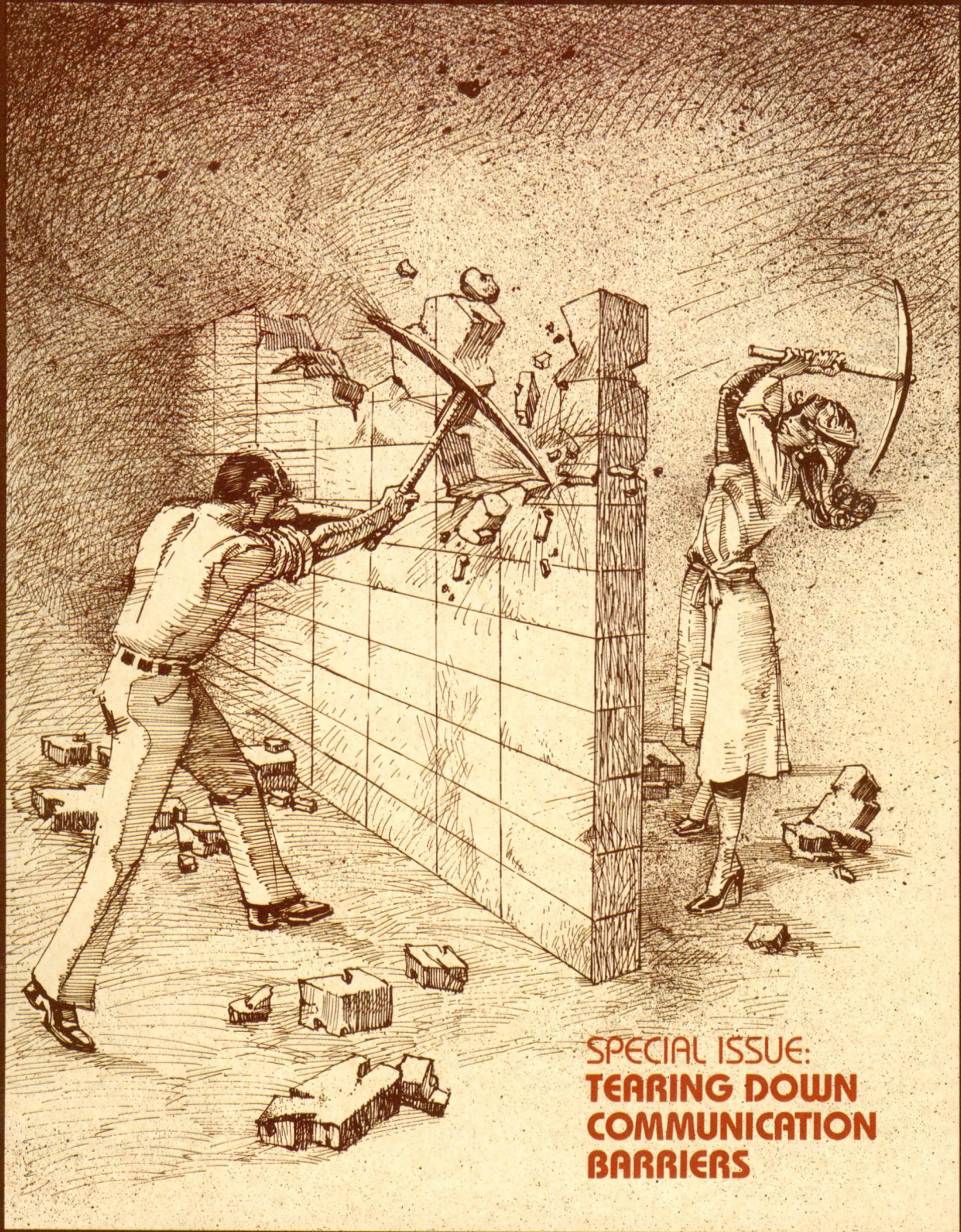


The Toastmaster

NOVEMBER 1981



**SPECIAL ISSUE:
TEARING DOWN
COMMUNICATION
BARRIERS**



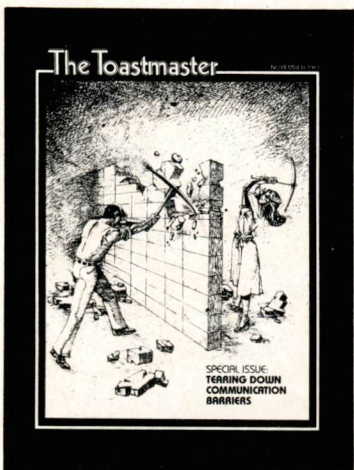
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COVER

Have you ever had to present your ideas to a "know-it-all"? Or engaged in verbal "cat and mouse" games with a loved one that seemed to lead no where? In this month's special issue, you'll find out how to deal with all kinds of difficult people and problem situations that may arise in your day-to-day life. You'll also learn techniques and ideas that will help you become more effective listeners and speakers in your interpersonal relationships. And, most importantly, you'll learn how to express your feelings honestly, openly and constructively to loved ones, friends and business associates.

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Speech Training Never Truly Ends

I had to resign from Toastmasters when I moved to a new community that didn't have a club. I knew I would miss the many warm friendships I had so enjoyed, but I also thought I had gone as far as I could in the organization. I had achieved an ATM, served as District Lt. governor and won a number of speech contest awards. What more could Toastmasters offer?

Two year's later, I was invited to speak at my old school's annual athletic banquet. I sprinted to the lectern, confidently beamed down at the sea of expectant faces and promptly froze. I stuttered, droned, mumbled and delivered an incredibly insipid speech. How could I have forgotten so much in so short a time?

Shortly afterward, I read of a new Toastmasters group forming in our community. I joined and am now gradually regaining confidence at the platform.

I'm looking forward to retiring from my business soon, but I know I'll never again retire from Toastmasters. I've learned the hard way that this training must never again end, for I would once more lose all I have acquired. I've learned that you never "graduate" from Toastmasters. Instead, you gradually attain progressive levels of expertise that must be constantly nurtured with dedicated involvement.

*Edward Riche, ATM
Toms River, New Jersey*

Promoting School Speech Programs

Joseph N. Bell's article, "The Case for Elitism," (July, 1981) expressed his concern about schools stamping out elitism. Yet he failed to urge Toastmasters to demand from schools strong speech programs. Schools with effective debate and individual events (oratory, extemporaneous speaking, expository speaking, etc.) encourage the critical

thinking he wants from an educated electorate.

Toastmasters, more than any other group in the community, should be urging school boards to have speech classes for all students and extra-curricular programs for those who excel.

Since Toastmasters know both the need and power of effective speech in our society, members should be demanding that the local schools have extensive oral communication programs. The Speech Communication Association is willing to help any club or member with plans for implementing or arguing for such programs.

*Don M. Boileau, Ph.D.
Speech Communication Association
Annandale, Virginia*

Poor Sportsmanship

When I first read Marshall Kulberg's article in the June issue, I was appalled. This sounded like something the losers say after every contest — "The judges are biased. You have to have a motivational style to win." Zig Ziglar calls that "loser's limp," and I agree.

If Mr. Kulberg and Mr. Frank lost their respective contest because of bias or style, they should change their subject or their style, not the Toastmaster contest.

*Ron Climer
Winter Park, Florida*

An End to Lonely Days

I am a traveling sales representative covering the 11 western states. While traveling is enjoyable, the evenings can get lonely and mornings are often lazy. Months ago I got a Toastmasters directory. Now when I travel, I visit clubs in the different cities I pass through. I always receive a warm welcome and friendly support. Days start off with a bang and evenings are filled with new ideas, new words, new table topic ideas and different meeting formats that I

often take home to my club. I also try to return to the various clubs from time to time to renew acquaintances with the special people I've met.

Even if you aren't a traveler like me, in many areas you don't have to go too far to sample other Toastmasters clubs and share a very rewarding experience.

*Patricia J. Minshall
Santa Ana, California*

Editor's Note: All club president's receive a copy of Toastmasters Directory. If you're planning to travel and would like to visit other clubs, ask your club president for information.

Encouraging Others to Speak

I positively agree with Doug Ward's article on silence in the August issue. However, I believe he left out one very important method that encourages other people to speak. I have found that repeating a speaker's last words in the form of a question almost always leads that person to explain what he or she said in more detail. For example, a person might say, "The world is becoming an unsafe place to live." You might respond, "Oh, an unsafe place?" Usually, the speaker will then expand on his or her statement. This technique can also keep any misunderstandings to a minimum.

*Carol Kluge Kyrias
Chicago, Illinois*

Outstanding Publication

As an editor, dozens of publications come across my desk each month, and I also subscribe to several at home. There is no other publication that I read cover to cover as I do *THE TOASTMASTER*. Each issue contains many helpful ideas for me as a professional communicator, both in written communications and in speaking. Congratulations on a superb publication.

*David Sumner
Cincinnati, Ohio*

Said the psychiatrist to a patient lying on the couch, "Did you awaken grouchy this morning?" "No," replied the patient, "I let her sleep."

It's an old story, certainly, but it does illustrate that if it's possible to be misunderstood, one will be! The way in which nearly every one of us uses the English language is quite inexact. Many words have multiple meanings. Even more, words and phrases take on different intent with only subtle changes of

We have to practice diverse behavioral and communicative skills.

inflection. And body language plays its part, also, in the implication of a spoken message.

For example, the word *cat* has a variety of meanings. It can refer to the domestic pet or to wild animals like the lion, tiger, leopard or jaguar. In certain circumstances the word alludes to a malicious woman; in others, it can be a type of burglar. In slang it may be used to identify a man, probably interested in jazz. As a vulgarism it indicates one who is looking around for a sexual partner.

The words we use, and how we use them, may quickly make us friends or enemies. They can dam our progress or give us access to what we need.

How the words we use — and the way we use them — can build or destroy relationships.

IT'S ALL IN HOW YOU SAY IT

by Bryan B. Gardner

The noted speaker Millard Bennett told of a monk who asked his superior if he might smoke while meditating and was told emphatically, "No!" Another monk asked the same superior if he might meditate while smoking and was told, "Yes."

We are all different, and we have to practice diverse behavioral and communicative skills. I have five daughters, each as dissimilar from the others as orchids and thistles. I love them all — each for the great attributes she has. But none have identical qualities, a fact the older girls are beginning to recognize. They are now emulating some of the positive characteristics of their younger sisters.

That is surely what many of us as adults should work toward . . . the improving of our characters. Our supervisors recognize our talents, skills, craftsmanship. But — being removed a degree or two from us — they can also see some of our flaws, as we see theirs, too!

Because every one of us has shortcomings (the manager is no more exempt than the gopher), there is value to occasional introspection.

One of my daughters talks loudly — quite loudly. But she is enthusiastic and dedicated, and when she gets going on a project nothing will deter her. What a virtue! Any employer will be thrilled to have that energy and talent harnessed to a job that needs to get done. Now, when she learns to moderate and channel her exuberance so it doesn't detract, she'll be a real winner.

But note the concern: she naturally talks loudly! She does the work and does it well, but the volume of her speech makes some people view her less than positively. They can't easily tolerate those decibels. Even though they know she is absolutely dependable, they are concerned.

Then there's another daughter who presents herself beautifully to visitors. But to those who know her best she is sometimes moody, taking offense at the least comment. Oh, yes, she'll be an asset to many businesses, especially as she learns to control her temperament so that all can enjoy her all the time.

Sometimes these girls and, unfortunately, their parents, too, speak before they think. Sentences come out negatively; vocal inflections are vented in unexpectedly harsh tones; facts are tinged with fantasy — and then overstated, with emphasis! Fortunately, in our home we are beginning to identify how to deal with these shortcomings. As you may imagine, each of us has conscious moments of improvement, but then we slip and must struggle later to improve again.

DARE TO SHARE!

Toastmasters' '81 Membership Campaign



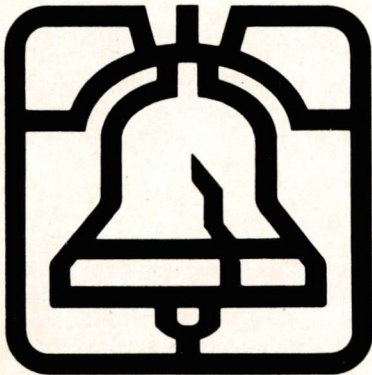
This year's contest is winding down, but there's still time to bring new members into your Toastmasters Club and receive special recognition and awards.

This contest applies only to individual new members who join existing clubs. New, dual and reinstated members count, but transfers and charter members do not. For the sponsor to receive credit, his or her name must appear lightlegibly on the Application for Membership (Form 400); no changes may be made after the application is submitted. The new member must join during 1981, and the application must reach World Headquarters no later than December 31, 1981.

Complete contest rules can be obtained at no charge from World Headquarters, request the Annual Membership Program Flyer (1620).

"All things considered, I'd rather be in Philadelphia." W.C. Fields

Make your plans to be in Philadelphia for the 1982 Toastmasters International Convention at the new Franklin Plaza Hotel.



The great thing we have discovered, however, is that in many instances we really haven't been aware that we were bothering one another. So, when a particularly distressing trait is drawn to our attention (if it's presented gently!), we can more calmly review that weakness and work in a positive vein to overcome it.

Be In Control

For many years I worked at an outstanding Rocky Mountain school. Early on I heard the story of the president of the college having an irate teacher burst in upon him and angrily proclaim that he was quitting. The president, a man of calmness, integrity and principle, accepted his resignation.

The next morning the teacher returned to claim his job back, stating he had not intended to say what he said the way he said it. The quiet rejoinder from the president was, "I am sorry but *you* quit. I accepted your resignation. Now we have contracted with another professional to take your position."

We must not let our emotions carry our words away. We must retain control, thinking first and then speaking in a positive manner.

As with our work-stations, so with our homes, too. In both places we want to associate with others who are pleasant, who visually smile and are able also to brighten the day with their voices. It's so discouraging — at home or at work — to listen to people grumble and grouch, stressing the unfavorable in their lives.

Why should any of us harp on the negative? With a moment's thought we can clearly see how almost every one of us in English-speaking countries *has* more and can *do* more, and enjoys greater personal freedom than the vast majority of people who have ever lived upon the earth. Of course, there are some petty irritations — but that's all they are.

A smile in the voice works wonders. That's as true for the engineer as it is for the sales representatives, foreman, office worker or the indispensable telephone operator. The sparkling individual who speaks with vibrant energy and enthusiasm just carries people along. That twinkle-in-sound lifts each one of us, encouraging us to go about our own work with joy and appreciation.

Well, of course, it's all very easy to write about the positive — and absolutely no problem to put the finger on the faults in others. But what if it's really something we need to look for in perfecting ourselves?

Let's glance at the past. Are there occasions when we knew we said the wrong thing, but by the time the words came tumbling out there was no possible way of correcting the situation? Embarrassing! The only consoling thought is that most of us have com-

mitted those horrendous bloopers more than once, too.

The problem comes if we don't learn from these "I-could-have-just-died" experiences. They represent challenges, such as:

- Not speaking without first thinking.
- Trying to consistently improve our attitudes so we don't ever aim to tear down or belittle another person.
- Not using slang, which can be quite offensive to other people raised in a different culture or manner.
- Eliminating the vulgar, coarse or blasphemous from our speech. We may quite unwittingly be cutting people off — people who would enjoy us if we would only turn off the verbal pollution spigot!

Think for a moment not only about the people on the firing line with us — our peers at work — but about how each of us "comes over" to our supervisors and the people in upper echelons of management.

In a small office or factory situation everyone knows each other. Even in a larger organization, however, where one is recognized by only a handful of

The proper words are ones that build rather than cut.

fellow-workers and the immediate supervisor, there is great value in knowing how to say what one wants to say without upsetting the applecart.

The proper words — those that build rather than cut, that still express clearly what we need to say — are the ones that will bring better reputations.

Words can start revolutions or turn tempestuous situations into calm postures. Sterling W. Sill, in his book "How to Personally Profit from the Laws of Success," notes that a starving, desperate woman started the French Revolution in 1789 by merely chanting, "Bread, bread, bread," as she repeatedly beat on a drum.

Mark Antony, grandson of Marcus Antonious (a great orator), virtually took away the Roman Empire from Brutus and his conspirators as a result of his oration at Julius Caesar's funeral. That one speech won him both tremendous personal popularity and immense power in Rome. As you can see, there is power in the tongue!

But words alone do not give power. It is the weaving of them that makes them useful. Hugh Fellows notes that Queen Christina of Sweden said the scholar Salmasius knew the word for chair in seven languages and still did not know

how to sit on one.

We have three vocabularies: reading — by far the largest; writing, smaller; and speaking, the smallest. Of the three-quarter of a million words in the English language, the majority of people actively use only about 6000! So those few thousands need to be put together in the right combinations. If they're not, misunderstandings do occur.

Every employee and manager ought to be required to wear a lapel button bearing the acronym B I O N I C. That stands for *Believe It Or Not, I Care*. That is precisely what is needed in the interpersonal relationships of every business. If we can demonstrate our caring for others through our words, voices, movements, then our colleagues — and customers — will open up to us and want to be around us. And, incidentally, we will choose words which diminish the chances of being misinterpreted.

Just what sorts of words and phrases build up rather than tear down? Let's take an example. One individual says to another in acid tones, "Get this order out today!" A little caring for the individual would have brought rephrasing, such as, "Fred, may I have your help? We need to get this order out today, urgently. I know I can rely on you."

The genuine compliment together with the request (not demand) for help, will ensure that the job is completed without resentment on the part of the person having to accomplish the task.

Specifics need to be stated. But they can and ought to be couched in pleasant language and given in a moderate tone of voice. Make no mistake, however, that the specifics will help avoid misunderstanding.

Offensive Language

I was very disappointed recently to hear that a city school board member had used foul and unbecoming language during an official meeting to make a point. What did this accomplish? Absolutely nothing positive. It turned people off. They resented both his authority and his heavy-handedness.

So, care with words — phrases, sentences, entire speeches — is vital. We need to be concerned not only for the words themselves, but also the manner in which they are said. And, if it be possible, we need appreciation of the frame of reference used by the listener.

That is to say, whatever we hear as listeners is understood within the life's experiences and observations we have had.

For example, if we have lived a hermit's existence without ever having known or possessed a coat, for example, should a stranger come to our shelter and talk about "a coat," it will have no meaning to us. The stranger then has to

describe a coat, its function, how it is worn, etc. As we hear about the purpose of a coat (to keep us warm) we conclude it is something like that which we do possess — a blanket. It's up to the speaker to make sure the listener understands what is being said.

As we communicate with others we need to be sure we are all on the same wavelength. Consider the case of the young boy who was given an ice cream cone. As he licked it, some of the crystals melted and dribbled off the cone and onto his clothing. In exasperation his mother (visualizing more clothes washing to be done) yelled at him, "For heaven's sake, use your head." Puzzled, the boy quickly wiped the ice cream cone against his scalp.

He did exactly what he was told! But he and his mother were not on the same wavelength. They didn't have the same frame of reference in their understanding of the words delivered and received.

Talking, listening and mutual understanding are not easy. The intonation of the voice, the sparkle in the eyes, the movement and tension of the body also have much to add to the meaning of what is said.

A whole new science of body language has developed in the last twenty years. There is recognition that while a person may say one thing, the body may show that the words are merely 'sounding brass'. Or, alternatively, the movement, tension, attitude of the body may reinforce what is being said.

For example, an individual leaning forward toward us, looking us in the eyes, suggests that that person is truly interested in us. On the other hand the sprawling, backward-leaning, casual speaker tends to give a feeling of indifference. And disinterest may be shown if the person will not even look us in the eyes.

So, despite the fact that relationships between people — at home or at work — have to be developed, they can be realized. There are the seeds of friendship, helpfulness, courtesy and optimism in every one of us.

A little gentle criticism in a constructive way will help us see where we fall short. A smile, a sparkle, vibrancy and vitality will soon encourage people to seek us out, to enjoy our companionship and the contributions we make.

It's as great, big, beautiful a world as we will make it. And the people in it are as super as you perceive them to be. Even better than that, you can be the individual you have dreamed of becoming. It's all in how you say it! 🗣️

Bryan Gardner is publications coordinator for Utah Technical College at Salt Lake. A member of Utah Tech Club 4190-15 and the National Speakers Association, he is also a professional public speaker, actor and writer with five books to his credit.

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Toastmaster Receives Canada's Highest Honor

When his Royal Canadian Air Force plane crashed enroute to North Africa in 1943, Toastmaster Don Curren refused to be daunted by the loss of the use of his legs. Instead, he regarded his new handicap as a challenge. He also used it as a building block in a new career — helping handicapped Canadians.

His efforts on behalf of Canadian handicapped people and the Canadian Paraplegic Association were recognized recently when he was presented the Order of Canada by the Canadian governor-general. The award, Canada's highest, is given only to Canadian citizens who have greatly contributed to their country and fellow countrymen.

A member of the Canadian bar association, Curren served as the Atlantic area representative to the Canadian Paraplegic Association from 1947 to 1951. In August, 1951, he joined the association as executive director of the Nova Scotia division, a position he still holds.

"My job has been extremely rewarding," said Curren. "There had been nothing here before World War II and life was extremely hard for paraplegics. Very few ventured outside their own doors."

Thanks to Curren's work, life is much more promising for paraplegics. The Canadian Paraplegic Association now provides counselling and help for paraplegics and has successfully lobbied for changes in provincial law



AWARD RECIPIENT — Don Curren receives the Order of Canada, the country's highest honor, from Canada's Governor-General, Ed Schreyer.

recognizing the special needs of paraplegics. Other achievements include "accessibility" legislation in Nova Scotia and the introduction of a transportation program for physically handicapped people in the Halifax area.

Curren says the struggle of paraplegics still continues and advances have been made, but a large task still lies ahead.

"The work is never complete," he said. "The urgency and the pathos and the great need is spearheaded by the younger people disabled by injury."

Curren was a charter member of Halifax Toastmasters Club 1055-45 and served as president in 1956. He is presently a member of Sears-Halifax Toastmasters 1555-45.

World Headquarters Announces New Department Manager

Nancy Langton has been named manager of Membership and Club Extension at World Headquarters.

A World Headquarters staff member since 1971, Nancy will be in charge of helping clubs increase their membership and chartering new clubs. Originally hired as a secretary in the Membership and Club Services Department, she moved up to administrative assistant, then became administrative assistant in the Education Department. Most recently she served as special assistant to the executive director.

Nancy has been married to Larry Langton, World Headquarters' production manager, for three years. She has a two-year-old daughter, Valerie, and a seven-year-old stepdaughter, Jamie.



Nancy Langton

Speech Training for Inmates' Children

The speaker glanced nervously around the room, cleared his throat and glanced at his notes.

"Mr. Chairman, distinguished guests and fellow Toastmasters," he began. "I am here tonight to talk about cigarettes and smoking."

This scene could have occurred at any Toastmaster meeting. But this one was different. The speaker was only six years old and his audience was composed of other children and convicted felons. The meeting was taking place in the visitors' room of the Delaware Correctional Center.

The youngsters were participating in a Youth Leadership Program sponsored by Communicators 1321-18, a Toastmasters club for inmates of the institution. All of the youngsters involved in the program were children of inmates. As far as authorities know, it was the only program of its kind in the country — behind prison walls.

The eight-week Youth Leadership Program certainly appeared successful. One shy 11-year-old girl had found it difficult to say even her own name to the group at the first meeting. Several weeks later she gave a five-minute talk on macrame, displaying her work and fielding ques-

tions from the audience like a pro. And six-year-old Demond Jackson, who was too young for the program but had been coming with his older brother, begged for a chance to speak about his feeling about cigarettes.

"Cigarettes are bad," he said earnestly. "I hate cigarettes. Cigarettes can kill you. This is the effect of killing," he added, holding up a drawing of a sick man.

One Toastmaster father was particularly proud of the program. "If I'd had something like this to give me confidence to communicate with people when I was a kid, maybe I wouldn't have ended up here," he said.



The six basic types of difficult people
and how to handle each of them.

Coping Effectively With Difficult People

by Douglas Hirano

Imagine you're giving a speech on a controversial topic and you notice a member of the audience growing increasingly hostile to your words. Your worst fears are realized when you see him making his way through the crowd toward you.

"I've never heard a more cowardly stand!" he cries. "Your speech was filled with lies. You don't know what you're talking about!"

Many of us would probably cower

against such an aggressive onslaught, managing to give a weak reply and generally trying to avoid the confrontation. A few courageous souls would shout right back, matching the aggressor epithet for epithet. Unfortunately, neither response is adequate — at least according to Robert Bramson, Ph.D., a Berkeley, California, management consultant who specializes in dealing with difficult people.

"The audience member who comes

on like this is a 'Sherman tank,' a person who intimidates through openly aggressive behavior," explains Bramson. "Giving in to the person would make him or her lose respect for you, destroying the possibility of later communication should that person be someone you absolutely must deal with in the future — your boss, for example. And fighting the tank would only cause him or her to escalate the attack, eventually running you over."

What, then, is the proper response to such an obviously difficult person?

"Stand up to the person, but don't fight," advises Bramson.

Most of us don't have to deal frequently with this kind of hostility, but we do meet and cope with difficult people in our everyday lives — at the office, at parties, in supermarkets, at home and sometimes on the speaking platform. Unfortunately, many of us don't know how best to deal with these difficult people and their difficult behavior. We just allow ourselves to be snubbed, ridiculed, cheated and inconvenienced.

Robert Bramson hopes to change this. Through written and oral data gathered from more than 400 managers and workers at business offices and public agencies, he's extracted specific coping responses to specific types of difficult behavior. From this research, six basic types of difficult people have emerged: *Hostile-Aggressives*, *Know-it-alls*, *Overagreeables*, *Indecisives*, *Complainers* and *Unresponsives*.

Here's how they break down:

- *Hostile-aggressives* come in three sub-groups: Sherman tanks, Snipers and Exploders.

Sherman tanks, as explained earlier, are openly aggressive people who manifest their hostility through finger-pointing, voice-raising behavior. When attacked themselves, they only escalate the attack and run over their opposition. Coping behavior against Sherman tanks begins, first, by holding your position and looking them straight in the eye. Then you must state your case — loud, clear and fast. Begin your statement with phrases like "I disagree with you. . .", "In my opinion. . .", and "It's my judgment that. . .", which deflect the Sherman tank's attack enough to cool him down. In addition, by confidently stating your opinion and standing up to the tank, you show respect for yourself, which Sherman tanks themselves can respect. In fact, Bramson has found that it's not unusual for Sherman tanks to display overt friendliness towards people who stand up to them.

Snipers are distinguished by the fact that they attack from behind cover, often camouflaging their onslaught in laughter:

"By golly, George, your speaking is really improving. Your last speech was almost coherent," says your boss, laughing heartily.

Unfortunately the laughter only veils his true feelings, thereby denying you the right to say you're being attacked. The best coping response against the Sniper is to "smoke him out" when the two of you are alone (the Sniper loves an audience and can become a Sherman tank when others are around to spur him on). A proper response might be, "I know you were laughing yesterday, but I thought I heard a dig. Is my speaking that bad?"

Always end with a question so that the Sniper must come from behind his cover and out into the open. More often than not, the Sniper will cease fire once you've exposed him.

Exploders often are not intentionally hostile; their sudden outbursts — often in the middle of conversations — occur as defensive behavior, usually when they're personally threatened or greatly pressured. Their behavior can range from sudden outpourings of profanity to intense crying bouts. In either case, the best immediate response is to freeze your behavior and let the exploder wind down. Usually exploders will cease their emotional outbursts and become quiet. If they don't wind down, then use a line like "This is very important to me and I want to talk about it with you, but not *this* way." Or give them time to cool by saying, "I'll be back in five minutes. We'll talk about this problem then."

Dealing With Arrogance

- *Know-it-alls* come in two types: real experts and phony experts.

Real expert know-it-alls are highly intelligent, competent people — 75 to 85 percent of the time they're right about things. Unfortunately, although they're valuable people, they're often insufferable. Smugness and self-righteousness accompany their opinions and beliefs, leading them to all but shut out everyone else's opinions. This can discourage those near them.

"What's the use?" thinks Tom as he approaches his boss's office. "Mr. Know-it-all is just going to correct everything in this report. He won't let me get a word in edgewise."

Tom is frustrated by the know-it-all attitude of his boss toward Tom's work. But, according to Bramson, even such know-it-alls can be coped with effectively.

"First and foremost, you must do your own homework," says Bramson. "Be accurate, careful and thorough. Double-check all figures and statistics."

Also, instead of arguing with know-it-alls, Bramson recommends merely acknowledging the main points of what they're saying, making sure they know

you understand them. Then, ask questions concerning what they've said, like "How will your plan hold up after three years?" or "Can your system be implemented over our three offices?"

Such questions, says Bramson, aid know-it-alls in seeing the long-range and far-reaching possibilities of their decisions (and possible errors in their own calculations).

If all else fails in your relations with the know-it-alls, Bramson advises taking a "purposeful, subordinate stance" toward the know-it-all: "You know, Bill, most of the time you're right. I'm going to look carefully at the things you do." This stance is a useful alternative to simply stewing about the know-it-all's pig-headedness.

Phony expert know-it-alls are easy to spot — they sound as if they know what they're talking about when they obviously don't. In this case, Bramson recommends letting the phony expert know that he's wrong, but allowing him to save face in the process. ("You must have looked at an old report, Roger," you might say, "Your facts are a bit off. . .")

- *Overagreeables* are pleasant people to be around; they're likeable and agree-

You've got to show support for the "be-nicer's" decisions.

able and will tell you what you want to hear. In fact, they'll *only* tell you what you want to hear. They often hide their true opinions and feelings because they fear your disapproval should they criticize you. This can hurt you, especially when you need a good, honest opinion of your performance.

Bramson recommends several responses to the friendly, overagreeable person.

First, make it easy for the Overagreeable to tell you what's wrong. "Even if it's a small problem, Jerry, tell me. I really want to improve my speaking, and you can be of great help, but you have to level with me." Such appeals draw out the overagreeable by making him feel he's doing you a favor by being open.

Also try to make the Overagreeable feel accepted. You do this by being personal with him ("How's that son of yours doing in Little League?"). Acceptance allows Overagreeables to be candid with you without fear of disapproval.

You should also propose compromise when bargaining with Overagreeables. "Win-win" solutions allow them to be honest with you even while getting something they also need.

Finally, listen closely to their humor. Often they'll use humor as an indirect communication of a problem they don't want to state outright for fear of hurting your feelings. For instance, if an Overagreeable laughingly calls you "Mr. Expert," you might want to do some self-examination to see if you're not a "know-it-all."

- *Indecisives* are only problems when you need a decision from them. For example, your best friend, Stan, vacillates on whether or not to go sailing with you or to go to his in-laws' dinner party. Or perhaps your boss can't decide whether or not to let you speak at the next managers' convention. In either case, you need a decision and they're not providing one.

Bramson sees two types of indecisive people: "Be-nice" indecisives and Analytical indecisives.

"Be-nice" indecisives are very pleasant people. They listen carefully, nod and ask easy questions when talking to you. Unfortunately, they never reach a decision concerning your inquiries because they don't want to hurt anyone by making decisions that must favor one side or another. So they make no decision at all. Stan, in the earlier illustration, doesn't want to hurt your feelings by deciding to go to his in-laws', nor does he want to hurt his in-laws' feelings by deciding to go sailing with you. Consequently, he makes no decision at all and you never hear from him.

Reducing Conflict

Bramson recommends that you make it easy for nice indecisives like Stan to voice their concerns or conflicts ("How would your in-laws feel if you went sailing with me instead of going to their dinner party, Stan?"). Offering them alternate solutions also helps ("You could go to your in-laws' party this weekend and go sailing with me next time, Stan.").

"Listen for 'weasel' words also," says Bramson. "Words like *kind of*, *sort of* and *generally* indicate conflict and indecision. You must clarify these areas of ambiguity in nice indecisives so they can reach a proper decision."

Personal support after nice indecisives have reached decisions is also important, as it prevents them from changing their minds. Sentences like "In my opinion, you made the right decision" indicate your personal support.

Finally, while coping with "Be-nicers," make sure you monitor their emotional responses. Annoyance and irritation in the indecisive could lead to irrational, impulsive decisions. If they seem irritated, take them out of the decision situation by saying something like, "It sounds as if you have reservations about things, so let's talk about this a little later."

Fortunately, "Analyst" indecisives — like the boss who can't decide whether or not to let you give that speech at the managers' convention — are a bit easier to deal with than "Be nicers." Analysts are people who, because they're obsessed with thoroughness, delay making decisions until they're absolutely sure their decision is the right one. This would be fine, except that few of us have excessive amounts of time to wait for a decision.

In cases like this, Bramson recommends saying, "Could you give me a decision on that speech by next Wednesday? I need time to prepare the speech."

Bramson has found Analysts responsive to time structuring. Giving them time deadlines for their decisions is usually successful, since time limits appeal to the Analyst's strong sense of logic.

- **Complainers** feel powerless in what they perceive to be a highly imperfect world. Consequently, they feel obligated to let others know of their dissatisfaction with the state of things and, often, your particular role in their dissatisfaction. Should you be cornered by such a person (who could be a spouse, friend or complete stranger), Bramson recommends letting them blow off steam. Listen actively to them, acknowledging what you've heard. Be careful not to agree or disagree — just let them know you understand their complaint. Then try to get the Complainer into a problem-solving mode ("Gee, Chuck, I can see there's a problem here. How can we go about doing something about it?"). Give the Complainer a limited task, such as having him or her put the problem in writing. Then ask the Complainer what he or she wants to happen once the two of you have finished your discussion.

This last step often causes the Complainer to stop complaining altogether — to you, at least. You've ruined the "fun" by trying to make the inter-action productive.

- **Unresponsives** are only difficult when conversation is needed. And because conversation is needed in so many situations — job interviews, office situations, parties, in the home, at school — it's important to understand and cope with silent, unresponsive people.

Silence can mask confusion, sorrow, guilt, anger — almost any emotion, making it difficult to guess the cause of the unresponsiveness. Bramson recommends getting Unresponsives to open up and talk about what's bothering them.

"It's important to ask them open-ended questions," says Bramson. "Questions like 'How do you react to that?', 'What's going on?', and 'What's happening?' effectively open the door

for Unresponsives to vent their feelings."

Bramson also advises following up those open-ended questions with a "friendly, silent stare." This stare — though neutral and expectant — should be directed at the Unresponsive's lips rather than at his eyes.

If after 20 seconds you don't get a response, then comment on that fact. "I told you about your performance and expected a response. What's going on?" If that doesn't elicit a response, you can either restate your questions or terminate the interview, saying, "Well, it looks as if we can't talk about this now. I'd like to talk to you tomorrow."

More than likely, however, your first question and friendly, silent stare will elicit a response. If it does, Bramson warns against jumping immediately into the conversation. Rather, listen actively and respond when necessary.

Multiple Traits

Bramson has found many difficult people combine two (or more) difficult behaviors. In these cases, Bramson advises using the coping methods indicated for both difficult behavior patterns, in alternating sequence.

For the most part, however, you will be dealing with a single difficult person with a single difficult behavior pattern. Bramson recommends the following preparatory steps for successful coping:

- Assess whether an honest discussion can cure the troubled situation or whether the difficult person's behavior is habitual and absolutely requires coping responses.
- Stop wishing the difficult person were different. This only gets in the way of effective coping.
- Categorize the difficult person's behavior. Is he an Overagreeable or an Indecisive? A Sniper or an Exploder? You must determine this before a coping behavior pattern can be initiated.
- Formulate a coping strategy based on the information already discussed.
- Practice your coping responses with a friend or in the mirror.
- Implement your plan, choosing a time when the difficult person is alone and not overly busy.
- Modify your plan as necessary. Your plan's failure could mean you categorized the person incorrectly.
- If all else fails, avoid the difficult person completely.

Robert Bramson would be the first to admit that these responses are in no way foolproof; all individuals are different and respond differently to different situations. But they do, at least, provide the bewildered a guideline with which to deal with difficult behavior. 🗣️

Douglas Hirano is a freelance writer in San Jose, California.

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Can't remember important names? Try these tips on memory training — your success may depend on it.

YOU MUST REMEMBER THIS

by Deborah Brown

Someone wise in the ways of human nature once quipped, "To err is human; to forget, routine." Indeed, anyone who has played cat-and-mouse with someone he should have known at a social gathering — or worse — failed to remember his wife's birthday or anniversary date, knows the embarrassment and mental anguish such bouts with amnesia can produce. Suffice it to say in a world of five-digit zip codes, seven-digit phone numbers (plus area codes) and general information overkill, modern man is expected to retain and retrieve more facts than ever before. Money, power and careers often hang in the balance, and it's a hapless individual who punches up an information request on his home-grown computer, only to find the item was erased . . . or never even recorded.

Whether you ascribe to the theory that it's what you know or who you know that really counts, few would deny that the well-cultivated knack for remembering names and faces can prove especially valuable to the up-and-coming businessperson. The naive Romeo who uttered philosophically, "What's in a name?" obviously didn't take into consideration his family's views on the matter. People have fought, died and made tremendous sacrifices for the sake of a name; and, like a favorite melody, most like to hear their own rendered skillfully and sweetly, over and over again.

Think a moment about how you feel when someone forgets your name — and you believe they should have remembered it. Let's say you had been introduced by a mutual business acquaintance to Pete Thompson — a pleasant, intelligent fellow who seemed genuinely interested in you and your company. After an animated 20-minute conversation on the events of the day, you suggest that you get together soon for a drink. Pete appears enthusiastic about the idea, and so you tell him you'll

give him a call in a few days and set it up.

The next evening, after work, you're out at a local restaurant and catch a glimpse of your new friend on his way out. Starting toward him, you call out his name (not too conspicuously, of course) "Hey, Pete, how ya doin'!" Slightly startled, he turns, smiles weakly and blurts out, "Oh, HI! . . ." (pregnant pause) . . . I'm just great, how about you?" And, predictably, as the small talk rapidly fizzles out, it suddenly dawns on you that he doesn't really remember your name. His hands are fidgeting, and he's obviously in a hurry to leave before he feels obligated to introduce you to his friend. Well, that's okay. He's making you nervous, too, so you let him go easily. As you watch him scurry through the door, a look of real relief on his face at the thought of pulling it off, you shake your head in resignation. You could see through his little guise like a piece of plastic wrap. After all, you've done it yourself — more times than you care to remember.

Lowered Self-Esteem

Hypothetical or not, the preceding incident would probably not cause anyone to lose any sleep. But upon examination, Pete's failure to remember your name is probably more consequential than it appears on the surface. How do you feel about him now? Do you think you'll still call him for that drink? How does it make you feel about yourself? If you are an introspective personality, perhaps you will wonder — if only for a brief second — what you did or didn't do that made you so unimportant to him that he didn't get your name. Your self-esteem is lowered a notch. If you are a very confident person, Pete's memory lapse might be interpreted as an insult — a threat to your view of self-importance. In defense, you may decide that Pete isn't too bright or on the ball. And you may,

consciously or not, find other ways to pick him apart. The point is, no matter what kind of personality you have, Pete's forgetfulness can only be translated into a strong negative, for you and for him. It lowers the self-esteem of the person forgotten (you) and most likely the esteem you had for Pete. And, conversely, if you were the one to forget Pete, you can bet the result would be the same. (If both of you had forgotten each other's name, you would have been broadcasting to one another that you really don't care about developing the relationship — usually not a smart thing to do.) Note super-success Dale Carnegie. He always believed that to get people to like you, and to influence them in a positive way, you must make them feel important. What better way to begin than to recognize them with the words by which they most identify themselves — their names!

"But I meet so many people," you may object, "and I'm not a kid anymore. How can I possibly remember so many names?" The answer, as with many things in life, is found in the most unexpected places — in this case, in the

People have fought and died for the sake of a name.

not-so-childish children's story and (block-buster MGM movie) *The Wizard of Oz*. Like the light-headed scarecrow who pined away for the brain he already had, many people, having reached the grayer side of 35, are suddenly singing death's dirge for memory lost when in truth their brain's capacity to store information is far greater than had previously been imagined. Some experts on the subject say humans use only 10 percent of their total mental capacity. Other researchers cite a figure lower than one percent. At any rate, estimates of the brain's storage capabilities find ample space for 1000 new bits of information to be registered every second from birth to old age. The only real problem one encounters on the golden road to memory enlightenment is in warding off his own personal wicked witch (for most people, otherwise known as laziness).

But let's get back to you and Pete. What should either of you do the next time you meet someone and want to remember his or her name? The following are a few suggestions advanced by top authorities in memory training.

- Make yourself interested in the person. This is merely a decision on your part.

- If this is a business contact, make sure you get a business card. Take a good, hard look at the name right away. Since 85 percent of what is learned and remembered comes from visual stimulation, anything you see either in reality or in the mind's eye will help.

- Hear the name. Absolutely essential if there is no business card, but very important regardless — especially if the pronunciation is difficult.

- Repeat the name. Your teachers in elementary school didn't make you recite your spelling lessons over and over for nothing. Repetition reinforces the idea in the mind. Try to use the name once or twice in the course of the conversation, especially as you part company. If this seems awkward, repeat it silently to yourself — but don't tune out what he or she is talking about!

- Without it sounding too contrived, try to make a comment about the name. Ask how it is spelled or about its family origin. Not only will this help you to remember, but if done well, will be another indication of your interest in that person.

- Study the person's face. Everyone, no matter how good-looking, has at least one feature that stands out. It may be a prominent nose, jutting chin, high forehead or large ears. Choose a feature that particularly strikes you. (First impressions are usually the best, but don't stare!)

- Make up an association using ridiculous, incongruous images to illustrate the person's name. You'll need about 15-20 seconds to do this. An example: The man's name is Matthew Oversfeld. In your mind's eye (remember the importance of sight in memory) see an *ewe* (a female sheep) working *math problems over* a piece of *felt*. Don't worry about calling him Ewemath Overfelt. "True" memory will tell you the right pronunciation — these are just visual clues. Another name: Carl Berger. Perhaps you will see a piece of *coral* between two sesame buns, making it a *burger*. Got the association? Now, tie in the ludicrous image with the feature you've selected from the person's face. See that "ewe" perched upon Matthew's nose, for instance. Or that "coral burger" substituted for one of Carl's large ears. Easy!

- Hold on. Don't stop reading! All right, so the above threw you for a loop. And while it admittedly sounds a bit far-fetched, there are too many people (yes, they're sane) that use this system or a variation of it and find it works astonishingly well. Harry Lorayne — talk show regular and memory authority extraordinaire — can meet and remember names, faces and miscellaneous facts about several hundred people at one time. And Robert Montgomery, another oft-quoted expert who ascribes to this system, has been inter-

viewed by many highly-credible periodicals — including U.S. NEWS AND WORLD REPORT. Besides, there's really no reason why you have to tell the guy with the scholarly sheep on his nose how you have remembered his name the next time you see him. If he asks, expresses surprise or has noticed how easily you have assimilated other names, tell him you make it your business to remember.

(Incidentally, most people have to rely on this trick only once or twice. After that, the name and face become knowledge, and the silly pictures disappear.)

Other Memory Tools

There are other mnemonic systems that can be used to heighten memory performance. Named in honor of Mnemosyne, the ancient Greek goddess of memory, all are techniques designed to exploit the fact that new memories are built by making a connection with previously-formulated knowledge. "In fourteen hundred and ninety-two, Columbus sailed the ocean blue," and "i before e except after c . . ." are just two familiar examples of using the mnemonic device of rhyme to jog recall.

Mark Twain could rattle off yarn after yarn without written notes.

Music, another mnemonic vehicle that provides a solid structure on which the fabric of memory can weave, is a potent aid indeed when teamed with rhyme. Ever wonder why children who have trouble remembering multiplication tables can remember the words to every jingle on TV? It's based on association. The tune reminds them of the words, and vice-versa. Obviously, advertisers discovered long ago that it works on adults, too.

Yet, to mangle an old cliché, there's more than one way to skim a fact. Acronyms are also excellent tools for prying the memory and offer a bit of challenge to create. Each letter in the word *homes*, for example, represents the first letter of each of the Great Lakes. If for some reason you would need to remember that (say, to play a TV game show) think of your acronym and the names are practically spelled out for you. Or, to be a little more realistic, suppose you want to keep in mind the order of the hierarchy in a certain organization. An aid would be to make up an acronym. Mr. Gordon is chief executive. Under him are Owens and Bailey, who supervise Bancroft, who oversees Lederer and Evans. The word *gobble* is formed when you isolate the

first letter of each man's name.

Mark Twain, famous author and premier raconteur, used to lean on another mnemonic crutch called "loci" when he had to give a talk. Audiences were amazed that he could rattle off yarn after yarn for an hour or more without the benefit of written notes. His secret? The afternoon before his scheduled appearance, Twain would take a stroll in the town's park. As he walked along, he would mentally attach the main points of his speech to different objects along the way — a bench, tree, fountain, etc. That night on stage, all he had to do was make his way through the park again (in his mind's eye) and the objects he would "see" would automatically remind him of the next section of his talk.

And, incidentally, food for thought should not be overlooked by the person who aspires to develop a rapid-fire memory. Dr. Richard J. Wurtman, professor of neuro-endocrine regulation at the Massachusetts Institute of Technology, asserts that choline, a substance found in meat, fish and egg yolks, significantly affects the brain's ability to produce an important neurochemical called acetylcholine, which enhances memory capabilities. Down- ing some coffee might help, too, despite the bad publicity it has received lately. Caffeine has been shown to perk up the recall powers of laboratory animals.

Additional hints for the memory-minded — relax. If you need to remember something and it just won't surface, divert your attention with another activity. Chances are the missing data will pop into your head. Another important item — keep that optimistic, sunny outlook on life. It's been discovered that people suffering from depression experience significant memory loss while they're in that sorry state. And one last note especially worth mentioning — if you do tend to forget things once in awhile, don't despair. It's not only normal, it might even be healthy. Many scientists believe we actually retain everything that happens to us. We just forget some things — especially if they're traumatic — to give ourselves relief. There have even been a few cases studied where people who remember much more than the norm lead lives racked in confusion. But, all in all, nearly everyone agrees that these are rare instances indeed, and that by far it is best to let "memories light the corners of your mind," as the popular song goes, and light up your future as well.

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Deborah Brown is the editorial assistant at The Optimist magazine based in St. Louis, Missouri.

Simulating problem situations
to promote effective communication.

Role Play For Better Communication

by Vivian Buchan

Athletes practice, actors rehearse, doctors work on inanimate bodies before working on real ones. Why, then, shouldn't we practice our own work or family roles to achieve greater understanding of each other and the problems that may exist at our job or home?

Role playing is becoming an increasingly popular training technique that is paying high dividends. Seminars, lectures, conventions, in-house meetings all impart knowledge. But what they don't do is provide an opportunity to learn by doing.

Role play is a tool used by psychologists, counselors, teachers, personnel directors, department heads and foremen. The technique helps identify unconscious behavior or attitudes which rupture relationships, alienate co-workers and lose customers. But the main objective is to gain more insight into your own feelings and to become sensitive to the feelings of others.

In role play, the learner (protagonist) is confronted with a specific problem or dilemma posed by other participants (antagonists). The setting is as related as possible to the actual situation, so the environment is realistic.

Role play can be either spontaneous or structured, but usually the two techniques overlap or are combined. In each case, though, the goal is the same: to focus on the improvement of skills rather than to level criticism at anyone.

Role playing can be used to train employees for a specific job; help a new employee adjust to a new job; better handle buyer or seller complaints; improve relationships on the job; and improve morale, attitudes, teamwork.

Once the setting is arranged and the problem is discussed, volunteers enact the situation. Then both participants and observers talk over the situation, pointing out the weaknesses and strengths apparent in the handling of the problem.

If you're involved with a large organi-

zation where employees are advanced or shifted from department to department or new employees are being trained, it would help to develop a scenario that could be used over and over. Some trainers go so far as to assign the roles ahead of time and give the persons involved a chance to think of ways to solve a problem or dilemma.

Role playing helps us identify destructive behavior or attitudes.

When planning the role-playing situation, keep in mind specific goals such as the development of the ability to solve problems, conduct interviews and improve relationships within the organization or with clients.

Let's say, for instance, you want to train your salespersons in better techniques for closing a transaction. You first set up a structured situation with all of your people present, asking one to be the salesperson and another to be the buyer. Have them act out one type of closing-the-sale technique after another to discover which one seems more effective. Encourage everyone to offer suggestions or set up another problem which they may have encountered (and that you may know nothing about) and re-enact that one.

In situations like this, role play provides an opportunity to get a better grasp of the cause-and-effect factors inherent in any problem or conflict. Through it participants and observers develop greater powers of observation, increase critical listening skills and develop more control over the emotions. Everyone can see how body language, voice control, pace and timing in speaking and eye contact are all vital to successful communication. They can also observe how a meeting of the

minds is difficult to achieve unless those minds are open and receptive to one another.

Take, for instance, a salesperson who doesn't understand a client's real needs or the client's ability to pay for what he or she wants to buy and the salesperson wants to sell. If the salesperson can step into the other person's shoes and ask questions that will benefit both of them, a happier transaction can take place.

Role play also teaches through imitation. A new person on a job can be helped immensely simply by watching a pro in action. That's why practice teachers are teamed up with experienced teachers and new salespersons are given the chance to watch an experienced salesperson in action.

Different Methods

Let's discuss some of the techniques that have been successful with both large and small groups.

The *One-on-One* method pits the protagonist against the antagonist for the benefit of the spectators, who observe, evaluate and then discuss the way the problem was handled.

The *All Alone* technique is used by an expert who records on tape various ways of solving certain problems. Let's say you are concerned about the way some of your salespersons are losing sales because of a fumbled closing technique. You can record your suggestions about how a sale can be successfully completed, pointing out why one method is superior to another. Emphasize that sales are being lost because a salesperson may be too talkative, too high-pressured, too belligerent or too weak in getting the signature on the bottom line.

The *Role Reversal* technique involves the switching of jobs. For example, the foreman on an assembly line plays the part of an employee doing a routine job of stuffing toothpaste tubes into boxes while the employee assumes the role of the foreman. Through switching roles

the foreman will recall how bored he was with assembly-line work, acquiring more sympathy with the employee's problem. The employee, on the other hand, begins to empathize with the foreman's problems of keeping up production, holding down accidents (caused by daydreaming or inattention) and improving morale and attitudes.

In *Role Rotation*, different persons handle the same problem with different approaches to discover the most effective ones. Suppose you're trying to improve the way customer complaints are being handled. Dissatisfied customers have been complaining about the attitude in the customer service department. Set this problem up:

A furious woman has returned a dress she bought during a sale where all sales were final and no refunds allowed. She ignores the rules of the sale and demands that her money be refunded because she doesn't like the dress now that she has it home.

How would you handle this situation? Can the woman be calmed down without bending the rules? What is more important in this situation . . . the customer or the money refund? Evalu-

Reversing roles lets us experience the other person's problems.

ate a variety of ways that this complaint could be handled peacefully and effectively.

In the *Intervention* technique, questions may be asked during the enactment of a scene. "Do you think your approach would work every time?" "How would you have handled this transaction if the complaint had been brought in by a big, burly, belligerent man instead of a middle-aged matron?" "Do you think your body language and your verbal language were coordinated?" "Were you so angry and frustrated, you lost your temper and insulted the woman?"

Structured Scripts are actually little skits where the players learn their lines, rehearse them and stage a performance. The skit could center on a timid buyer being confronted with an aggressive salesman who is overbearing or a confused mother trying to decide which bicycle to buy for her son. An insurance salesman could also be trying to convince a prospect to buy an annuity policy.

Granted, this method involves more preparation on everyone's part. But it's also very effective in large organizations where it's not feasible to set up role-play situations on a one-to-one basis or where many of the employees

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aren't acquainted with one another. *Imitating Models* focuses on modeling or remodeling behavior. The players are given a list of several learning techniques with specific key words or phrases to use. Use an experienced person or a short videotape to show someone performing in a similar situation who's doing the right things. Then pair up the players and let them go through their encounters in front of groups. Each pair is given the same amount of time to perform, after which spectators evaluate the situations. Those evaluations are then compared with the comments of the other groups. The competition creates more interest and results in better ideas to toss into the idea pool.

Encouraging Participation
When you first propose role play to your organization, you may hear moans and groans of protest. It's human nature to be fearful of new ideas, so stress the fact that role play focuses on the formulation of new ideas and provides a chance to experiment with new techniques to see if they work. Remind them that the controlled situation offers the chance to practice techniques in a variety of situations without being

expected to produce results or bring in a signed contract. Always keep in mind that in role play the danger of laying criticism on an individual is always present, so stress that the technique is simply set up to stimulate a situation where the participants can develop more self-confidence and security. Make it clear that what you're interested in is getting everyone involved so that there's teamwork within the group and that everyone gets into the act one way or another. In time, the participants will begin to relax and enjoy the game. They'll discover that effective communication depends in large part on how we feel and our understanding of how others feel. And that's what role play is all about. 🎤



Vivian Buchan, a frequent contributor to The Toastmaster, has published more than 400 articles in 75 publications. A resident of Iowa City, she is a former member of the faculty of the University of Iowa, where she taught expository writing, public speaking and literature.



Stripping away the communication barriers
in our personal relationships.

STRAIGHT TALK

by Marjorie Dean

I seem to think of our discussions as win or lose. I never realized it before, but that isn't the way I want to think."

"When she talks to me, I can't tell whether she's being sarcastic or sincere. I want to believe her, but sometimes, I just don't know if what she's saying is what she really means."

"I wish he would just listen and not interrupt. I can't think fast enough to answer him, so I end up defending myself instead of saying what I really wanted to say."

These are the statements of three people who are caught in webs of miscommunication. How did they get entangled?

"Communication is a complex matter," says family therapist Bea Schulman. "Most people think of communication as a linear process, where A speaks to B and B responds to A. More often, we are usually involved in a circular communication."

Many things happen when we say something to someone else. Content isn't the only ingredient. There's tone, undertone, double meanings, established patterns, conditioned responses, personal prejudices and more.

That means that when John is speaking to Mary, Mary is not only responding to what John has said, but also to what he sounds like, what that makes Mary feel, whether John is consistent with how he usually talks, and even the facial expressions and body language he is using.

For example, John may say, "You sure thought you were great last night at the party, hopping from table to table."

And Mary replies, "You didn't do so bad yourself."

That's trouble. John and Mary are miscommunicating. What they are doing is what Schulman calls "dirty fighting." It's not straight talk or "clean fighting." Clean fighting means labeling your true feelings, expressing them and allowing the other person to give a clear, constructive response.

The above conversation is an example of dirty fighting. Mary feels attacked so she counterattacks. Neither one feels there is a positive avenue for communication.

In clean fighting, the above conversation would have a different tone.

"I felt abandoned at the party last night," John would say.

Then Mary can say, "Why? What did I do?"

If John wants to keep it "clean," he will stay on the "I feel" level and not take her question as opportunity to attack. He'll reply, "Well, I wanted you to spend more time with me at the party."

This conversation is free from hidden meanings, innuendoes and accusations.

It allows for real communication and cuts out most of the possibility for misunderstanding. And, best of all, it accomplishes what most of us really want — constructive relationships that make us feel good about ourselves.

Untangling the Webs

So, how do all these garbled patterns develop?

According to Schulman, it's our role models. We observe how our parents talk to each other and how they talk to us, and that's usually exactly how we end up communicating with the people around us.

We can see the backlash in a common phrase we use. "Let me talk *at* you," we say in jest. But that's usually not a joke because often that's exactly what we do. We don't listen; we don't expect to be listened to; and most seriously, we have forgotten how to relate on a feeling level with honest and open statements.

As Ken Perkins, a Southern California family therapist, puts it, "Get into your emotions, label them, then, run the mind — the computer — to search out what you've been holding inside. If you procrastinate, you're going to function from fear."

The chief fear among couples, according to Perkins, is that the other is going to leave. This kind of fear leads to censored and disguised communication which becomes more and more difficult to unravel.

"Men usually express fear as anger," says Perkins.

That may be because our society doesn't allow a man to feel like he's okay if he shows he has fears. That would be considered a show of weakness. But, it's okay for him to be mad.

A woman expresses anger as fear in the same vein because she would be labeled nag, fishwife or worse if she shows anger, but she can still be feminine if she's afraid.

How can men and women adequately express true feelings if they feel they will not be accepted? The solution is re-evaluation of those values and role models. If we count the cost of those deceptions, it may be too high a price to pay for that kind of pride. Our need and desire to communicate with those we love, live with and work with supercedes those outdated role pictures.

"We've got to help each other out of it," says Perkins. "If we know what we're seeing, we can relate to the true feeling and not the disguise."

She can say to him, "What are you afraid of?" when he's angry instead of responding to the outward mask.

And he can ask her what she's angry about, when it's obvious to him that she's not daring enough to admit she's angry.

Let's look again at John and Mary.

Mary says, "I'm not really angry, I'm frustrated."

Frustration, in psychological terms, is not a primary emotion. It's anger that has built up. And, in that sense, it's another form of disguise. Mary can't bring herself to feel that her image is one of pure anger, so she puts it on the second level and calls it a less offensive, easier-to-deal-with name.

But it's a twist to the pure feeling — anger — and the penalty is that John doesn't quite know what his response should be because frustration isn't a direct communication. It's a web. He feels like it's a lot of work to sort it all out and give his response. That's the way things start to get muddled, and, given enough time, this develops into a pattern of miscommunication.

If Mary could simply say, "I feel angry about this or that," then John could respond straight. But, usually Mary doesn't even say, "I feel frustrated." She charges ahead with her point of view and John listens without responding, gets mad or sometimes walks away.

Even if John and Mary have a good relationship, the patterns are being set for future problems. This probably won't improve unless they find a way to

"Get into your emotions, label them. . . search out what's inside."

get a little more objective about what they're doing.

"They have to get uncomfortable with their communication," says Schulman, "before they're likely to know they need to change."

Seeking Help

Schulman doesn't think it always takes counseling to improve. But she feels it does usually take some third party objectivity to help us out of life-long patterns. Self-help courses, literature, friends all can improve our way of communicating if we are motivated to change.

"People don't usually change until they're sick and tired of being sick and tired," says Schulman.

Our desire for change comes from conflict and pain and a deep need to have satisfying relationships.

"Dirty fighting is a distancing measure. We fight so that we drive the other person from us to keep them from hurting us," says Schulman.

In constructive relationships all is not always agreeable. But there is negotiation. In that type of communication we can say something clearly, get a response and then come to some sort of conflict resolution by agreeing on a plan of action that makes both parties feel

good and comfortable.

For instance, Mary works, comes home, does the dishes, plans the menus and takes out the trash. She feels that John isn't doing his share of the chores, so she can say it clearly. Instead of blowing up after weeks of thinking she's been unjustly treated, she can say, as soon as she recognized her feeling, that she wants John to do his share.

But what if it's not that simple to resolve? John isn't helping because when he comes home he's tired and really doesn't have as much energy to keep going as Mary does.

"That's where negotiation comes in," says Schulman. "Nothing is laid in cement in good communication or good relationships. And, a 50-50 compromise isn't always the best answer."

In the above case, the best solution might be to pay someone else to do the chores, or to schedule them for a time when John is not tired, or, sometimes, just to let some of them slide. There isn't one right or wrong way. There is moderation, and what's best for both persons. Flexibility is extremely important in healthy communication.

Often in communication between couples there is one who talks (the rock) and one who withdraws (the jello). In that case, Perkins suggests that it's best for the rock to back off and give the quieter one a chance to gather thoughts together and think about a response.

"When there's a battle between a rock and jello," says Perkins, "the jello wins."

"But, I believe in a 12-hour rule," says Perkins. "If a problem stays non-verbal for longer than that, it usually festers and becomes more difficult to resolve."

Perkins tells his clients that they must resolve to "do it or die." If a person believes that the alternative to working something out is to die, it's amazing what creativity and strength they can come up with to resolve conflicts.

Perkins believes that the formula for constructive talk is three-fold — "Keep it simple, keep it positive and keep it fun." When it gets complicated it gets negative, and that's work.

Likewise, Schulman says that if a couple has learned to communicate directly, label feelings, negotiate and fight clean, then when children come along there isn't any basic difference in communication.

And, best of all, they have created a new role model which probably breaks the destructive pattern and will become the basis for the children to carry on the positive model to the next generation. ♣

Marjorie Dean is a freelance writer based in Orange County, California. She is co-owner of The Write People, a writing service and public relations firm that specializes in workshops on self-improvement and career topics.



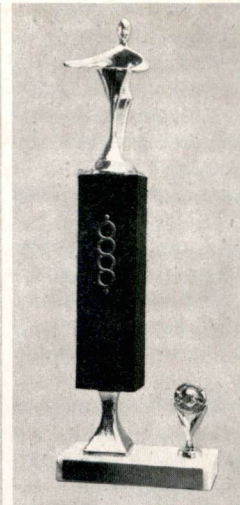
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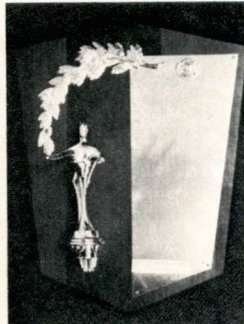
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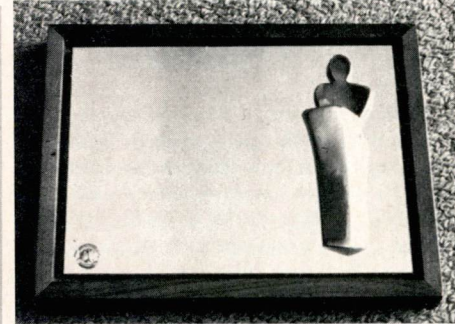
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Friendship can be the key
to helping your club grow.

Building Camaraderie in Your Club

by Richard A. Taylor, DTM

Take a close look at some of the most successful clubs in your area and you'll usually find that a high level of camaraderie pervades each meeting. It's no coincidence. Camaraderie — a feeling of friendship, good fellowship, warmth and conviviality — is an important ingredient in successful club operations and growth. Show me a club that has an outstanding record of educational achievement, a club that is growing or at least maintaining its membership — and I'll show you a group of people who enjoy being together.

Camaraderie is important for several reasons. First, it gives members a sense of *belonging*. The need to affiliate with a group, to have friends, to share the companionship of others — is basic. It's a need we all have, in varying degrees, and can be satisfied in part by affiliating with a Toastmasters club.

A warm, friendly group is more attractive to prospective members and more likely to grow than a cold, impersonal group. When visitors see first hand how self-improvement, fun and fellowship go together, they're more likely to join.

Camaraderie enhances member retention, too. Even the most experienced Toastmasters will sometimes reach plateaus in their personal growth and

development, become frustrated with their lack of progress and consider dropping out of the club. Often they hang onto Toastmasters membership because they enjoy the fellowship of the group and have developed valuable friendships with other members. Usually, they are rewarded with a renewal of personal growth as the learning curve gradually climbs up and away from its most recent plateau. Sometimes, camaraderie is the reason we keep trying to improve.

Further, a spirit of camaraderie boosts *group* performance. Although we put supreme emphasis on individual achievement, our educational process is not a solitary endeavor. We use a *group process* to make the program work for us; we count on *the group* to function as a vehicle for individual improvement. We set club goals and these stimulate the growth of individuals. We measure club performance and we get a pretty good idea of how individuals have performed.

It's difficult to imagine how a club could be very successful without a healthy level of camaraderie and its close relative, team spirit.

Camaraderie is an indicator of the *quality of relationships* within the club. If the members are outwardly friendly to

A reporter asked a man on his ninety-fifth birthday, "To what do you credit your long life?"

"Not sure yet," responded the old-timer. "My lawyer's negotiating with two breakfast cereal companies."

First friend: Some families can trace their ancestors back two hundred years.
Second friend: And other can't tell you where their children were last night.

A man received a computerized bill in the mail for the amount of zero dollars and zero cents. He sent it back with a notation that since he owed nothing, he should not receive a bill. Next month came another bill. Again the amount was zero dollars and zero cents. When it happened a third time, he sent them a check in the amount of zero dollars and zero cents. Back came a computerized note, "Paid in full."

Two boys on a bicycle built for two had a hard time climbing up a hill. When they finally reached the top, both were near exhaustion, especially the boy in front, who said, "I thought we would never make it!"

"We wouldn't have," replied the other, "if I hadn't kept my foot on the brake to keep us from rolling down the hill."

Teacher to father: I'm having trouble with your little boy. He steals erasers every week.

Father: That beats me. I bring home a box of erasers every week from the office.

A clerk had one chicken left in an ice-packed barrel. When a customer asked for a chicken, the clerk pulled it out and said, "The weight is five pounds."

"I want a bigger one," said the customer.

"Oh, I have another one," said the clerk, putting the chicken back in the barrel and then pulling the same chicken out. He put it on the scale and pressed down until it said seven pounds.

"That's fine," said the customer. "I'll take them both."

As the train was pulling out of the station, a young man tossed his briefcase onto the observation platform and swung himself up over the handrail. He stood puffing but victorious as the train gathered momentum.

An older man on the platform watched him with disdain. "You young fellows don't keep yourselves in shape," he scorned. "Why, when I was your age, I could carry a cup of coffee in one hand and run half a mile to catch the 7:45 by the skin of my teeth and still be fresh as a daisy."

"You don't understand," panted the young man. "I missed this train at the last station."

A young couple sent a friend a playpen on the arrival of her sixth child. Her thank-you letter took them by surprise. "The pen is just what I needed," she wrote. "I sit in it every afternoon and read, and the kids can't get near me!"

A bride of several months was sawing away at the end of a ham. "Why are you sawing off the end of that ham?" asked her neighbor.

"Because my mother always did it," the bride replied.

A few days later the neighbor met the bride's mother. "Your daughter tells me you always saw off the end of a ham before you bake it. Why?"

"Frankly," the mother replied, "I do it because my mother did it. Why not ask her?"

The neighbor phoned the grandmother, who lived in the same town. The grandmother let her in on her secret. "I have never owned a baking pan large enough to hold a ham. Why do you ask?"

A mixed-up celebrity confessed, "I used to be terribly conceited, but my psychoanalyst straightened me out, and now I'm one of the nicest guys around."

A golfer was trying to get out of a trap. Another golfer kept talking away, finally commenting, "The traps on this course are very annoying, aren't they?"

"Yes," said the first golfer. "Would you mind closing yours?"

From HUMOROUS NOTES, QUOTES, AND ANECDOTES by Leslie and Bernice Flynn. Copyright 1973 by Baker Book House and used by permission.

each other, chances are they like and trust each other, work together well and can depend on each other when the chips are down.

Signs of Decline

Thousands of Toastmasters have never known what it's like to have a meeting devoid of camaraderie and team spirit. Great. Let's hope they never do. But it's possible to let attention to relationships fade. Consider these examples:

- The club used to have a picnic every summer, but for the last couple of years, nobody bothered to plan one.

- Ole' Joe was a real sparkplug. The meetings just aren't any fun since he moved away.

- The "old gang" is almost all gone and these new people just aren't very interesting.

- Whatever happened to the custom of arriving early to greet guests?

- A committee of one, as usual.

- These new officers are all work and no play.

- She's been in the club for six months but feels like an outsider.

Thoughts like these can be symptoms of a decline in club camaraderie. Left unchecked, such a trend can have a significant impact on club performance and lead to a decline in meeting quality as well as membership and attendance. Here are 10 ways to promote camaraderie in your club and keep the spark of fellowship alive:

- **Arrive early.** It's the oldest, simplest way to promote club camaraderie. Get to the meeting 15 minutes early. Shake hands, greet members and guests, make friends, learn more about the people in the club. It's a charming custom. But don't overdo it. If you're a hail-fellow-well-met or a Miss Congeniality, and it comes naturally, fine. But if you're somewhat shy and quiet, you can still make others feel welcome. Just be friendly. And be yourself.

- **Share yourself.** Be willing to share your ideas, opinions and feelings with others. Try getting others to talk about themselves. Show that you care about them by listening attentively.

- **Try round-robin introductions.** Ask members and guests — if they care to participate — to pair off, interview each other and introduce each other. Make it a part of the assignment to find out something new about each member, something the group didn't know before.

- **Open your circle to newcomers.** Toastmasters is not meant to be a closed social club. Sure, you're entitled to choose your friends, but be wary of forming cliques or an "in crowd" that leaves new members out in the cold. Visitors can often sense when a group is not likely to accept newcomers, protestations to the contrary. Small clubs in particular (perhaps because they have worked so very hard to keep the club

together) run the risk of appearing so close-knit that guests fear they will not be accepted into the group. It's not enough to *have* good fellowship; it's necessary to *share* it.

- **Work together.** When people have to work together toward a common goal, they experience a variety of social interactions which tend to foster mutual respect, openness and trust. Toastmasters clubs provide ample opportunities for members to work together: regular programs, committees and special projects such as Speechcraft, Youth Leadership and Club Extension. As relationships are strengthened by meaningful social interactions while working together, members become more deeply committed to the team and become increasingly willing to accept new challenges to reach group goals. It's a *very* productive cycle.

Learning Common Interests

- **Play together.** Members need to have opportunities to interact outside the regular club meeting, just for fun. Seriously. "Club socials" provide a chance for the members to get to know each other better in a relaxed setting (or at least a *different* setting — a softball game can be pretty intense). In novel roles and circumstances, people may reveal different aspects of themselves. You can find out all kinds of interesting things about people outside the confines of the club. Often you'll discover common interests that lead to more satisfying relationships and make working together easier. Parties, picnics, bowling tournaments, volleyball games or other outings build camaraderie and *esprit de corps*. (If the activity is too strenuous for some, they can referee, lead cheers or cook the hot dogs.)

- **Laugh together.** Laughter seems to be a natural part of Toastmasters meetings. Laughter makes us feel good and lubricates social interactions. If humorous speeches and humorous tabletops don't provide enough laughter to suit your club, try appointing a "Jokemaster."

- **Personally recognize individual accomplishments of others.** A personal word of congratulations — from a friend to a friend — is often as welcome as an impressive trophy and helps to cement the bonds of friendship. The applause of an appreciative audience, in recognition of a job well done, is an act of sharing that says "We thank you, we honor you, we like you." It builds self-esteem. It helps the achiever identify more strongly with the group and reinforces his or her motivation to contribute to the team.

- **Celebrate group accomplishments.** A victory won by a team merits celebration by the entire team. One of the most wild and glorious celebrations of group achievement in recent years was the spontaneous outburst of emotion of the U.S. hockey team as they won the

Olympic Gold Medal in the 1980 Winter Games. To say that that group of young men was, at that moment, possessed with a high level of camaraderie, is a gross understatement but nevertheless true. Indeed, so intense was the feeling of achievement that millions of their countrymen, participating vicariously by their television sets, wept with joy. And many of them had never *seen* a hockey game before!

The celebration of a group accomplishment (even a comparatively less dramatic one, such as the attainment of a membership goal) is a fine opportunity to promote good fellowship.

- **Build your relationships with individuals in the group.** While it is certainly possible to feel a strong sense of belonging to a *club*, it's difficult to conceive of a strong member-club bond unless there are also some fairly strong member-member bonds. It's one thing to relate to "the group," quite another to relate to a *person*. For some members, having one or two well-developed relationships with other members may be more important than loose association with a score of friendly acquaintances. To advise you to go forth and be someone's pal would be going a bit too far; you're going to use the same criteria you've always used in selecting friends. Yet, it doesn't hurt to be open to the idea of forming closer friendships with members of your club. You may have already been thinking, "I've always thought John was an interesting fellow, and I'd like to get to know him better, but I've really not had much time to talk with him." Do it. Take the time. Get together for a cup of coffee. Whether you and John become fast friends or not, you'll have learned more about John and will feel more at ease in asking for his help on club projects.

The influence of camaraderie on Toastmasters Club success is not precisely known. Observation suggests, and common sense confirms that many of the most successful clubs — in terms of measureable achievements — enjoy a strong spirit of fellowship and a sense of belonging to a team. It is, however, clear that a club can have high spirits and accomplish little. Other factors, such as quality of leadership, educational programming and the desire of individual members to succeed, are highly touted as success factors, and justly so. Yet, if camaraderie does not fuel the engine of achievement, it is most certainly an essential lubricant. And the most finely tuned engine can't get very far if the wheels don't roll.

Richard A. Taylor, DTM, is past District 58 governor. A member of the Rock Hill Club 2040-58 and Palmetto Mastercrafters 2298-58, Taylor is a training and development supervisor with Celanese Fibers Company in Rock Hill, South Carolina.

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Only by honestly critiquing yourself
will you ever become a better speaker.

EVALUATE YOURSELF

by Stephen Turner

Evaluation by others, as every Toastmaster knows, helps the speaker to grow. But according to the Toastmasters' publication *Effective Speech Evaluation*, "the responsibility for evaluation lies ultimately with the speaker." There are several reasons for this.

First, self-evaluation can allow the speaker to notice and benefit from even the smallest evidences of growth. Who but you can know at what point you begin to rid yourself of that shaky feeling in your legs? You hid it well, but with effort. Freed of that feeling, you have grown as a speaker, but that growth will manifest itself to others as something else — better use of gestures, improved vocal variety or something like that. But only you know about the growth that made those improvements possible. And when you evaluate yourself, you should (and can) give yourself proper credit for that growth.

Second, self-evaluation lets you see the evaluations done by others in their proper perspective. After all, when Toastmasters evaluate other Toastmasters, they may be wrong. Their criticism may be too generous or too harsh. Only if you've done an effective self-evaluation, however, can you determine this.

Jerry Taff, a popular TV newsman in Milwaukee, Wisconsin, uses a delivery that many people, adhering to the strictest guidelines, might judge as less than professional. But for Taff, it works. People viewing him on TV like his somewhat different approach, which, he readily admits, came about as a direct result of a casual self-evaluation he did during his early days as a newsman.

This is not to say that you should disregard evaluations done by others. To do so would be the height of pomposity and arrogance and would be, ultimately, self-defeating. Instead, you should combine an effective self-evaluation done by others and try to determine why you disagree. In this

way, the two evaluations complement one another, giving you, the speaker, the most accurate view possible of your performance.

The third reason for placing the responsibility for evaluation on the speaker is that an effective self-evaluation motivates you to make stronger efforts to improve your speaking ability. It is simply human nature to work harder on your own ideas than you do on the ideas of others. Hence, if you can manage an effective self-evaluation, you should find yourself improving at a faster rate than you have done before. When you identify the problems yourself, they become more real to you, and you should find yourself looking for even more imaginative ways to achieve the results you desire.

Objective Analysis

But an honest self-evaluation is no easy task. You must steer a careful course between the Scylla of wishful thinking and the Charybdis of complete self-censure. In other words, to evaluate yourself accurately is perhaps one of the most difficult tasks you'll ever perform. But it can be done — if you are honest with yourself and if you take care to avoid excessive self-denigration.

The first step in the process of honest self-evaluation is the *describing* step. (My terminology here comes from an article by Richard Beach which appeared in the March, 1975, issue of *English Journal*.) After you've spoken, you must make an honest attempt to describe your platform behavior. Your description may take any form you like, but if you have trouble getting started, you might ask yourself some or all of the following questions:

- What did my introduction do?
- How did I use my body? Was I natural in my movements?
- How did I use my voice? Did I achieve variety and emphasis?
- Did I organize my material in a manner that facilitated audience understanding?
- What did my conclusion do?

In destroying your performance, you must take care to be objective. You

must avoid "loaded words," as the general semanticists call them — words which combine a fact and a judgment.

For example, you would not say to yourself, "My voice was powerful." That one word, *powerful*, combines a fact (that you had sufficient volume) with a judgment (that your voice was impressive). Instead, you'd say, "I spoke loudly enough that those in the back row did not have to strain to hear me." Here's a second example. You wouldn't say, "My use of gestures fascinated my audience." Instead, you'd say, "I used gestures in such a way that I maintained audience interest." The important thing to remember here is to *be honest with yourself*. Otherwise, you run the risk of short-circuiting the whole process.

The second step is the *judging* step. Here you try to arrive at a conclusion about the quality of the performance and about the various elements that composed that performance. Like all good conclusions, this one must be based on facts. That's why it's so important to describe first. Only then are you ready to judge. As was the case with the description, the judgment may take many forms. To get you started, however, you might ask yourself the following questions:

- Was my introduction effective/ineffective?
- Was my content interesting/not interesting?
- Was my organization helpful/not helpful?
- Was my conclusion effective/ineffective?
- Did I/did I not use my voice and body to advantage?

Making Improvements

The final step of effective self-evaluation is the *predicting* step. Here you must answer the general question: How will I change for the better in the future? This last step is, obviously, crucial. It's what you've been building up to all along. The desire to improve should, in fact, be the motive behind all criticism. Here you may tell yourself what to strive for and what to avoid the next time you speak. "I will relax and let my gestures come more naturally," you might say. "I will organize more logically, or I will use my voice to greater advantage," are other possible predictions.

But remember, you cannot predict accurately unless you have, first, objectively described your performance and, second, impartially judged the performance. Follow these three steps — describing, judging and predicting — and you'll be on the high road to improved speaking ability. 🗣️

Stephen Turner, an English instructor who lives in Greendale, Wisconsin, teaches communication skills, journalism and creative writing at Milwaukee Area Technical College.

Taking Great Strides

Reaching lofty goals in a year of growth.

When Executive Director Terrence McCann recently presented his annual report on our organization's status, he only confirmed what clubs around the world already had experienced this past year — that Toastmasters International enjoyed the greatest year of growth and progress in its entire 57-year history.

"This has been a year of great success and accomplishment," McCann said proudly during his presentation to the International Board of Directors at the August convention in Phoenix. "We set lofty goals and, through teamwork and cooperation, achieved them."

The following are just some of our organization's successes McCann reported for the 1980-81 administrative year:

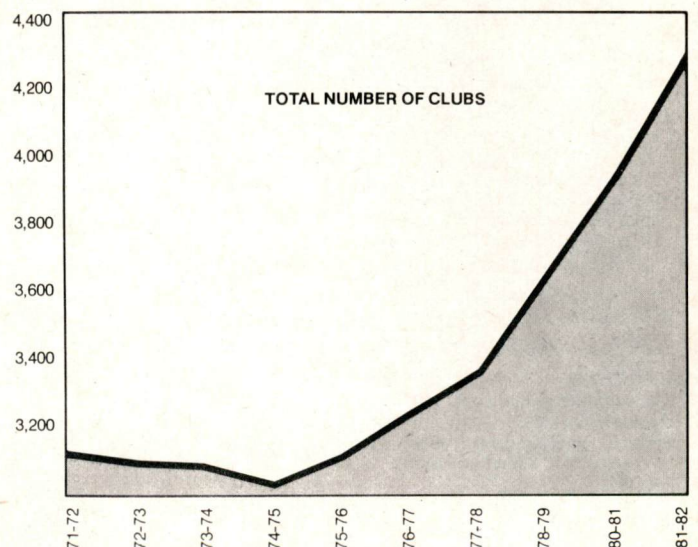
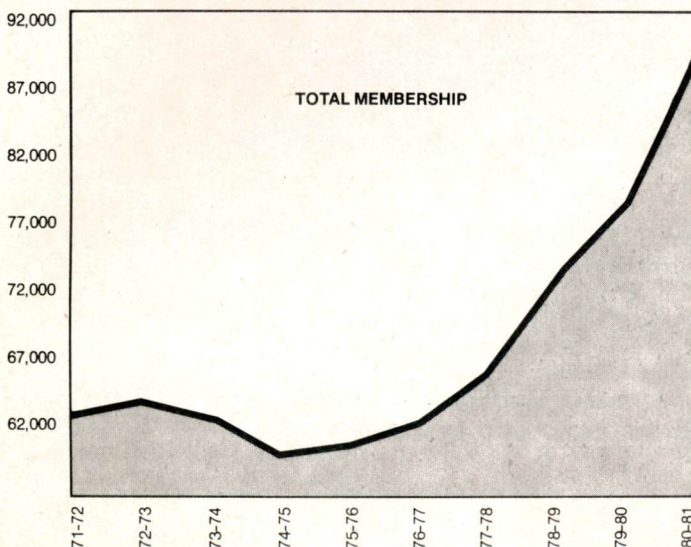
- Total membership surpassed 90,000 — the highest in our history.

- Toastmasters had a record-breaking 4256 active clubs.
- Four hundred fifty-eight new clubs were chartered, up from 402 clubs last year.
- Our members' educational accomplishments increased. ATM awards increased eight percent, while DTMs increased four percent. Completions of the Basic Communication and Leadership Manual jumped 21 percent. Advanced Communication and Leadership Manual completions increased nine percent.
- Speechcraft registrations increased 24 percent following the introduction of the new Success/Leadership *Speechcraft* module. Another Success/Leadership module, *How to Listen Effectively*, was also introduced.
- The new Accredited Speaker Pro-

gram made its debut. Three individuals earned this prestigious award, which is designed to recognize those Toastmasters who have attained the highest level of excellence in public speaking. They are: Dr. Ferdinand Chen, ATM; David P. Lewis, ATM; and Hubert E. Dobson, DTM, past international president.

- The seventh A C & L manual, *The Professional Speaker*, was completed. The most challenging of the A C & L manuals, *The Professional Speaker* covers the five types of presentations most professional speakers must give.

- Toastmasters received publicity in a number of leading magazines and newspapers, including *U.S. News and World Report*, *Medical Laboratory Observer*, *Training*, *Bank Marketing* and *Training and Development Journal*.



All of these accomplishments added impetus to the board's vow to continue Toastmasters' surge of growth and development. For the remainder of their meeting, the International Directors began formulating and implementing plans that will help stimulate Toastmasters International's growth and help members achieve their goals.

The board also:

- Reviewed the progress of Toastmasters clubs in the Philippines towards provisional district status.
- Received progress reports on the

production of publication and slide presentations for inclusion in the educational program, and a proposal for promotion of the Success/Leadership program to encourage club use.

- Amended the Standard District Bylaws to clarify the procedure for filling a vacancy in the office of district governor.
- Noted club extension progress by regions, suggesting special attention from World Headquarters and the International Directors for districts with low growth records.

• Designated awards for contributors to club and membership growth and retention, subject to review by World Headquarters for feasibility and cost effectiveness.

- Discussed district conferences and recommended continuing study of guidelines for effective presentations.

The next meeting of the International Board of Directors will be held at World Headquarters February 17-19, 1982. A report on that session will appear in the May 1982 issue of *The Toastmaster*.

TI Financial Statement 1980-81

STATEMENT OF ASSETS OF ALL FUNDS

June 30, 1981
GENERAL FUND

UNRESTRICTED:	
Cash and temporary investments, at cost	\$486,404
Accounts receivable	92,118
Due from Property Fund	4,975
Deposits, prepaid postage and other	18,269
Total — unrestricted	\$601,766
RESTRICTED:	
Cash	\$142,942
Due from General Fund — unrestricted	1,146
Total — restricted	144,088
Total	\$745,854

INVESTMENT (ENDOWMENT) FUND

Marketable securities, at cost (estimated market value of \$407,589)	\$414,578
Due from General Fund — unrestricted	2,874
Total	\$417,452

PROPERTY FUND

Property, building and equipment at cost:	
Land	\$ 45,716
Building	606,863
Furniture and equipment	428,351
Total property	\$1,080,930
Cash	40,000
Total	\$1,120,930

STATEMENT OF LIABILITIES AND BALANCES OF ALL FUNDS

June 30, 1981
GENERAL FUND

UNRESTRICTED	
Liabilities:	
Accounts payable	\$281,917
Sales tax payable	2,353
Advance convention deposits	25,357
Due to General Fund — restricted	1,146
Due to Investment (Endowment) Fund	2,874
Deferred charter fees	8,800
Total liabilities	\$322,447
Unrestricted — General Fund balance	279,319
Total — unrestricted	\$601,766
RESTRICTED	
District Reserve Fund balances	\$118,283
Restricted grants	1,146
Ralph C. Smedley Toastmasters International Memorial Fund	24,659
Total — restricted	\$144,088
Total	\$745,854

INVESTMENT (ENDOWMENT) FUND

Investment Fund balance	\$ 417,452
Total	\$ 417,452

PROPERTY FUND

Due to General Fund — unrestricted	\$ 4,975
Property Fund Invested balance	1,080,930
Property Fund Reserve balances:	
Reserve for additions and replacements	\$ 5,154
Reserve for maintenance	29,871
Total	35,025
Total	\$1,120,930

GENERAL FUND — UNRESTRICTED

STATEMENT OF INCOME AND EXPENDITURES FOR THE YEAR ENDED JUNE 30, 1981

INCOME	
Membership charges	\$1,419,089
Club charges	162,124
Charges for optional educational materials materials and supplies	289,461
Other income	73,361
Total income	\$1,944,035

OPERATING EXPENSES

Administrative	\$ 173,410
General services	263,989
District expenses	86,015
Membership and club extension	54,662
Publications and communications	278,623
Educational development	48,648
Educational materials	234,003
Club supplies, equipment, and insignia purchases	296,551
Employee benefits	131,021
General expenses	288,370
Maintenance and operation of property	105,251
Total operating expenses	\$1,960,543

EXCESS OF INCOME OVER OPERATING EXPENDITURES \$(16,508)

OTHER DEDUCTIONS:

Provision for management information system	\$100,000
Provision for major building repairs	10,000
Provision for other replacements and additions to property	20,000
Total other deductions	\$130,000

EXCESS OF INCOME OVER EXPENDITURES \$(146,508)

How to negotiate your way into getting what you want.



NEGOTIATE...AND WIN!

by Dorrine Anderson Turecamo and Ted Anderson

Throughout our day to day transactions, whether it's buying fruit, agreeing on a job contract, hiring a service or renting an apartment, we accept too much without question. We don't realize that every demand or price isn't bound by law. A price tag can be changed. Demands can be haggled. Anything is negotiable, if you want to take the risk.

Although the art of negotiating is as old as mankind, it remains one of the least understood skills. Some people

seem to have more of a knack for it than others, but if you observe the guidelines professional negotiators follow, you can learn to negotiate your way to success in any decision-making situation.

- *Sell your integrity.* Why is it that some people always walk with a confident smile past doormen, maitre d's and private club guards without being questioned, while legitimate tenants and members are asked to show their cards or reservations every time? The answer

is image. It's an air of self assurance and trustworthiness every successful negotiator works to develop. We demonstrate what we stand for and what we expect through our appearance and attitude. Physical appearance, grooming and clothing can all influence the success or failure of a bargaining session. Before a satisfactory discussion can begin, you have to cultivate a feeling of mutual trust. A well polished, appropriately dressed person inspires respect, credibility and trust. Such a person will be accepted without question if he or she reinforces this impression with positive body language and a confident walk and handshake.

The concept of image breeding respect has been tested and proven in many areas. Women executives who have risen high in the corporate world warn us that a woman who is attempting to negotiate a business deal with anything less than a businesslike appearance is seldom taken seriously. Like an actor applying for a role in a play, you have to look the part. A curious side effect of this is that our clothes help us to play the role through, too. A few middle class suburbs discovered the truths of this during the 1960s when

Compromising too quickly draws suspicions.

they attempted to "humanize" their police officers by replacing their uniforms with dark blue sport coats and grey slacks. It was a mistake. The officers themselves resented losing the uniforms they had worked so hard to win. More than this, without the familiar uniforms, neither law abiding citizens or apprehended violators felt the same respect for the policemen. This concept of image breeding respect has been tested and proven in many areas, including hospitals that relaxed the rules on nurses wearing caps. In this instance, patients complained they weren't being cared for properly without fully uniformed nurses.

- *Keep your ethics clean and clear.* You didn't win if you lost a friend. Contrary to recent best-selling concepts, time bears out that intimidation and climbing over the other person makes you both losers. It's possible to create a situation where you'll both win if you first determine what the other person's needs are and how you might both be satisfied.

- *Remember, a deadlock may be an ending or a stepping stone.* Jennifer Crain sidestepped a deadlock in negotiating by simply keeping calm and considering the other person's needs. She had

purchased two \$100 tickets to a special show, but one week before the event someone gave her tickets for better seats.

"I figured I had four alternatives," she said. "I could refuse the tickets (which would make no sense at all); accept the free tickets and try to sell mine (a bother); use the free tickets and give mine away (couldn't afford it); or return my tickets for a refund (unlikely, since they're clearly marked, 'No Refund')."

"I decided to try the last. I faced a bargaining situation where my adversary was the ticket office and they held the power (my money). But my first move was wrong. I called the ticket office and told the busy, irritated voice that answered that I'd had a change in plans. Naturally, she just snapped, 'No Refunds' and hung up."

The Benefits of Persistence

Rather than giving up, Jennifer delighted in the challenge. "O.K.," I thought, "so I flubbed that one. I knew now that my opposition was evidently overworked and aggravated by other calls like mine. I waited a couple of hours, until I figured she had eaten lunch and then decided to make my call the most pleasant one she'd received all day. I would be relaxed, friendly and sympathetic."

When the same harried woman answered, Jennifer asked if she could spare a minute to listen to a ticket holder's predicament. Reluctantly, the woman agreed. Something had come up, Jennifer explained, that would make it impossible to use her tickets. "I realize that this is my problem, not yours, but I would really appreciate your understanding. I am asking you for a refund."

"The rule has been that refunds can't be given unless there is a death in the family," the woman told her.

"I could pretend that had happened, but I wouldn't do that to you," Jennifer said. "I do have a problem, though."

"Return the tickets to my attention," the woman answered. "I'll see that your money is refunded."



Dorrine Anderson Turecamo is a management consultant, speaker and talk show hostess based in Minneapolis, Minnesota.



Ted R. Anderson is on the administrative staff of Eitel Hospital in Minneapolis, Minnesota and is a highly respected negotiations consultant to business and industry.

• Meet your opponent face to face.

Ordinarily, the quickest and surest way to get a "no" answer is to attempt to negotiate over the phone. (Jennifer was an exception.) When there's no visual feedback, you're dealing with a machine, not a human being, so it's easy to give a quick negative. The strain to listen is more intense and we're easily distracted and interrupted. A face-to-face request will make your adversary more adaptable.

• *Examine the risk involved.* Are you prepared to take that risk? Are the stakes worth the hazards? There are times when you don't want the gamble. Most people don't feel comfortable negotiating with relatives or persons who are close. Other times, you might feel it's just not the place or the context for bargaining. Extreme cases, such as hostage or kidnap situations, require professionals in the skill because lives are being threatened. Even negotiating with your boss may require second thoughts.

Suppose your supervisor announces that all reports are due on the first of every month. Should you neglect a crucial project to meet the deadline? Will the outcome compensate for the

You must know when to hold out . . . and when to wrap up the deal fast.

efforts? When a manager sets a date, it's often arbitrary. You might have facts that will convince him or her that another date would be just as well. Your boss might agree that a slight delay of two or three days would make sense if the data in the report will be more substantive and meaningful. However, if you're consistently late, you'd better not risk the question.

• *Never rush negotiations.* It's often true that the more time we try to save, the more we chance to lose. As in creating a work of art, give the pieces time to develop and fall into place. Early or easy concessions probably won't satisfy either person's needs. Furthermore, compromising too quickly draws suspicions. Why was it so easy? The usual reaction is to challenge an easy compromise or to demand far more. On the other hand, a great deal of time can be wasted if either of you has misunderstood all of the facts involved. Take the trouble to get any information you might possibly need. As a good negotiator, you won't reveal all of your information, but you should both understand clearly the details of the proposition.

• *Calculate how much value your competitor places on the question.* Through the grape-

vine, the Edwards learned that the owner of their apartment building wanted to lease their first floor apartment to a French restaurateur because it would multiply his rent receipts. Located on the fashionable upper East side of New York City, their apartment was desirable in every way except that, since it was on the first floor, it was dark, noisy and dangerous. The Edwards had been wanting to move — they'd just been waiting to find something comparable. They decided they might gain something if they handled the situation carefully.

The owner first tried to get the Edwards to move by reducing their services and attempting to make living there unpleasant. The Edwards recognized the ploy and prepared to wait it out. Despite leaking plumbing, a crumbling bathroom ceiling and surly doormen, they kept peace and made no demands or complaints. At last, the owner told them that he "needed the room for his own office space."

"Here's a list of 15 buildings I own. Take your pick from the apartments I've indicated," he told them. "I'll give any one of them to you for the same rent-controlled figure you're paying now . . . on a five year lease."

Make Big Demands First

The Edwards feigned disappointment. Reluctantly, they took the list. Within a few days, they found one that was exactly what they wanted (and had been renting for double what they were being offered). However, knowing how badly the owner wanted their present apartment, they stalled. It had been a happy home for nine years, they told him, and they liked the neighborhood. It was also a busy time for Mrs. Edwards at work and they were not financially prepared to make the move.

The owner eagerly offered to have them packed and moved at no cost. He would also give them the first month's rent free. That was all very generous, replied Mrs. Edwards, but the only apartment they liked had one less bedroom. She couldn't give up the extra storage space. The owner, beginning to lose patience, grudgingly promised to have a room-sized storage area built for them in the new building. At last, the Edwards agreed "to compromise" and make the move. Actually, they calculated they had pushed the owner far enough and it was time to stop. The extra concessions they had managed to get were of great value to them, but hadn't really inconvenienced their opponent much. They realized that the landlord could decide to make life so miserable they'd be forced to move out.

• *Don't give something unless it's asked for.* Without the inside information on the restaurateur, the Edwards would never have dared to be so demanding. As it was, they started with the toughest

demands, realizing that an opponent's early offer is designed to meet his or her needs, not theirs. Since it usually indicates there'll be second and third offers, the Edwards continued to hold out for what they believed they could get. At no time did they allow themselves to appear rushed or panicked. Instead, the Edwards allowed the owner to have plenty of time to think about each "problem" they presented and they allowed for his acceptance time. In any successful negotiation, you must know when to hold out for a better deal, when to give in and when to wrap up the deal fast.

- *Know who you're dealing with.* Is the person patient or impatient? Does he or she have time and how much? The Edwards knew their building owner was losing a great deal of money every day they hesitated. How great is the margin your opponent is working with? Does he or she have the authority to make the decisions? (It's often wise to indicate that you don't, even when you do. A favorite ploy used by car salesmen is to claim they can't let the price go any lower until they speak to their boss in the back room. In reality, there is no boss in the back room, but it creates the illusion of a high risk factor. Then, too, the salesmen can blame any decision on their "boss.")

- *Don't let a deadline make you feel pressured.* Deadlines are generally more flexible than you realize. Professional negotiators are aware that most concessions and settlements occur at or beyond the declared time limit, so they keep cool and amiable to that point. Keep your own deadline private, says power negotiator Herb Cohen, but calculate what the risk would be if you were to surpass it. Is the time factor negotiable? Although it may be hidden, the other side always has a deadline. Use this knowledge, he says. Allow your adversary to be the aggressor while you maintain a passive attitude. Let that person sell you. As you use up time, he or she will begin to panic and offer concessions. A smart bargainer waits until the other person is ready to hear the idea and then proceeds to sell it.


Applying Pressure

Susan Roberts was invited to dinner by a client who was hoping to negotiate a service for Susan's decorating firm. Knowing that the client's goal was to come up with some positive results to justify this time and expense, Susan decided to gain information and time by avoiding the issue. As the long evening was nearing an end, Susan was still chatting about the pros and cons of jogging versus bicycling for fitness. Her host had become restless, bored and impatient. Susan noticed his body language cues: the obvious neglect of his food, constantly shifting weight, chain

smoking, darting eyes and his nervous folding and unfolding of the napkin.

At last, he came to the point and began to push — too hard — to complete the negotiation. Obviously, this was his deadline. Susan had created a decided advantage for herself because it's difficult to think creatively under stress. A person under pressure tends to do the familiar, the predictable. By letting him do almost all of the talking at this stage while she listened carefully, Susan had developed the right atmosphere in which to present her demands.

- *Be a good listener.* Encourage your

adversaries to explain what they want and need and you won't be tempted to offer concessions that haven't been requested. Never assume. Why should you give away something for nothing? As you listen, watch for unintentional cues as to what the situation really is — verbal and nonverbal. A long pause indicates hesitation on your part — for who knows what reason? Your adversary doesn't anticipate this and may become anxious, offering more compromises than originally intended. Your opponent has taken the initiative, but you're in control. Now you can negotiate — and win! 

Classifieds

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MISCELLANEOUS

TIMING LIGHTS — For Toastmasters clubs. Battery operated. Easy to see, operate and store. Write for full description. Dave Adamy, ATM, 1587 Vireo Ave., Sunnyvale, CA 94087.

Send your classified ad with a check or money order to Toastmasters International, Publications Department, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711. Rates: \$25 minimum for 25 words, 80 cents for each word over minimum. Box numbers and phone numbers count as two words; zip codes and abbreviations count as one word each. Copy subject to editor's approval. Deadline: 10th of the second month preceding publication.

Hall of Fame

DTMs

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

Joseph N. Pecoaro
Associated Grocers 1218-2, Seattle, WA

Frank K. Strickon
Dan Patch 1280-6, Richfield, MN

Merle L. Deckard
Muncie 1096-11, Muncie, IN

Roscoe Graves
Muncie 1096-11, Muncie, IN

Ellen C. Rooney
310 North 2195-14, Atlanta, GA

Esker Franklin McConnell
Mason Dixon 2384-18, Fort Ritchie, MD

Rod Johnston
Esquire 2388-19, Des Moines, IA

Betty W. Harris
Bien Dicho 696-23, Los Alamos, NM

John Burkett
Fremont 1402-28, Fremont, OH

Joshua K. Pang
Open City 4353-30, Glen Ellyn, IL

Sam S. Alfano
Santa Barbara 5-33, Santa Barbara, CA

Everil A. Quist
Stevens Point 570-35, Stevens Point, WI

Lester W. Stocks
Gold Mine 241-37, Concord, NC

John Van Clapp
Reynolda 3380-37, Winston-Salem, NC

Dewey "Duke" Pasquini
Great North Stockton 64-39, Stockton, CA

Henry Davis Delony Jr.
Randolph AFB 2845-56, Randolph Air Force Base, TX

Ken Haines
Whangarei 1666-72, Whangarei, NZ

ATMs

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

Jan Whitenack
Smedley Number 1-F, Santa Ana, CA

Marvin S. Ehrenberg
Pomona 12-F, Pomona, CA

Helen J. Madden
Sundowners 55-F, Pomona, CA

Stephen E. Dibble
Saddleback Morning 86-F, Lake Forest, CA

Ronald R. Panting
San Gabriel Valley 200-F, San Gabriel, CA

John G. O'Donnell
DCASD-Pasadena 648-F, Pasadena, CA

James B. Scribner
Riverside Breakfast 1348-F, Riverside, CA

Mary E. Hahn
Norton Toasters 1556-F, San Bernardino, CA

John Marshall Fernald
Saddleback 2657-F, El Toro, CA

Robert Ram
Terminal Island 2548-1, San Pedro, CA

Virginia B. Cook
Aerovision 4419-1, El Segundo, CA

A.L. Peterman
Everett 117-2, Everett, WA

Bruce Portzer
Space Speakers 1018-2, Kent, WA

Janice McKenzie
San Marcos 70-3, Chandler, AZ

William G. Jackson
Speaking First 355-3, Tempe, AZ

Lettie B. Cale
Capitol 365-3, Phoenix, AZ

Gulshan K. Malik
Papago 2694-3, Phoenix, AZ

California A. Kim
Francisco 2369-4, San Jose, CA

Mwezo Kudumu
Jet Stream 2624-4, Moffett Field Air Station, CA

Joseph M. Vesel
DLI 3824-4, Monterey, CA

David K. Wong
Puc K Sters 3873-4, San Francisco, CA

Jana Gluckman
One-Ders 4486-4, Palo Alto, CA

Lew Hileman
Real Orators 474-5, El Cajon, CA

Thomas J. Carlyon
Professional Mens 624-5, San Diego, CA

Peter Barson Stark
Convair 3745-5, San Diego, CA

Theodore N. Houk
Basic Orators 4405-5, El Cajon, CA

Jack Richard Pelinka
Gopher 183-6, Minneapolis, MN

Marvin B. Green
Paul Bunyan 922-6, Brainerd, MN

John A. Gherity
Realtors 2512-6, Minneapolis, MN

Gary M. Carlson
Rosaria 1305-7, Portland, OR

Ronald A. Edson
I-5 3091-7, Vancouver, WA

Hubert J. Reinhardt
Webster Groves 461-8, St. Louis, MO

Phil Vonder Haar
South County 1957-8, St. Louis, MO

Joseph Charles Kroutil
Aerospace 2753-8, St. Louis, MO

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Atomic City 1760-9, Richland, WA

Ormond E. Pate
Communicators 1129-11, Louisville, KY

Ronald K. Pandoff
Early Bird 3293-11, Ft. Wayne, IN

H. Michael Sayre
Allegheny Center 640-13, Pittsburgh, PA

Glenn Everett Nordmark
Alcoa Technical Center 1729-13, New Kensington, PA

John F. Bradford
Executive 266-14, Marietta, GA

Benjamin J. Willingham III
Buckhead 1520-14, Atlanta, GA

Judith A. Price
Los Gallos 2428-15, Salt Lake City, UT

Sally Beattie
Pioneer 2308-15, Boise, ID

John B. Perry
Noon Flight 1062-16, Tinker Air Force Base, OK

Robert K. Horn
Osage 1585-16, Bartlesville, OK

Maurine A. Millsaps
The Governors 3031-16, Oklahoma City, OK

Olive B. Rice
Helena 487-17, Helena, MT

Maynard Boeder
Lincoln 370-20, Fargo, ND

Eileen Veronica Hourie
Vancouver 59-21, Vancouver, B.C., Can

Gary Dennis Cavers
Cranbrook 3532-21, Cranbrook, B.C., Can

R.J. Dickens
Manhattan 2570-22, Manhattan, KS

Jack L. Eloit
Coronado 475-23, Albuquerque, NM

Stephen Lo Chiano
Traffic CL Yawn Patrol 1852-24, Omaha, NE

Susan K. Hoppel
Salt Creek 2742-24, Lincoln, NE

John Hulla
Garland 1207-25, Garland, TX

Edward S. Brown Jr.
Richardson Noon 2146-25, Richardson, TX

Kent A. Kelley
AAFES 2209-25, Dallas, TX

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Henry Brown Jr.
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Dick Tierney
Arlington Heights 1087-30, Arlington Heights, IL

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Pathfinder 2734-30, Chicago, IL

Allen W. Roberts
The Indian Hill 3503-30, Naperville, IL

John J. McKinnon
Whaling City 1172-31, New Bedford, MA

William J. Ogilvie
Raytheon Sudbury 2258-31, Sudbury, MA

Lawrence S. Parente
Waltham Federal 2566-31, Waltham, MA

John F. Ivory
Santa Maria 89-33, Santa Maria, CA

Lawrence George Muller Jr.
Sierra 135-33, Fresno, CA

Harvey A. Van Dusen
San Joaquin 201-33, Fresno, CA

Don A. Ward
Sunrise 4333-33, Merced, CA

Frances Marie Wrice
Kohoutek 611-36, Washington, D.C.

Charles R. Castner Jr.
Silver Spring 1314-36, Silver Spring, MD

Roy C. James
Chopawamsic 2635-36, Quantico, VA

Phillip D. Wilder
Bolling Air Force Base 3308-36, Washington, D.C.

Robert W. Dillard
Monday Six-O 1312-37, Charlotte, NC

Bruce W. Stevens
Doylestown 1540-38, Doylestown, PA

Edgar Berzins
Delaware County 3204-38, Delaware County, PA

Samuel W. Slomowitz
Boeing Vertol 3716-38, Philadelphia, PA

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Truckee Meadows 178-39, Reno, NV

John Ira Dunne
Redding 197-39, Redding, CA

Janice B. Wilson-Marcum
Flying I 2134-39, Sacramento, CA

Thomas E. Lavenda
State Board 2370-39, Sacramento, CA

Bruce R. Bogaert
Aquarians 3446-39, Reno, NV

Dan S. Leeth
Ad Lib 3780-39, Reno, NV

Ivan D. Brubaker
Van Wert 1418-40, Van Wert, OH

Robert L. Gregson
Huntington Centennial 2869-40, Huntington, WV

Robert G. Vessey
Yankton 1294-41, Yankton, SD

Robert M. Griffith
Capitol City 2998-41, Pierre, SD

Terry L. Spitzenberger
Brookings 3797-41, Brookings, SD

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

Pete Desrochers
The Y Toastmasters Club 2478-42, Edmonton, Alta., Can

Cynthia Harbus
King Cotton 1310-43, Memphis, TN

Thaddeus J. Bonczar
Hub City 1431-43, Jackson, TN

David S. Haworth III
Vicksburg 2052-43, Vicksburg, MS

David Neilsen
Sunrise 3035-43, Memphis, TN

M. Adelle Elkins
Tulia 129-44, Tulia, TX

Niranjan K. Sharma
Permian 1509-44, Midland, TX

Bruce C. Lendrum
Pop-Up 3165-44, Midland, TX

Marshall E. Kulberg
Portsmouth 1094-45, Portsmouth, NH

Marie Hickey
Premiere 2738-45, Charlottetown, Can

Mario V. Angotti
Wekeary 1898-46, Kearny, NJ

Howard J. Gillis
Wayne 2099-46, Wayne, NJ

Henry M. Nixon
Suburban 2345-46, Bloomfield, NJ

Kenneth Boglia
Northern Brookhaven 2413-46, Port Jefferson, NY

Patrick Trotta
Midland Park 3041-46, Midland Park, NY

William B. Hardy
1210 Toastmasters Club 3375-46, Bound Brook, NJ

G. Ramachandran
1210 Toastmasters Club 3375-46, Bound Brook, NJ

Alan H. Jones
Equitable 3507-46, New York, NY

Edward A. Naiman
Picatinny 3547-46, Dover, NJ

John S. Ware
Picatinny 3547-46, Dover, NJ

Bruce Alan Voelkel
Venetian 952-47, Fort Lauderdale, FL

Randy L. Desilet
Tallahassee 1135-47, Tallahassee, FL

Clara Gelfand
Good Morning 2096-47, Hollywood, FL

Roy Pooley
Saturday Morning 2840-47, Jacksonville, FL

Oren L. Cox
Deerfield Beach 3299-47, Deerfield Beach, FL

Paul Langlois
Early Bird 3659-47, Fort Lauderdale, FL

John Cecil Peckham
Vulcan Voices 512-48, Birmingham, AL

Winston G. Peterson
Montgomery 1334-48, Montgomery, AL

Edwin S. Ishisaka
Aloha 601-49, Honolulu, HI

Philibert L. Carvalho
Hawaiian Electric 1416-49, Honolulu, HI

M. "Spud" Hannibal
North Hollywood 147-52, North Hollywood, CA

William M. Laba
MWD Watermasters 445-52, Los Angeles, CA

Fred Goldstein
Burnt 914-52, Van Nuys, CA

Richard Eugene Phipps
Lockheed 1653-52, Burbank, CA

Thomas M. Colthart
Holyoke 2564-53, Holyoke, MA

A. Lucian Cascio
Stag 2908-53, Hartford, CT

James E. Seale
Stag 2908-53, Hartford, CT

Terry D. Pyle
Innovators 3431-53, East Hartford, CT

Eldon H. Heitzman
Pimiteoui 2068-54, Peoria, IL

Frank Tragni
Clear Lake 43-56, Houston, TX

Steven Elkovich
Easy Riders 109-56, Houston, TX

Joe Polichino Jr.
Daybreakers 839-56, Houston, TX

Carolyn Thornhill Roe
Midtown 971-56, Houston, TX

J. Wiley Moreland
Magic Circle 1458-56, Houston, TX

Franklin Sellars
Green Pastures 1716-56, Pasadena, TX

William J. Draper
New Braunfels 1722-56, New Braunfels, TX

Wayne Wilson
Kaiser 756-57, Oakland, CA

Jay R. Haggard
Marin 890-57, San Rafael, CA

Thomas H. Farris
Serendipity 1374-57, Oakland, CA

Mary McDonald
Skywest 3137-57, Hayward, CA

Ron L. Holbert
Dolphin 3170-58, Charleston, SC

John H. Tohill
Cambridge 2728-60, Cambridge, Ont., Can

Ruth Titcombe

Peterborough 3427-60, Peterborough, B.C., Can

Sylvia D. Kleiman-Saloshin

Monday Mumblers 2976-63, Chattanooga, TN

Gertrude Morrow

Riverview 1526-64, Winnipeg, Man., Can

Wayne Hamel

Pubspeak 2196-64, Winnipeg, Man., Can

A.W. Cliteur

Pubspeak 2196-64, Winnipeg, Man., Can

Joseph A. Fredette

Presidents 3751-64, Winnipeg, Man., Can

George L. Havens

KPAA Film City 2647-65, Rochester, NY

Norman D. Saraceno

Colonials 2700-65, Rochester, NY

Marion R. Zachmann

Postprandial 3259-65, Rochester, NY

Hugo E. Schluter

Little Creek 1471-66, Norfolk, VA

Eugen Otto Rothacker

Blueridge 1514-66, Charlottesville, VA

James R. Chestnutt

Gamma 3423-66, Norfolk Naval Air Station, VA

Ralph Caplan

Downtown 2455-68, Baton Rouge, LA

Neville John Rosenberger

Darling Downs 3574-69, Toowoomba, Qld. Aust

John Marcus Fairman

Bankstown 1519-70, Bankston, NSW, Aust

Alexander Hill

Concord West 2107-70, Concord West, NSW, Aust

Charles Hall

City of Liverpool 2130-70, Liverpool, NSW, Aust

David Angus Cullen

Miranda RSL 2505-70, Sydney, NSW, Aust

Harry William Ellis

Tamworth 2762-70, Tamworth, NSW, Aust

Graeme Valentine

Napier 1542-72, Napier, NZ

Avis A. Currie

Otumoetai 3511-72, Tauranga, NZ

Cirilo O. Sagrado

Bayanihan 2844-U, Manila, Philippines

Ramon L. Romero Jr.

Pilipinas 4255-U, Manila, Philippines

New Clubs

1917-F ATM-DTM Achievers

San Gabriel Valley, CA — Tues., 7 p.m., Inter-Community Hospital at Covina, 275 W. College (337-5331).

4659-F Redlands Citrus A.M.

Redlands, CA — Thurs., 7 a.m., Provident Federal Savings, 125 E. Citrus Ave. (793-8070).

4648-3 Desert Orators

Florence, AZ — Wed., 6 p.m., Arizona State Prison, South Unit (868-4011, x 248).

4640-4 Postal Express

San Francisco, CA — Fri., noon, Main Post Office, Seventh & Mission, Rm. 132 (556-5700).

4649-7 Advisors

Portland, OR — Thurs., 7 a.m., B.P.A. Bldg., 1002 N.E. Holladay (628-9595).

4685-14 NYLIC Review

Atlanta, GA — 1st & 3rd Mon., 8 a.m., New York Life Insurance Co., 615 Peachtree St., Suite 1214 (875-9611).

4664-22 U.P. Challengers

Kansas City, KS — Mon., 11:30 a.m., Union Pacific Railroad Conference Room, Superintendent's Office, 201 S. 5th St. (441-3496).

4650-23 Four Corners

Farmington, NM — Mon., noon, Durocher's Steak House, 1909 E. 20th (325-2698).

4686-25 Mary Kay

Dallas, TX — 1st & 3rd Tues., 7:30 a.m., Mary Kay Cosmetics, Inc., 8787 Stemmons Freeway (630-8787). Sponsored by SWD Corps of Engineers 2760-25.

4684-26 Castle Rock

Castle Rock, CO — Thurs., 7 p.m., Moore & Co., 401 So. Wilcox (688-3023).

4667-31 Wanguage

Lowell, MA — Wed., noon, Wang Laboratories, Inc., One Industrial Ave. (459-5000, x 2144).

4668-38 Downtown Sunrise

Lancaster, PA — Mon., 6:45 a.m., Zimmerman's Restaurant, Queen & Orange Sts. (656-6834).

4666-40 Procter & Gamble Advertising Dept.

Cincinnati, OH — 2nd & 4th Thurs., 3 p.m., Procter & Gamble General Offices, 301 E. 6th St. (562-2465).

4674-43 Post-Toasties

Memphis, TN — Wed., noon, Region Postmaster General Office, 1407 Union Ave. (521-4808).

4647-47 Unity

Jacksonville, FL — Wed., 6 p.m., Unity Church, Grenson Hall, 634 Lomax St. (355-5100).

4663-47 Liberty City

Miami, FL — Sat., 5:30 p.m., Joseph Caleb Center, 5400 N.W., 22nd Ave. (621-5302).

4671-53 Top of the Mountain

Otisville, NY — 2nd & 4th Fri., 7 p.m., Federal Correctional Facility (386-5855).

4646-56 Tranquility Speakeasy

Houston, TX — 2nd & 4th Thurs., 11 a.m., Internal Revenue Service, FOB, Rm. 4000 A, 515 Rusk Ave., Stop 1002.

4665-56 FM 149

Houston, TX — Mon., 7 a.m., Prince of Peace (890-4295).

4673-61 Canadair

Montreal, Quebec, Can — Meets at Canadair Ltd.

4645-64 Key Club

Winnipeg, Manitoba, Can — Thurs., 5 p.m., 352 Donald St., Rm 400 (943-0861).

4670-65 FMC Middleport

Middleport, NY — 2nd & 4th Thurs., noon, FMC Corporation, 100 Niagara St. (735-3761).

4669-68 ST & WP

Bogalusa, LA — Wed., 12:15 p.m., Southern Timber & Wood Products Div. Headquarters, Hwy. 21 So. (735-4400).

4648-72 Dannevirke

Dannevirke, NZ — Wed., 7:30 p.m., Dannevirke County Council Offices, Denmark St. (7099 Dannevirke).

4672-74 The Village

Bedfordview, South Africa — 2nd Wed., monthly, 7:30 p.m., Rover Den, Disa Rd. (609-2482).

4479-U Marikina

Metro Manila, Philippines — Mon., 7:30 p.m., Marikina Institute of Science & Technology (78-33-33).

Anniversaries

40 Years

King Boreas 208-6, St. Paul, MN

35 Years

Tillamook 420-7, Tillamook, OR
Oregon 424-7, Portland, OR
Boot Hill 429-17, Billings, MT
Grand Rapids 404-62, Grand Rapids, MI

30 Years

Evergreen 973-21, Vancouver, B.C., Can
State Farm Windjammers 995-54, Bloomington, IL

25 Years

Daybreak 2228-26, Denver, CO
Aquinas 2159-40, Springfield, OH
Venio Dictum 2170-64, Winnipeg, Man., Can

20 Years

Eastwood 2152-23, El Paso, TX
Toast Breakers 3389-33, Modesto, CA
Seven A M 3391-58, Columbia, SC

15 Years

Ft. Snelling 2238-6, Minneapolis, MN
Reveille 2971-25, Ft. Worth, TX
River West 1607-64, Winnipeg, Man., Can
Postprandial 3259-65, Rochester, NY

10 Years

Checker Flag 2007-11, Indianapolis, IN
DCASR Chicago 265-30, Chicago, IL
SAAD SACS 2591-39, Sacramento, CA
Ross 3912-40, Columbus, OH
Caterpillar Employees 79-54, Peoria, IL
Thames 700-72, Thames, NZ
Wairarapa 1131-72, Carterton, NZ
Lower Waikato 3157-72, Taupiri, NZ
Brussels 3286-U, Brussels, Belgium
Stuttgart International 3658-U, Stuttgart, Germany

You Are What You Say

I once worked in a personnel agency where there was a constant flow of men and women looking for jobs. One woman particularly stands out in my mind. She had been unemployed for several months, although she had good experience in her field and was always clean and well-dressed. Her counselor sent her from one job interview to another to no avail. The problem? According to one of the employers who interviewed her, the woman had the worst grammar and enunciation he had ever heard.

It's an illustration of how we don't often realize the importance of our speaking abilities. Yet your words, tone, pronunciation and articulation all reveal your education, culture, social status and occupation. Indeed, they reveal you. If you're bright, fun-loving, self-confident, considerate and good-hearted, your words and the way you say them will show it. If you're narrow-minded and bossy, your talk will verify it. Of course, the clothes you wear, your haircut and appearance may all hint at it, but your speech will confirm or deny such impressions.

Not only does your manner of speech express your personality, but it also plays a vital role in your personal and professional lives. Based on their impressions of you, others may make judgment about you that may help or hinder you. That's why it's important that each of us express ourselves to others in a way that will make a favorable impression on them in our day-to-day life.

But that may take some work. Our personality and speech habits are

formed early in life (largely influenced by our schooling and parents). Changing your speaking ability now will require practice, concentration and even some personality changes. You may need to take a course in grammar or language. Or you may need to read more to expose yourself to new ways of expressing feelings and thoughts. And you may have to evaluate some of your personality traits. But the best way to improve your ability to speak in everyday situations is through practical experience.

My greatest barrier to speaking effectively is poor planning. Sometimes I don't think before I speak. As a result, what I say isn't what I actually wanted to say. I'm learning that before I even open my mouth, I should know what I want to say, how I'm going to say it and why I'm even going to say it in the first place. Thus, I'm learning to know what I'm talking about before I say anything.

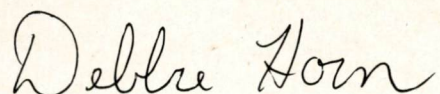
I'm also realizing that being receptive to new ideas and information allows a person to assimilate them to form new ideas and fresh responses. In fact, there's no reason to fear thinking differently than someone else or having original ideas. Why bore yourself and others with conventional ideas and words that serve no purpose? Interpret what you learn and be creative in your words and ideas.

Just as important is the confidence necessary for communicating those words and ideas. But confidence often arises from sincerely believing that your input is worth contributing and will benefit others.

A co-worker of mine from a few years ago used to meet me after work at a coffee shop where we would discuss our work and personal lives. He was an articulate person who effortlessly avoided bad grammar and slang and proved to be a skillful conversationalist with a storehouse of knowledge on current events. But get him in front of a group of people and he often turned meek. He would grope for the right words to express himself and thus verbally stumble into using bad grammar. He lacked the confidence that would have revealed the artful speaker he really is.

What my acquaintance probably needed was a place where he could exercise improving his speaking abilities, a place like Toastmasters. Indeed, the warmth and support that permeates a Toastmasters club meeting offers the ideal environment in which to spread your wings. Toastmasters encourages us to express our ideas and gives us the honest, constructive criticism we need to become even better.

So there is no need to fear being an individualist in how you speak. Privately and publicly, skillfully speaking as your own person is a vital way for others to understand you. It's one of the few ways anyone will ever know the *real* you.



Debbie Horn, Editor

Build Success for Your Club with

Toastmasters'

SUCCESS/LEADERSHIP

Program

WHAT IS IT? This innovative series of programs goes beyond the Communication & Leadership manuals and provides a whole new set of educational benefits for Toastmasters. The SUCCESS/LEADERSHIP Series is designed to expand the leadership potential of every member in your club. It brings to your club an excitingly different

training method — a seminar-style format that involves all club members in a shared learning experience.

HOW WILL MY CLUB

BENEFIT? Members enjoy learning together. Motivation and enthusiasm will increase. And, as members gain meaningful leadership skills, they will make even greater contributions to your club's success.

HOW DOES IT WORK? It's simple. All you need is a seminar leader to conduct a series of learning sessions. Everything you need to know is in the coordinator's and participant's manuals.

WHAT PROGRAMS ARE AVAILABLE? You can choose from four separate modules:

• **How to Listen Effectively** helps members develop active listening skills — a vital part of effective communication. In one 90-minute educational session, members will learn techniques for receiving, organizing and interpreting what they hear. The program package contains a coordinator's guide and 10 participant's notebooks.

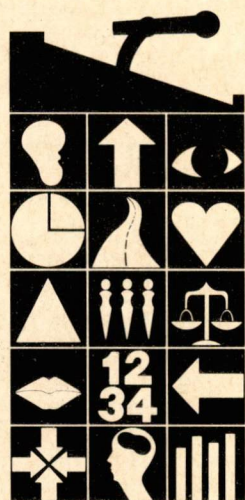
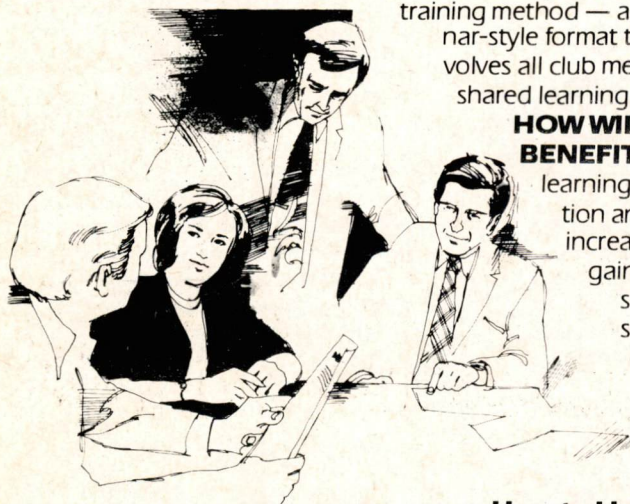
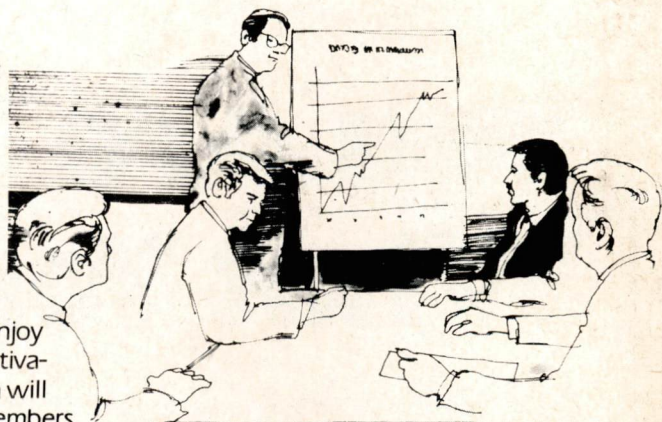
• **Speechcraft** is more than just a learning program for members — it's one of the best member-

ship-building tools you can employ! It's an eight-week course in communications conducted by the members of your club. Not only will members learn from one another and gain manual credit for their participation, most students will join your club. In the Speechcraft package is everything you need to conduct a program for five people.

• **How to Conduct Productive Meetings** will teach you the most effective methods for conducting and managing meetings. In four one-hour sessions members participate in a series of exercises that teach the techniques and dynamics of small group meetings. The program package contains a coordinator's guide and eight participant's manuals.

• **Parliamentary Procedure in Action** uses a script and overhead transparencies to teach effective parliamentary procedure in a series of five 15-minute sessions. It will provide members with the skills to lead and participate in parliamentary discussion.

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