that may be subject to automation. In other words, use letters, Telex, or the telephone to get others to help you. When writing a letter, try to write one that can be used to inform three or four people, if that many are involved in the problem you are trying to solve. By sending a copy of the letter to each person involved, you will save writing three or four separate letters.

It goes without saying that when a mistake, whether it is in correspondence or anything else, is noted and has a material effect on the operation, it should be corrected immediately. Similarly, when the conduct of an employee requires discipline, it should be handled immediately. To ponder over the problem is simply a waste of time.

You may want to keep an up-to-date index on all files and projects and conduct a review of all open projects quarterly or more often, making sure that the status list is up to date on each. Presumably, closed projects for future reference frequently contain valuable statistics that may be of great use to you in the future.

Thinking Time

When you reach a certain point in your day's work, when all priorities have been taken care of, some time must be set aside for thinking. It is up to the individual to judge the best time of day for

important function. Thinking time is devoted to the solving of those problems that cannot be routinely handled because of their complexity, size, or the amount of research needed to come to a conclusion.

In addition, education is one of those constant requirements upon the time of every individual—and some time must always be set aside for it. If there is not enough time in the work day, then perhaps an hour before or after work could be used. But education should not be limited to you alone. Employees should be cross-trained in their duties, so the work flow is not impeded when one employee is gone for some reason or another. For example, I have required my employees to complete a manual on their job duties, defining each duty in a step-by-step method which outlines where to go, who to see, and what to do, along with sample forms that are used in the individual process. By keeping this manual up-to-date, a substitute employee can quickly review the manual and pick up on a job when another is out because of illness, on vacation, or anything else that may take him or her away from the job.

The Staff Meeting

When certain problems arise, hold a staff meeting to draw upon the knowledge of others on how to best cope with a problem. You may find that there are employees in other departments, as well as your own, who are knowledgeable on a particular subject, and a short staff meeting to discuss the problem may result in your accomplishing as much in ten or fifteen minutes as you could accomplish on your own in three or four hours. But to get this done, be sure to furnish the attendees with discussion material far enough in advance so that they are ready to act. A cover letter should be attached to the material to ensure that they know what the problem is and what your objective is, as well as the date for completion.

Establishing goals is important for conserving time. I establish goals for myself, establish goals for my department as a whole, and make certain that the employees have set their own performance goals. Then, I conduct a quar-

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terly review of these goals to make sure that we are making progress and are on target.

Requiring employees to save up problems before making a trip into your office is another good timesaving practice. If you allow them to pop in and out every five minutes, at the end of the work day you will feel completely worn out and realize that you have accomplished very little of your own work.

But a great deal depends on those employees. Encourage them to submit ideas on how a function can be performed better, in less time, and more economically. A frequent inspection of the office, work area, machinery, and the systems in use is necessary to ensure that operations are being performed promptly, properly, with adequate equipment, in comfortable space, and by well-trained employees.

You may want to use your desk calendar to keep track of the hours in your day, by logging appointments and keeping short notes on items of interest, such as people who are sick, staff meetings, or anything else that can help you better organize your time. But it is also a good place to make a notation of the date and time for your next Toastmasters meeting, a reminder that you need to prepare a speech, or call someone about their speech. By all means, set aside some time in your day for Toastmasters. That's time well spent. □

G. E. Bryan is Area 5 governor in District 18. He is a member of the Rotunda Club 1099-18 in Baltimore and the Towson Club 2707-18 in Towson, Maryland. Mr. Bryan is manager of the Claim Services Department for the Maryland Casualty Company in Baltimore.

A "How to" Feature

A Toastmasters Time Schedule

by
John V. Slyker, DTM
District 44 Governor

I'd like to introduce a time-saver and planning aid for the Toastmaster of your next meeting. It's one that has been used by the Pop-Up Toastmasters Club 3165-44 in Midland, Texas, and believe me . . . it works.

We have devised a time schedule sheet and we try to follow it for our

regular meetings. It's similar to the Toastmasters Check List (1114), but fits our specific time needs better and serves as a time guide for the Toastmaster and as recorded minutes for each meeting. I'm sure that many clubs use this kind of form.

However, the key part of the sheet is on the other side, which shows a summary list of the two Communication and Leadership manuals—the project names, purposes, speech and evaluation times. This serves as an invaluable aid to the Toastmaster of the Day who couldn't reach a speaker before the meeting or has a time problem arise that threatens to wreck the meeting's time schedule.

Since the final responsibility of timing the meeting rests with the Toastmaster, he has to know how much time each speech and evaluation project needs. And that is exactly what this sheet provides him with.

For example, let's say the Toastmaster of the meeting is using the Communication and Leadership manual and finds that two of his speakers are giving speeches out of the Advanced C & L manual. Per-

haps the two advanced speakers are giving Projects 10 and 12—both requiring over ten minutes.

By using this handy sheet, the Toastmaster then knows that he cannot schedule five speakers for that meeting. Now maybe the educational vice-president will see to all of this in advance . . . maybe he won't.

It's interesting to note that in the Communication and Leadership manual, but two projects suggest five to seven minute speeches. The other two are longer. (Evaluation times vary a little bit, too.)

But in the Advanced C & L manual only three projects are in the five to seven minute range. One is less than five minutes. *Eleven* have maximum times of eight to 25 minutes. Furthermore, in the AC & L, evaluation periods are not just two minutes long. Eight projects require three to ten minute evaluations.

If the Toastmaster of the meeting is to have a chance to finish his meeting on time, he needs all the help he can get. This kind of form can give him that help. □

For Fifteen Minutes A Night

by
Ernest Heilbronner, ATM
Club 405 - 40

"I have no time to prepare a speech."

We hear this excuse at just about every meeting from those who were supposed to give a speech. Inevitably, the first question that comes to mind is "Why did this person have no time?" There are many reasons . . . and none of them are any good.

In most cases, the fault lies with the person's inability to program the actual time preparing a speech. Since most clubs send out a schedule for the whole month, the assigned speaker knows when he has to give the speech and usually waits until the last minute to scribble down a few notes. Is this a good speech? Probably not.

A good speech takes time, and the speaker should start to write down his ideas from the moment he is assigned to give his speech. After writing his

speech in longhand or on the typewriter for the first time, he should spend at least 15 minutes every night going over it for possible additions and deletions.

Is it too much to ask to give up 15 minutes after the groundwork has already been laid? I don't think so. No one can tell me that they can't sacrifice 15 minutes of an evening to work on a speech.

That red pencil is a great helper in underlining the most important thoughts in your speech and getting rid of the ones that are not so important.

Once the speech is completely worked out, spend a few more minutes going over it with a friend for the actual timing so you won't overlap into the next speaker's time.

Remember: Rome was not built in a day . . . and neither is a good speech.



by

Frank I. Spangler

Toastmasters teaches us, among other things, to respect *time*. We are enjoined to plan meetings which start and finish on schedule. We pride ourselves on this concept, and consider ourselves paragons of virtue.

There's only one thing wrong. We don't do it.

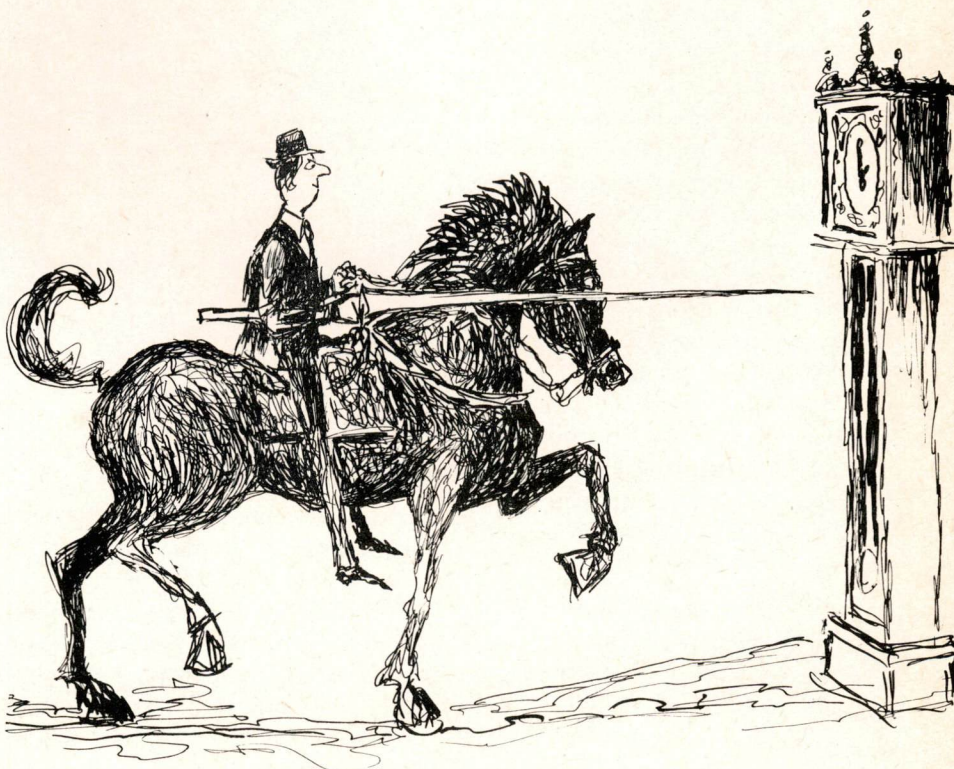
All our experience in Toastmasters, from our first speech project through every phase of our activities, stresses promptness and the planning for wise use of time. We are told it is almost a crime to waste the time of the audience by using ten minutes for a speech better made in five.

One of the basics driven into us from our Toastmasters cradle is that a club meeting should take no more than two hours, from invocation to adjournment. Plan your meeting well, the "good book" admonishes, and you can accomplish club business and carry through an adequate program in the time allocated.

The Table Topics discussion was designed to be presented during the dessert course. Club business matters, according to Toastmaster authorities, should be pre-announced ahead of the meeting by the executive committee to save time for matters of prime importance to members, such as education and practice in speaking, listening, and evaluating.

Some clubs go to such lengths as to print the program of the evening, timing each segment. Even with that precaution, they don't always manage to bring the meeting out on schedule. Other clubs go to the extreme of using eating time for varied activities, such as holding the business meeting or introducing visiting brethren or Toastmasters dignitaries. I am not at all sure they are stupid. If the visitor is too important to overlook and must be asked to "say a few words," nothing will deaden his enthusiasm for a long and rambling dissertation more than dishes rattling and people chomping

The Battle of Time



while he talks. This is a demonic little device which separates the men from the boys. If the visiting dignitary is a good enough speaker to induce his audience to stop eating and listen, his message may be worth their while. If he can't get their attention away from the food, they haven't missed much.

The Two Extremes

I have attended club meetings which proceeded with machine gun rapidity from A to Z. After the meeting, I wasn't sure I had eaten except for the hard lump in the middle of my stomach caused by wolfing my food while trying to keep up with the business at hand. In fact, I had been so preoccupied with the dazzling display of speed and precision, I couldn't remember the speeches.

At the other extreme, I have seen clubs which raised dawdling to a high art. At six o'clock, when the meeting is supposed to start, two men are in the meeting room. Half a dozen men drift in casually by six-fifteen. One fellow, more ambitious than the rest, goes into the adjoining cocktail lounge to flush out the other members. This takes a while, but usually by six-twenty-five by the clock, the secretary calls the meeting to order. The president and vice-president arrive later.

And this is only the beginning. I'll leave the rest to your imagination. Some really new slowdown techniques were demonstrated, and along about nine o'clock, the meeting more or less broke up by common consent.

Now I know that most clubs operate somewhere between the two extremes. And I do not wish to imply that the clubs are the worst offenders in Toastmasters time wasting. Most of them do reasonably well. Unfortunately, the same cannot be said for other Toastmasters gatherings, from area speech contests to the International Convention.

What's the Cause?

Lack of planning is not the cause. Most of these affairs are planned meticulously, some even over-planned, if that is possible. You've been there and seen them. You may have helped plan them. I have. After one meeting went overtime from a half to three-quarters of an hour,

I swore it wouldn't happen again. But it did. It happened the very next year because there was a new chairman. He could plan as well as I, but he didn't know the pitfalls and wouldn't listen to the burnt-fingered veterans.

What are the causes of this? Well, for one thing, Toastmasters has one quality that many other organizations don't, in that we are literally crawling with talent. Everyone wants to get into the act. After all, isn't our whole training aimed at teaching us how to get up and air our views?

The unfortunate program chairman, faced with a glittering array of dignitaries, past officers, guests from neighboring districts, former speech contest winners, and just plain eager beavers, reacts characteristically. In some way



or other, they all have to be jammed in. So for each hour of the meeting he schedules 60 minutes of activity. And right here is where he loses the battle, for he has provided no cushion for emergencies.

Comes the day of the big event. Our hero becomes increasingly frantic as the time goes on and the events lag behind. He tries nobly to recover, but he is fighting a lost cause. He hasn't a chance. First, people didn't get there on time—delayed start. Second, the dinner was late because the chef was in a mood and got into a hassle with the waitress. Next, the opening feature of the program took 30 minutes instead of 20. Four unexpected dignitaries showed up and had to say "a few words." The Toastmaster of the evening fancied himself as a wit and used up 14 extra minutes. A visitor

asked for a minute to make a brief announcement and droned on for 10 minutes about the "good old" days. And so it went.

Would that drive a chairman crazy? You bet your sweet life it would—and did.

There must be a cure for this disease—and there is. My father used to have a saying that he thought was funny, and though my mother didn't consider it so, it was "Don't do as I *do*, do as I *say*!" It seems to me that too often we Toastmasters subscribe to this. But it won't work with adults any more than it does with children. We must set a good example.

How can we resolve the problem? Easily. *Schedule from two-thirds to three-quarters of the time.* Don't be tempted to fill up the remaining time, no matter how many brass hats appear.

The Ruthless Slasher

This won't be quite as simple as it sounds. You have to be ruthless. You're a stinker. Cut the script—slash it up. If you have filled no more than 45 minutes of each hour. Allow unscheduled announcements and events over your deadline. Don't worry about the open space. Nature and Toastmasters abhor a vacuum and the gaps will fill themselves. Furthermore, you'll be prepared for a real emergency.

And the audience will love it. They won't feel rushed along at breakneck speed. There will be time for breaks and discussion as needed. The affair will close on time—or even better, a few minutes ahead of time. And you, chairman, will be left to make your peace with only a few luminaries who had no chance to shine, rather than a few hundred Toastmasters who were bored stiff.

Who says you can't do it? Of course you can! And you'll have the reward of putting on the best meeting you've ever had. □

Frank I. Spangler served as 1966 International President. Now retired and living in Lake Placid, Florida, he enjoys golf, reading, and writing.



Special Time Issue

Where Does the Time Go?

by Bob Martin

Lifestyle Management Associates

Have you ever asked yourself where your time goes and where you will go next?

Time is our most precious resource, but how many times have we, as Toastmasters, abused it by not giving ourselves enough time to think through and plan our talks? While this may be acceptable for Table Topics, our planned presentations deserve better. We have an obligation to our fellow club members, as well as ourselves, to fulfill the assignment to the best of our ability.

"Being prepared" is the oath I took as a Boy Scout. But it's also a good motto for Toastmasters. We begin by knowing where we are and where we want to go, and by asking ourselves three questions:

1. What do I want to do with the rest of my life?
2. Where do I want to be in five years?
3. What would I want to do if I knew I had only six months to live?

Ask yourself what you want to happen in your life and what changes you want to bring about. Take a really good look at yourself and see what you are unhappy about. Make decisions to bring about the needed change. What you forecast is what you get. Whatever you vividly imagine and ardently pursue will inevitably come to pass.

Finding adequate time to manage starts with taking a time-log of yourself for at least one week. Mark down all your activities from morning until night. Be honest with yourself, and at the week's

end, add up all the hours you have been spending on your activities, such as traveling, speaking, writing, planning, etc. You will soon be able to spot your time-wasters and time-users. Are you guilty of indecision, procrastination, the fear of taking a chance—or are you spending too much time at meetings, on the telephone, or in personal, non-productive conversation?

Use the following checklist to evaluate your ability to make effective decisions:

1. Is it goal-producing?
2. Is it based on objective reality?
3. Am I being honest with myself?

4. Does it prevent significant personal and environmental conflict?

Habits are easily formed, but often hard to break. It only takes your will to make the change. Make it easy for yourself and have fun doing it.

Planning for tomorrow starts the night before. Start with just six significant things you want to do tomorrow and put them in their order of importance. Try this for three weeks and you will have acquired a very effective tool called "putting first things first."

Over the years, many top-notch executives have paid thousands of dollars to learn this very concept. Your payoff will come many times over by your becoming a more effective Toastmaster and a more efficient human being. You'll find that life will go more smoothly, and you will become the person you want to be . . . by acting instead of reacting. □

Bob Martin is a member of Downers Grove Club 1056-30 in Downers Grove, Illinois, and is currently the Chicagoland Bicentennial Speakers Bureau Chairman. He is the executive director of Lifestyle Management Associates and teaches management skills at a local community college.

Convention Tape

The 1975 convention is history. But you can hear some of the highlights on the official cassette tape just released by Toastmasters International. Included are the top three speeches from the International Speech Contest, and the educational session speakers Dr. Raymond Taylor and Lew H. Byrd. Available on one 90-minute cassette for only \$3.50, including shipping and handling (Code 2021). Quantities are limited, so order yours early!



How Much Speaking

by Adrian D. Smith

Recently I saw on an executive's desk a small plaque which read: "I can spare a minute. Tell me all you know."

I found this minor cynicism, this mildly sarcastic invitation, amusing. But with a perverseness common to most of us, I thought of the invitation in another context.

I thought of a newcomer to our Toastmasters club preparing a talk for us. We've told him he must limit his talk to six minutes, plus or minus a minute. And we've told him that if he goes outside these bounds, he must give the talk over again.

Six minutes! I picture the newcomer scratching his head and asking himself, "What can I say in six minutes? Why, that is barely time enough to get started!"

It's easy to sympathize with the newcomer. Six minutes *isn't* very much time. It's entirely possible he has something to say that can't be covered in the time allotted him. He may be charged with ideas about the evils of bureaucracy or laden with thoughts about child delinquency. Six minutes, he says, isn't enough!

Yet, from other points of view, six minutes *is* enough. A consideration of

the matter from these various vantage points will satisfy the newcomer that our six-minute rule has merits beyond his immediate appreciations.

First, let's look at it from the aesthetic point of view. G. K. Chesterton wrote: "All art is limitation. The essence of a picture is the frame." The meaning of this? Chesterton is saying that what the artist leaves out of his picture is as important as what he puts in. The artist may leave out details to focus attention on a dominating figure; he may leave out background elements to give greater emphasis to elements in the foreground; or he may soften or mute the foreground to give depth to his canvas.

Consider the camera fan and his practice of "cropping" a snapshot. Many times he makes a commonplace snapshot a thing of beauty by cutting away the top, or a side, or the bottom. He has given proportion, balance, intensity, or unity to what remains by cutting away the irrelevant or distracting.

A speech may be considered a work of art. And, as in painting and photography, what the speaker leaves out is as important as what he puts in. A speech must have unity or a dominant theme,

and anything which fails to contribute to it must be excluded.

In short, six minutes is time enough for a speech—for a six-minute speech that is. This short speech can be as much a work of art as one that lasts for two hours. The challenge is the same in either case: to use only the relevant, to be careful with the elements you exclude with those you use.

Second, let's look at the time requirement from what might be considered a more practical point of view. Consider a batter in baseball. He's "on deck." He awaits his turn at the plate, he swings two bats. He continues to swing them until he takes his stance at the plate. Then he throws one aside, keeping his favorite.

Why has he swung two bats?

It is because, when he discards one of them, the bat remaining in his hand will feel light; because he has practiced with two, he will have better control of the one when he actually faces the pitcher.

The device is common—to handle ourselves in practice so that we can face the real test with a fund of reserve strength, sharpened control, and stamina.

What is true in so many other areas

ngime Is Enough?

tribute also true of speech. The speaker habituated to our club's six-minute limitation will not be bothered when asked to talk for twenty minutes. When freed of the club's time limitation, he will experience an influx of confidence and strength. He will be swinging with one bat. He will be moving from restriction to freedom—a much more congenial transition than that from freedom to confinement.

Third, let's look at this matter of time from the point of view of the audience. Have you ever heard a program chairman complain that his speaker spoke for only 12 minutes when he was scheduled for 20? I doubt it. How many times have you heard an audience complain that a talk was too short? Not many, I'll wager.

No, these are not the complaints you have heard. The chances are that you will never hear them. Audiences—your audiences—appreciate brevity. It is always wise to leave an audience while it is still interested, mentally asking for more.

You will make friends in your audience and endear yourself with program chairmen if, when you are scheduled for a 15 minute talk, you speak for 15 minutes. Not 18, not 20, but 15!

Finally, let's consider our club's time requirement from the standpoint of your fellow club members. When you joined your club, in a sense you made a deal with them; you agreed to listen to them if they would listen to you. You agreed to help them if they would help you.

There are, of course, only so many minutes in an evening. Our rule guarantees you your fair share of the evening, your share of the help the club can give you.

Yes, the six-minute rule is more than

an arbitrary club pronouncement or a hindrance to full expression. It is a limitation. Yet within this limitation you can serve the demands of art; you can practice under the most favorable conditions; you can please your audience; and you can work purposefully with your fellow club members for your mutual advancement. □

Adrian D. Smith is a past president of the Capitol City Club 639-62 in Lansing, Michigan, and has been a frequent contributor to THE TOASTMASTER magazine.

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TI Board Action

The Washington Report

Recently I saw on a small plaque which a minute. Tell me al

I found this minor sarcastic invitation, a perverseness comm thought of the inv context.

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Six minutes! I pic scratching his head "What can I say in six is barely time enoug

It's easy to sympa comer. Six minute time. It's entirely po thing to say that can time allotted him. I with ideas about the or laden with though quency. Six minut enough!

Yet, from other minutes is enough.

The Toastmasters International Board of Directors held its fourth and fifth meeting for the 1974-75 administrative year at the Shoreham Americana in Washington, D.C., on August 19, 1975. International President I Diaz, DTM, presided.

On the first day of the two-day meeting, the Board convened as a whole to receive reports from President Diaz and Executive Director Terrence McCann, summarizing the year's activities, and for the general matters of business. The agenda items included:

In his comments, President Diaz reflected on the year's activities, social, and political aspects of the Toastmasters movement. He noted a low-point in the organization's membership, which he believed was a turn-around point.

Five hundred thirty-three Distinctive Club Plans were submitted for completion this year, compared to 398 for last year, with 257 Plans totaling 2,000 or more points.

Three hundred twelve inquiries were received from company personnel and directors in a three-month period as a result of a Toastmasters program placed in the *Training and Development Journal*.

positive attitude demonstrated by leaders; and a change in the relationship between World Headquarters, districts, and clubs. Executive Director Diaz presented his written report and action plan to the Board. At the August, 1975, meeting, the Board:

- In the March, 1975 meeting, dues were collected for 4,166 members, a 16% increase over the same period of 1974.
- A membership area issue was discussed at the meeting.

their five years of growth; 16, and 33 Distinguished Districts.

824 Communication Program completions in the year, compared to 788 in the previous year.

100,000 ATM status, compared to 93,000 in the previous year.

308 youthcraft programs completed in the year, compared to 281 in the previous year.

3 Youth Leadership Programs completed, compared to 226 for the previous year.

- Three hundred twelve inquiries

Adopted a definitive Long Range Plan with administrative and operational goals to advance Toastmasters International. Among other things, the Plan calls for the addition of two Board committees: the Membership and Club Extension Committee and the District Administration and Programming Committee. Members of the World Headquarters staff with parallel duties will serve as liaison members of these committees and of the Educational Committee and the Organization, Planning, and Administrative Committee. The Plan also includes a triannual Board meeting schedule, with two at the convention and a midyear meeting in February. The role of the Board member is also expanded to provide more participation as motivator and counselors to help district governors achieve their district goals and better meet the club member's individual needs.

Reviewed the corporation's financial standing at the end of its fiscal year, June 30, 1975, and adopted revisions to the budget for 1975-76 to further effect certain savings in cost of operations.

Adopted a policy statement regarding the quality content of THE TOASTMASTERS magazine. In this statement, the Board recognized that the magazine is designed to: 1) to give members the best possible educational material available to supplement the club learning experience; 2) to keep members motivated on new aspects of communication, leadership, and self-development, to broaden their view of life and society, and to try new ideas in their club programs for added variety and learning interest; and 3) to keep members informed of programs and policies.

at have a direct effect on them.

Reviewed a request from Toastmasters clubs of the Philippine Islands for provisional district status, and recommended that, when a goal of 25 clubs has been reached, reconsideration be made.

Adopted a resolution that the 1975-76 president include a presidential visit to toastmasters clubs in Australia and New Zealand during 1976, based on requests from clubs there.

Reaffirmed the policy that all Toastmasters programs conducted at all meetings shall be of the highest standard of excellence and in good taste to offer offense to no one. This includes programs at meal events, entertainment, and other meeting functions.

Approved a change in 1976 Regional Conference dates: Region 3 will hold its meeting on June 25-26, and Region 8 on June 18-19.

Approved concepts of training programs to be conducted at the Regional Conferences commencing in 1976 which will include presentations on 1) management techniques, 2) instruction to district

officers in the training of area officers to train club officers 3) club programming and member retention, 4) position functions and goals, 5) district long range plan, 6) Distinguished District Program, and 7) club extension.

Approved the Executive Director's use of management advisory personnel as needed with redefined functions.

Instructed the World Headquarters staff to revise the Speechcraft program to accommodate both club and community presentation.

Directed the World Headquarters staff to study simplification and clarification of the contents of the Communication and Leadership manuals in future re-printings.

Reviewed and approved the content of a new Area Governor Handbook.

Recommended that the World Headquarters staff devise a title for the member completing the Communication and Leadership manual, in recognition of educational accomplishment.

Recommended that the World Head-

quarters staff devise a slogan to appear on publications to identify the organizational purpose of Toastmasters International and enhance its image.

Reviewed a proposed revision to the Procedural Rules for the Regional Nomination of Directors and decided against the change. World Headquarters was requested to clarify the wording of the voting procedure without change in intent.

Reviewed and decided that the present eligibility requirements for all Toastmasters Clubs shall also apply to penal institution clubs.

Approved proposed amendments to District 39's bylaws to establish the office of senior lieutenant governor, with the stipulation that the TI expense reimbursement for district office attendance at the Regional Conference still applies only to the district governor-elect and to the educational and administrative lieutenant governors-elect.

Disapproved a proposed amendment to the bylaws of District 31 to allow the district secretary to be appointed for



Toastmasters International Officers and Board of Directors for 1975-76 are (from left seated): Terrence J. McCann; John F. Diaz, ATM; Hubert E. Dobson, DTM; Durwood E. English, DTM; George C. Scott, DTM; Robert W. Blakeley, DTM; Herbert C. Wellner; Warren Reeves, ATM; (back row) William D. Hamilton, DTM; Norman R.

Maier, ATM; Richard L. Storer, ATM; Phillip B. Richards, DTM; Douglas A. Barclay, DTM; Richard A. Ward, DTM; P. Gregory McCarthy, DTM; John A. Shults; Howard E. Chambers, DTM; Carl N. Berryman, DTM; Don A. Plaskett, DTM; Robert A. Owen, DTM; Guy V. Ferry, DTM; Anthony J. Marra, DTM; and Charles S. Allen, DTM.

more than two terms.

Adopted an amendment to the Standard District Bylaws to allow either the district secretary or district treasurer to be elected in the same office for more than two terms.

Decided that there be no change in the policy allowing past district governors to be non-voting members of the District Council.

Adopted the proposal to amend the Bylaws of Toastmasters International to broaden the membership criteria to provide for the formation of all-women Toastmasters clubs. The proposal will be submitted to the delegates at the 1976 Annual Business Meeting and convention for action.

Adopted the proposal to include past International Directors attending the annual convention as delegates-at-large with the privilege of casting one vote. The proposal means an amendment to the Bylaws of TI and will be submitted to the 1976 Annual Business Meeting for delegate action.

Approved a change in the mailing date of the Credential or Proxy Certificates for voting at the Regional Conference and Annual Business Meeting to March. Forms will be sent to the club president of record with the letter informing him that the semiannual report form has been mailed to the club secretary.

Directed World Headquarters to provide information on the convention Credential or Proxy Certificate form, concerning the amendments to the Bylaws of TI to be submitted to delegates at the Annual Business Meeting for action, with spaces for the club to indicate how its votes are to be cast if a proxy is selected by the club.

The first meeting of the incoming Board of Directors was held on Saturday, August 18 at the Shoreham Americana Hotel in Washington, D.C., with newly-elected International President George C. Scott, DTM, presiding.

Following a discussion of plans for the coming year, President Scott announced that the next meeting of the Board of Directors will be held February 11-13, 1976, at World Headquarters in Santa Ana, California. □

1974-75

TI Financials

STATEMENT OF ASSETS OF ALL FUNDS JUNE 30, 1975 GENERAL FUND

UNRESTRICTED:		
Cash and temporary investments, at cost		\$ 228,87
Accounts receivable		26,08
Deposits, prepaid postage and other		13,12
Deferred expense—authors' fee		7,30
Total—Unrestricted		\$ 275,58
RESTRICTED:		
Cash	\$ 53,694	
Due from General Fund—		
Unrestricted	24,582	
Total—Restricted		78,27
Total		\$ 353,85

INVESTMENT (ENDOWMENT) FUND

Bonds and stocks, at cost (market value \$117,964)	\$ 112,9
Due from General Fund—Unrestricted	6,8
Total	\$ 119,7

PROPERTY FUND

Property, building and equipment, at cost; Note 1:		
Land	\$ 47,2	
Building	606,8	
Furniture and equipment	124,8	
Total property, building and equipment	\$ 778,8	
Due from General Fund—		
Unrestricted	59,1	
Total	\$ 837,9	

STATEMENT OF LIABILITIES OF ALL FUNDS JUNE 30, 1975 GENERAL FUND

UNRESTRICTED:		
Accounts payable	\$ 29,2	
Sales tax payable	8	
Contract payable—authors' fee	7,3	
Due to General Fund—Restricted	24,5	
Due to Investment (Endowment) Fund	6,8	
Due to Property Fund	59,1	
Deferred charter fees	2,8	
Total liabilities	\$ 131,0	
Unrestricted—General Fund balance	144,8	
Total—Unrestricted	\$ 275,8	
RESTRICTED		
District Reserve Fund balances	\$ 73,097	
Grants	3,827	
Ralph C. Smedley Memorial Fund	1,352	
Total—Restricted	78,27	
Total	\$ 353,85	

INVESTMENT (ENDOWMENT) FUND

Investment (Endowment) Fund balance	\$ 119,7
Total	\$ 119,7

PROPERTY FUND

Property Fund Invested balance	\$ 778,8
Property Fund Reserve balances:	
Reserves for additions, replacements and maintenance	59,1
Total	\$ 837,9

Statement

GENERAL FUND—UNRESTRICTED
STATEMENT OF INCOME AND EXPENDITURES
FOR THE YEAR ENDED JUNE 30, 1975



NEED A SPEECH TOPIC?

“‘A More Perfect Union,’ The American Government” will be the subject discussed from November 23 through December 20, 1975, by speakers and writers all over America participating in the American Issues Forum.

The fourth in a series of nine topics, this month's subject will take a look at America's political life and the unique form of democracy it employs. The four weeks have been divided into the following subjects:

Nov. 23-Nov. 29: "In Congress Assembled . . .": A Representative Legislature. “Government of the people, by the people, and for the people” is one of our favorite catch-phrases. But with each member of the House representing an average of 500,000 constituents, is it a hollow phrase? When should a member of Congress follow those constituents? When should he lead them? With the Executive Branch steadily growing in power, what chance does Congress have to make its influence felt?

Nov. 30-Dec. 6: A President: An Elected Executive. Since somebody has to “run” the government, the founders made provision for a President. But how can so remote and overworked an executive respond to the people's will? Does the President really run the government? Television gives the illusion of familiarity, but does it lead to an over-emphasis on image?

Dec. 7-Dec. 13: "The Government": The Growth of Bureaucracy. Little more than a century ago, 51,000 civilians worked for the United States government. Today, 3,000,000 do so. Is this what we mean when we talk about “the Government”? How did this un-elected Government grow up? Does it, in fact, wield excessive powers? Can government take care of the common good without people, offices, and agencies with which to do it?

Dec. 14-Dec. 20: "By Consent of the States . . ." We are all citizens of our towns and states, as well as the nation, even if we don't hold “town meetings” any more. Would we have a better society if more power and responsibility were retained locally? In what areas should each state have the right to decide what's best for its inhabitants? Do we need more or less uniform national standards?

Join the thousands of America's communicators who are participating in the American Issues Forum each month. Help celebrate America's 200th birthday. □

8,879	INCOME:		
6,093	Member charges:		
3,124	Annual membership fees	\$598,328	
7,500	Magazine subscriptions	130,622	
5,596	New member service charges	168,184	
	Gavel Club fees	1,790	
	Total membership charges		\$ 898,924
	Club charges:		
	Charter fees	\$ 8,450	
8,276	Club equipment, supplies and insignia	83,676	
3,872	Total club charges		92,126
	Charges for optional educational materials and supplies		113,397
	Other income—dividends, interest and miscellaneous		10,693
	Total income		\$1,115,140
	OPERATING EXPENSES:		
2,912	Administrative	\$118,876	
6,848	General services	154,840	
9,760	District expenses	60,628	
	Membership/new club development	29,251	
	Publications	132,342	
	Educational development	41,210	
	Educational materials	138,987	
	Club supplies, equipment and insignia purchases	112,748	
7,221	Employee benefits	60,404	
6,863	General expenses	151,698	
4,615	Maintenance and operation of property	50,109	
8,699	Total operating expenses		1,051,093
9,103	EXCESS OF INCOME OVER OPERATING EXPENSES		\$ 64,047
7,802	OTHER DEDUCTIONS:		
	Provision for maintenance	\$ 2,000	
	Provision for replacements and additions to property:		
	Computer equipment	13,262	
	Other	3,600	
	Total other deductions		18,862
	EXCESS OF INCOME OVER EXPENDITURES		\$ 45,185

9,275		
876		
7,500		
4,582		
6,848		
9,103		
2,850		
1,034		
4,562		
5,596		

Board of Directors
 Toastmasters International

We have examined the statement of assets and liabilities of Toastmasters International as at June 30, 1975 and the related statements of fund balances and income and expenditures for the year then ended. Our examination was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and other auditing procedures as we considered necessary in the circumstances.

In our opinion the aforementioned financial statements present fairly the assets and liabilities of Toastmasters International as at June 30, 1975 and the changes in the fund balances and income and expenditures for the year then ended in conformity with generally accepted accounting principles for non-profit educational organizations, applied on a consistent basis.

Frazer and Torbet
 Certified Public Accountants

8,699
 9,103
 7,802
 July 21, 1975

ATM/DTM

Are You Doing All You Can?

Of all the awards given by Toastmasters International, none are more impressive or more meaningful to the individual members than the Able Toastmaster and Distinguished Toastmaster certificates of achievement. And there is good reason for this.

When a Toastmaster receives his ATM or DTM award, he is recognized by Toastmasters International for his continuing efforts to improve his communication and leadership abilities through active participation in the Toastmasters program. He is honored not only for the work he has done in his club, but in his community as well. In short, he is

recognized for giving his time and talents to the Toastmasters organization and to the other people in his community who also want to improve their communication and leadership abilities.

The ATM and DTM awards, then, represent much more than mere symbols to be added to the end of a name on a letterhead; they represent achievement in the highest sense. Many who have already received the awards have experienced promotions, as well as salary increases, on the strength of a letter sent to their employees from World Headquarters, stating that they have earned their ATM or DTM awards.

So there are many benefits connected with the Able and Distinguished Toastmaster awards. And what's more, both are relatively easy to attain.

In order to receive your Able Toastmaster award, both the Communication and Leadership and Advanced Communication and Leadership manuals must be completed. You must have been a continuous member of a Toastmasters club for three years to date of application and, during that time, must have held at least one club office. In addition, a minimum of three speeches made before a non-Toastmasters group is also required.

Upon completion of the Advance Communication and Leadership manual you will receive the ATM Application Form (Code No. 1207). After the form has been completed and returned to World Headquarters for verification of your qualifications, a certificate will be issued designating you as an Able Toastmaster.

Since the Distinguished Toastmaster award is the highest member recognition a Toastmaster can attain, it carries with it a few more qualifications.

To become a Distinguished Toastmaster, you must have already earned your ATM and must have been a continuous member of a club for five years to the date of the application. Like the ATM award, you must have served as an elected club officer. But in addition, you must have also served a complete term and fulfilled the minimum requirements of one or more of the following district offices: district governor, lieutenant governor, secretary and/or treasurer or area governor.

All candidates for Distinguished Toastmasters are required to have been ordained at least one Youth Leadership and one Speechcraft Program within the last two years and must have presented at least five speeches to audiences other than Toastmasters for a Toastmasters Speakers Bureau.

Finally, the future DTM must have assisted in organizing a club and must have sponsored five new members within the last year.

Your DTM Application Form (Code No. 1209) will be mailed to you along with your ATM certificate. After the form has been completed and returned to World Headquarters for verification of your qualifications, you will be issued a certificate designating you as a Distinguished Toastmaster.

Both the Able Toastmaster and Distinguished Toastmaster certificates of achievement are awards that you can be proud of because they require above average performances from those who wish to receive them. After you receive yours, you'll find you'll be able to say, "I'm a Toastmaster . . . and I'm doing all I can." □


Name _____

Present Address _____

City _____

State/Province _____

Zip _____



MOVING?

Paste current address label in space at left and complete the following. Mail to World Headquarters as soon as possible: P.O. Box 10400, 2200 North Grand Avenue, Santa Ana, CA 92711.

Club No. _____ District No. _____

NEW ADDRESS _____

_____ Zip _____

If you are a club, area, division, or district officer, indicate complete title:

hall of fame

DISTINGUISHED TOASTMASTER (DTM)

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

Richard Reade

Northern Brookhaven Club 2413-46
Port Jefferson, New York

C. C. Shaw

Greenway Club 2280-56
Houston, Texas

Walter Fischer

Rockhampton Club 3732-69
Rockhampton, Queensland, Australia

ABLE TOASTMASTER (ATM)

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

George E. Meininger

Lake City Club 748-2
Seattle, Washington

Jack Andolina

Old Economy Club 2682-13
Ambridge, Pennsylvania

James Morton

Old Economy Club 2682-13
Ambridge, Pennsylvania

Harold Henderson

Augusta Club 326-14
Augusta, Georgia

anniversaries

35 YEARS

Athenian Club 174-8
Jacksonville, Illinois

25 YEARS

Astoria Club 775-7
Astoria, Oregon
Monument Club 898-36
Washington, D.C.

20 YEARS

Dallas Club 1933-7
Dallas, Oregon
Demosthenes Club 972-9
Yakima, Washington
Las Cruces Club 1938-23
Las Cruces, New Mexico
Executive Club 1783-25
Dallas, Texas

15 YEARS

McDonnell Douglas Club 2389-8
St. Louis, Missouri
Ada Club 3143-20
Ada, Minnesota

Southern Valley Club 2752-33

Bakersfield, California
Vanguardia Club 2569-56
San Antonio, Texas

10 YEARS

Daybreakers Club 814-6
Edina, Minnesota
Parts Club 2558-7
Portland, Oregon
Greater Fairmont Club 2773-13
Fairmont, West Virginia
Klondike Club 589-42
Edmonton, Alberta, Canada
Ste-Foy Club 1344-61
Ste-Foy, Quebec, Canada
Cookeville Club 2744-63
Cookeville, Tennessee
Dauphin Club 2991-64
Dauphin, Manitoba, Canada
Irvine Club 1039-71
Irvine, Scotland
Waitemata Club 2017-72
Auckland, New Zealand

Terry Jamison

Key Club 3723-15
Salt Lake City, Utah

Dwight L. Dauben

Will Rogers Club 645-16
Tulsa, Oklahoma

Ernest Lovin

Bismarck Club 717-20
Bismarck, North Dakota

Emil J. Walz, Jr.

Downtowners Club 3801-26
Denver, Colorado

George E. Deliduka

George E. Deliduka Club 2904-29
Hurlburt Field, Florida

Peter T. Harow

Sea N Air Club 2314-38
Philadelphia, Pennsylvania

A. Donald Hartley

West Hills Club 1249-40
Cincinnati, Ohio

J. Michael Joyce

Tall Town Toasters Club 3189-44
Midland, Texas

Richard J. Siviur

St. Petersburg Club 2284-47
St. Petersburg, Florida

Louis C. Rohde

Lift Off Club 3869-47
Cape Canaveral, Florida

David T. Auten

Executive Toastmasters Breakfast
Club 3622-52
Glendale, California

Bruce L. Marble

Youbetwecan Club 3672-52
Woodland Hills, California

H. Bruce McFarlane

L R C Microcentury Club 2797-57
Livermore, California

new clubs

648-F DCASD—PASADENA CLUB
Pasadena, CA—Tues., 7:00 a.m.,
International House of Pancakes,
Pasadena (796-0471, Ext. 261).
Sponsored by JPL & Caltech Club
3292-F and DCAS-Orators Club
2214-1

2153-5 LOS PADRINOS CLUB
San Diego, CA—Wed., 7:00 p.m.,
Bullocks Banquet Rm., 1555 Camino
de la Reina (466-1892). Sponsored
by Gene Jenyon, ATM, of Mt. Helix
Club 126-5.

3303-30 BROADVIEW CLUB
Broadview, IL—Thurs., 7:00 p.m.,
Broadview Public Library, 2226 S.
16th Ave. (681-1196 or 344-1680).
Sponsored by Cook-du-Page Club
290-30.

2612-35 NORTH SHORE
BADGERS CLUB
Milwaukee, WI, Mon., 7:00 a.m.,
Holiday Inn (North), 5423 N. Port
Washington Rd. (332-3872). Spon-
sored by Milwaukee Metro Speakers
Club 945-35.

292-38 WRIGHTSTOWN AREA
CLUB
Wrightstown, NJ—Wed., 5:30 p.m.,
Sky Lodge Motor Inn, Trenton &
Monmouth Rd. (298-5818). Spon-
sored by Willingboro Club 2382-38.

1867-47 GREATER HOMESTEAD
CLUB
Homestead, FL—Tues., 8:00 p.m.,
South Park Villas Rec. Center,
30785 SW 167th Ave. (247-6057).
Sponsored by Creative Thought
Club 2484-47.

1254-53 TELCO CLUB
Springfield, MA—Wed., 5:30 p.m.,
New England Telephone Co., 85
Chestnut St. (783-1054).

1910-56 SIETE BANDERAS CLUB
Laredo, TX—Tues., 7:30 p.m.,
Gourmet Inn of Laredo, 4109 San
Bernardino (723-3651). Sponsored
by Laguna Madre Club 1922-56.

1239-58 KALMIA CLUB
Aiken, SC—Mon., 7:00 p.m., Com-
mercial Hotel-Aiken (648-1321).
Sponsored by Aiken Club 1355-58.

2994-64 HENJUM CLUB
Winnipeg, Manitoba—Sat., 10:30
a.m., Inst. of Continuous Learning,
Rm. 201, 185 Smith St., Winnipeg
(233-8892). Sponsored by Fort Rich-
mond Club 2403-64.

3526-69 BOWEN CLUB
Bowen, Queensland, Australia—
Thurs., 6:30 p.m., Queens Beach
Motor Hotel, Queens Beach Golflinks
Rd. (260). Sponsored by Gaveliers
Club 2323-69.

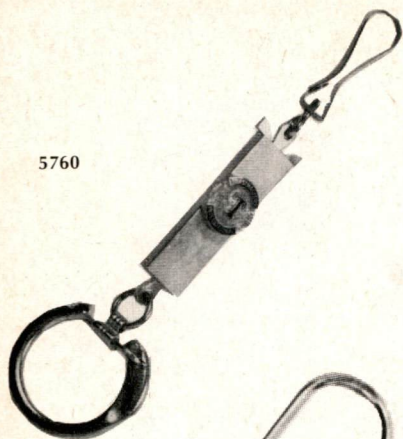
2831-70 GEELONG CLUB
Geelong, Victoria, Australia—Mon.,
8:00 p.m., CWA Clubrooms, 67
Aberdeen St. (052-43 7183).

2256-72 NORTH SHORE CLUB
Auckland, New Zealand—Wed.,
6:30 p.m., Milford Marina Hotel, 27
Omana Rd. (448-792 Auckland).
Sponsored by Auckland Club
3593-72.

Holiday Shopping Ideas for Toastmasters

Remember your friends this holiday season with one or more of these handsome and useful Toastmasters gifts. They'll be glad you did!

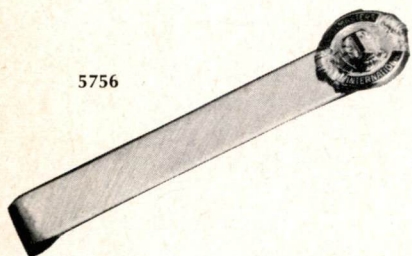
5760



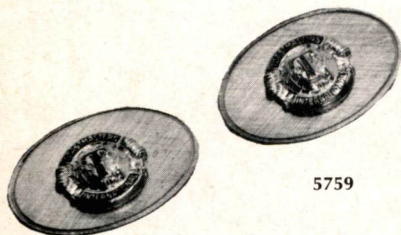
5770



5756



5759



5762



KEY CLASP (5760)—This handsome, gold-plated clasp combination separates with a press of the thumb. Accented with the TI emblem, it is available for \$4.00, plus 30 cents postage and handling.

KEY-TAINER (5770)—A great gift for the Toastmaster who is proud of his membership. Made of durable metal with a handsome pewter finish. Yours for only \$1.75, plus 30 cents postage and handling.

MEMBER TIE BAR (5756)—This gold-plated tie bar, equipped with the official TI emblem is an excellent gift for those who treasure their Toastmasters membership. Ideal as a conversation item. Available for only \$4.25, plus 30 cents postage and handling.

MEMBER CUFF LINKS (5759)—A handsome and meaningful addition to any Toastmasters' wardrobe. These gold-plated cuff links, complete with the TI insignie, can help make your holiday season very special. Only \$6.50, plus 30 cents postage and handling.

KNIFE-MONEY CLIP (5762)—This gleaming, stainless steel combination knife and money clip sports a polished TI insignie. Includes knife blade and nail file. Only \$5.50, plus 30 cents postage and handling.

PLAYING CARDS (353)—These two plastic-coated decks (not pictured) come in a plastic case with the distinctive TI emblem on the back of each card. One red deck, one white. Perfect for those leisurely holidays. Yours for \$2.75, plus 15% postage and handling.

50TH ANNIVERSARY LETTER OPENER (5002)—This Roman bronze letter opener (not pictured) with an antique finish commemorates Toastmasters' 50th Anniversary. A great gift for the Toastmaster who was a part of that very special year. Only \$6.00, including postage and handling.

CROSS PEN AND PENCIL SET (6601)—This 12K gold-filled pen and pencil set, (not pictured) with the TI insignie on the clip, comes in an attractive gift presentation box. The perfect gift . . . and only \$24.00. Cross pen available separately (6602) for \$12.00. Add \$1.00 for postage and handling.

TI DRINKING GLASSES (6603)—This set of four 12oz. drinking glasses (not pictured) will be a welcome addition to this year's holiday celebration. Complete with the distinctive Toastmasters emblem, the set is only \$35.00, including postage and handling.

Please post your order early and send it to Whittier, California, by November 30, 1975. (California residents add sales tax.) Send your orders to: Toastmasters International, 2200 N. Grand Ave., P. O. Box 10, Santa Ana CA 92711.

