

October 1975

 **toastmaster**



**Will Rogers—
A Portrait in Humor**

Handwritten signature or initials

LETTERS TO THE EDITOR



What About Reprints?

Congratulations on the "new" look of THE TOASTMASTER. As a full-time editor for over 20 years and an award winner in the British Association of Industrial Editors, I appreciate the difficulties entailed, which I know I cannot always surmount.

From the very first page with your "Letters to the Editor" column, you point the way to the two-way communication which I believe to be the basis of our training program. The remainder has a relevance which all personnel managers should immediately recognize as needed for their own company training programs.

I believe the article that appeared in the May, 1975, issue of THE TOASTMASTER on motivation is a good example of this. Why not make a reprint of this article available for distribution at business conventions, at which time such managers come together in search of their own motivation? It would certainly be excellent publicity for Toastmasters International.

Dennis A. Tyler
Abingdon, Oxon, England

We are currently looking into the subject of reprinting articles from THE TOASTMASTER. Any suggestions?—Ed.

On Evaluation

Several months ago, I was invited to a Toastmasters club meeting.

The idea — and total concept behind the program — is very good. I can truly

say that I learned to be a top photographer by laying my ego on the line for evaluation. Consequently, I heartily approve of this and the impromptu portion of the Toastmasters program.

When constructive evaluation is given with the intent of being helpful, it is fine. But I witnessed a vindictive, sadistic type of evaluation that left a couple of people confused and stilted . . . and this almost made me sick.

You cannot develop an easy-going style when people pounce on you in such a vindictive manner, when their utmost joy seems to come from criticism — criticism that is not an honest effort to help and guide a person to perceive errors that he cannot, objectively, perceive himself.

Nick Di Ross
Mesa, Arizona

A Membership Builder

Since joining the New York Toastmasters Club 1949-46, I have really enjoyed reading the monthly issues of THE TOASTMASTER magazine. However, I think the magazine can be more effectively utilized and would like to suggest some ways to do this:

1. Hand them to a prospective member or guest during your club's meeting.
2. Give them away to business acquaintances on trips and meetings.
3. Put them in your company's employee lounge or visitor's waiting room.
4. Send them regularly to your public library or, better yet, buy them

a gift subscription.

If these suggestions are used, I believe they may help persuade more people to join Toastmasters.

Emi A. Travers
New York City, New York

Clarity vs. Space

I am writing to criticize the arrangement of the "Hall of Fame" column.

In earlier issues (see August, 1974), the names of the ATMs and DTMs were listed much clearer. In addition, I would suggest that you list them by district number, realizing that to list them by club numbers would be too much work.

If this is done, I won't have to take a magnifying glass to look for an ATM in my district, a task that usually takes me about 25 minutes.

Ernest Heilbronner, ATM
Dayton, Ohio

Because of this and similar letters, we will list ATMs and DTMs in district order, beginning next month. Sorry about the small size, but magazine space is really limited.—Ed.

From the Editor

In last month's magazine, we listed Milt Laflen, DTM, as the District 3 governor receiving the President's Distinguished District Award for 1974-75. William Crawford, ATM, who took over as District 3 governor in April, actually received the award. Our congratulations to both of these outstanding Toastmasters officers.

"Letters to the Editor" are printed on the basis of their general reader interest and constructive suggestions. All letters are subject to editing for reasons of space and clarity and must include the writer's name and address.

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

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

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



Dr. Ralph C. Smedley
Founder, 1878-1965

Vol. 41 No. 10

October 1975

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ADVERTISING REPRESENTATIVE

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PRINTED IN U.S.A.

Non-member subscription \$3.60 per year: single copy 30 cents. Address all communications to THE TOASTMASTER, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, California 92711.

toastmaster

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To study Will Rogers' brand of humor is to study America itself. Private citizen, newspaper columnist, noted lecturer, motion picture actor, humorist, political commentator — Will was all of these. But to the average man and woman around the world, he stood for more than that — much more.

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51 Years... and Growing

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

This month, thousands of Toastmasters around the world will celebrate the 51st anniversary of an organization that has continually dedicated itself to improving the communication and leadership abilities of its members. Yes, we've come a long way from the first Toastmasters club meeting in October of 1924, but we can—and will—go farther.

Have you ever stopped to ask yourself what your Toastmasters membership means to you? If so, you've probably come up with a list that includes self-improvement, leadership opportunities, fellowship, and a number of other things. Now, ask yourself what Toastmasters can mean to those who have not been exposed to the program. The list is endless.

In today's highly advanced world of communication, there is a definite need for the self-development opportunity your Toastmasters club can provide. And what's more, there are people who are searching for it—people who realize that the ability to communicate effectively is the most useful skill a man or woman can possess. It is up to us to provide them with the opportunity to develop these skills.

Why should you bother building your club's membership? There are many reasons. But perhaps the most important is that an increased club membership helps you meet whatever goals you have set for yourself.

In the Toastmasters club, programming is as effective as



its membership wants it to be. When we increase our club membership, we open our doors to fresh ideas from varied types of intellects and personalities. And this helps all of us.

The Toastmasters organization was founded on the concept that we learn from each other. That still applies. But if Toastmasters were just you and me, our individual growth would be limited to what our thoughts and ideas are. We need other people to help us grow, to help us expand our communication and leadership abilities. We need a continuous flow of new members.

Take advantage of the membership building programs Toastmasters has provided you with and ask a friend to share your learning experience with you. Show him materials he will receive. Tell him about the opportunity he will be given to work with a fine group of people dedicated to improving each other's communication abilities, and the self-confidence and self-esteem that will surely follow.

Let's tell people about the good things in Toastmasters. We have something to be proud of. There's no better time to do this than during Toastmasters' Anniversary Month. Use all of your resources; talk to all of your friends and business acquaintances; and, encourage them to get involved in your club. They'll benefit . . . and so will you. □

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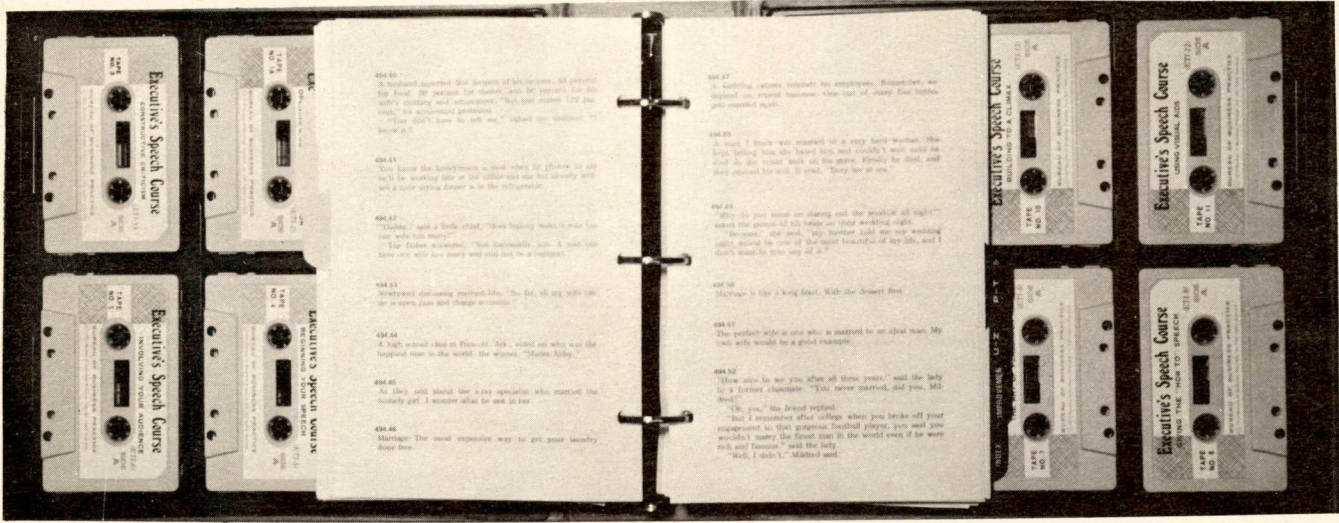
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Will Rogers —

A Portrait in Humor

by Mike Snapp



"I like jokes where, if you are with a friend and you hear it, it makes you think and nudge your friend and say: 'He's right about that.'"

Whenever any worthwhile study of American humor and humorists is undertaken by anyone interested in the overall realm of communication, there are a few names that immediately come to mind. Of these names, none have managed to capture the hearts of the American people and the people around the world like the cowboy philosopher from Oklahoma, Will Rogers.

To study Will's brand of humor is to study America itself. Private citizen, newspaper columnist, noted lecturer, motion picture actor, humorist, political commentator — Will was all of these. But he stood for much more than that. He was a symbol of the abstract concept of "the average man" and possessed a unique ability to express the thoughts, feelings, and attitudes of most Americans about politics, religion, morality, and international affairs. When he died on August 15, 1935, in an airplane accident in Alaska, virtually the entire

world mourned his passing.

Although Will's humor in itself was unique, the methods he used to convey that humor were not and can be found in any book that deals with humorous speaking. Before examining those techniques which he used so well, it might be best to take a look at the evolution of Will Rogers's style of humor.

Born on November 4, 1879, in his ranch home near Claremore, Oklahoma, he was the youngest of eight children, only four of whom reached adulthood. A quarter-blood Cherokee Indian, he was taught the skills of riding and breaking horses, roping, and branding.

Vaudeville

After receiving almost 10 years of formal education, he traveled to Argentina and South Africa as a trick rider and roper in Texas Jack's Wild West Show. When the show visited New York in 1905, Will got his first taste of vaudeville and decided to give it a try.

At that time, vaudeville was in its heyday and was constantly searching for new talent to present to its audiences. Although the idea of a roping act did not

All photos courtesy of the Will Rogers Memorial Commission, Claremore, Oklahoma.

particularly appeal to most of the theater owners, they finally agreed to give young Rogers a chance.

Since Will's act with the Wild West Show had not included any verbal conversation with the audience, he saw no reason to change it when he came to vaudeville. The act merely consisted of a horse and rider galloping across the stage and Will tossing a rope on each of them. While it was not one of the most professional acts the vaudeville audiences had seen, it was certainly a novelty and helped keep their attention while they waited for the next performers.

The Talking Cowboy

There are conflicting reports about the first time that Will spoke on stage, but most agree that it happened one night when he tried to explain to the audience the difficulty involved in the trick he was about to perform. He's said to have taken off his hat, scratched his head and drawled: "I want to call your sho-nuff attention to this little stunt I am going to pull on you, as I am going to throw about two of these ropes at once, catching the horse with one and the rider with another. I don't have any idea I'll get it but here goes."

With this first contact with his audience, Will had discovered what was to become his trademark. He began to talk casually to his audience as he performed his rope tricks ("Swinging a rope is all right. When your neck ain't in it."), his act prospered, and he eventually became a member of the Ziegfeld Follies, where he started using current topics of the day out of the local newspapers for humor.

John Crawford, in a column that appeared in the December 14, 1924, issue of *The New York Times* described Will's act this way: "When Will Rogers comes on the stage at the Follies with his jaws loaded with chewing gum and his arms loaded with ropes, he makes you feel sorry for him. You know he is going to get tangled up on the ropes or lose a stroke of his gum. He stands there intent on getting a line or rope around each footlight, or that is how it looks from the other side. If he should miss one of those bulbs, you know he'd never get over it. He begins talking in his

Oklahoma drawl, and all the while he is chewing gum and playing with the ropes. When he begins to make the ropes writhe like snakes and strike the bull's-eye time and time again with his quaint, homely wit, you are as proud of him as if you had done it yourself."

As his popularity grew, he began to branch out in numerous directions. He went on to write books and nationally syndicated columns for newspapers. He became a star of radio and motion pictures and became world famous as a commentator on international affairs.

Following his death in 1935, he became a legend—a title he earned by writing and lecturing on observations of his age in the guise of a homey, cracker-box philosopher whose common-sense pronouncements reflected the pattern of popular thought in the 1920s. It was this quality that earned Will Rogers not only a place in the history of his time, but in the literature of humor as well.

Everyone's Spokesman

Although there are many theories on why Will's humor was so appealing, most agree that his popularity stemmed from the fact that he had the ability to say what the average person was thinking in terms the average person could understand. "You see," he once told the readers of one of his weekly newspaper columns, "the subtle thing about a joke is to make it look like it was not a joke."

This ability to make a joke look like something else came easy to Will, because he was virtually the same in private as he was in public life. The Oklahoma drawl that, to some, might have seemed contrived was real, as were his pungent metaphors and rude colloquialisms. But there was a difference.

While he pretended to be ignorant and illiterate, he was neither. His constant reading of books and newspapers made him a well-informed man and did much to disprove one of his most famous lines ("All I know is what I read in the papers.").

Although most of the jokes he used on stage and in his columns did, indeed, appear spontaneous, a great deal of work was put into them before he presented them to his audience. He never got the

exact phrasing right the first time and constantly tried to improve on his lines. A staff writer from the *New Republic*, upon visiting Will's dressing room at the Follies, made the following observation: "In the typewriter, on this occasion, was a sheet of paper on which were written seven or eight versions of the same quip, each an improvement on the one before. In the performance, he did his monologue with the lariat. In the middle of it, he stopped, chuckled as though a thought had suddenly struck him at that minute and repeated the final version of the joke verbatim."

But like any good humorist, and for that matter, any good speaker, Will relied on certain techniques with which to carry his message to the audience in the most effective way possible. He often used exaggeration and possessed the great ability to create funny images in the minds of his audience. He used the element of surprise, as well as the "punch line" or "snapper" and even relied on the common pun to produce laughter. While these techniques were not the only ones used by Will, they combined to form the concrete foundation on which he based his humor.

Exaggeration

According to many noted historians and humorists, Will liked to think that exaggeration was the basic foundation of his humor and used it whenever possible. He would take the truth and then extend it just beyond the realm of possibility, not far enough to be considered burlesque, just far enough so his audience could recognize the absurdity of his statements. Like anyone who attempts to use exaggeration in a written or verbal presentation, he realized that humorous exaggeration is based on the incongruity between what the reader or listener expects to hear and what the humorist provides in his extension of the truth.

In 1930, Will attended the ten-day London Naval Conference and used this technique of exaggeration to comment on what was happening. Sponsored by Great Britain, the purpose of the conference was to discuss the problem of naval limitation of small ships not covered by



any earlier agreements. As a result of the treaty that was negotiated between the nations attending, Will had this comment: "Well, we got the treaty signed for the limitation of naval vessels. You hold a conference and decide to sink some vessels that would sink themselves if the conference was postponed for another week. England is to sink three battleships that competed against the Spanish Armada. Japan is raising two that the Russians sunk and will resink them for the treaty and the weeklies. We are building two to sink."

Although the terms of the treaty Will commented on were true, the methods which he listed were highly exaggerated. Had he said that England and Japan were sinking ships from World War I, it would not have been as funny. In addition, the very idea that England and Japan were reaching into the past for ships to sink while the United States reached into the future provided his audience with an exaggerated look at the world situation at that time.

Creating the Image

The creation of a funny image in the minds of his audience also played a large part in Will's humor. He could create a picture of something so funny and so absurd that his audience found it impossible not to share in his amusement of the subject.

Will found the arrival of the American delegation to the London Naval Conference to be an excellent subject for his technique. "The American delegation arrived this afternoon," he said, "and went into conference at once at the American Bar and sank a fleet of schooners without warning."

While this may have alarmed those who were not familiar with Will's kind of humor, it serves as an excellent example of his ability to create absurd images. The very idea of American politicians—especially those attending an international conference—going into a bar distorts the very image of the power they held. In addition, his use of the term "schooner" meant to refer to the liquor container instead of the ships, also provided his listeners with an image they would never forget.

All good humor, whether it is written or spoken, usually carries an element of surprise. Will's humor was no exception. This ability to provide the audience with the unexpected and catch them off guard was another technique that Will had come to master before his death.

During the Great Depression, he used this element of surprise to comment on the high rate of unemployment, a subject not usually associated with humor. "Now everybody has got a scheme to relieve unemployment," he said, "but there is just one way to do it and that's for everybody to go to work. Where? Why right where you are, look around and you see lots of things to do, weeds to be cut, fences to be fixed, lawns to be mowed, filling stations to be robbed, gangsters to be catered to. . . . Course a man won't get paid for it but he won't get paid for not doing it either."

The Attention Grabber

The element of surprise in this paragraph comes when he lists the ordinary ("... weeds to be cut, fences to be fixed . . .") and suddenly switches to the absurd ("filling stations to be robbed . . ."). He had captured his audience's attention and prepared them for the last line, the whole purpose of his message ("... Course a man won't get paid for it but he won't get paid for not doing it either.").

Will also used this element of surprise as a weapon, usually while playing the role of the "fool" character who was unable to understand the obvious, a character who was naive and unsuspecting of the motives of certain people who made public statements what were obviously untrue.

For example, during Prohibition in the United States, temperance leaders tried to get the U.S. government to exert pressure on the Mexican government to close down the border towns of Tijuana and Mexicali by alleging that these cities were a corrupting influence on Americans who were touring. "Americans don't want to drink and gamble," Will said. "They just go over there to see the mountains and these scheming Mexicans grab 'em and make 'em drink and make 'em make bets and make 'em watch the

race horses run for money. It seems that Americans don't know these places are over there at all, and when they get there these Mexicans spring on 'em and they have to drink or the Mexicans will kill 'em. All in the world we have to do to keep our citizens pure and good like they have been all this time is not allow them over the line. If we have to admit that we were raising people that don't know enough to take proper care of themselves, we will have to do it by another Amendment as follows: Americans are not allowed anywhere where they will be subject to evil influences."

The Punch Line

Anyone who has ever tried to give a humorous speech is familiar with the "punch line" or "snapper"—that final sentence in a joke or anecdote that summarizes the essence of the thought or message that the speaker is trying to put across. Will understood this concept and often used it very effectively. This ability to sum up a complicated problem in a few short words was one of his greatest assets.

An excellent example of Will's use of the punch line may be found in a column he wrote regarding the retirement of General John J. Pershing from the United States Army. "Eighty thousand people paid 800 thousand dollars to see twelve rounds of wrestling between Wills and Firpo (for the heavyweight boxing championship of the world)," he wrote. On the same day these alleged fighters received 150 thousand dollars cash for 36 minutes embracing while we released on half salary General Pershing who has spent 42 years fighting for his Country. During 42 years his whole total salary paid to him by (what is sometimes humorously referred to as) a liberal government never amounted to what these men received in 36 minutes. . . . So if you are thinking of taking up fighting as a career why be sure and FIGHT FOR YOURSELF INSTEAD OF FOR YOUR COUNTRY."

A Bender of Words

The last technique often used by Will was that of the pun, or play on words. While not a punster in the strictest sense, he did occasionally enjoy bending

words and phrases to meet his own needs as well as those of his audience. While the pun may be, to some, the lowest form of humor, when Will Rogers handled it, the pun became yet another tool in the hands of a great mechanic.

Max Eastman, a noted humorist and author of the book, *Enjoyment of Laughter*, believed the subject of Will's best pun to be Pancho Villa, the famous Mexican bandit whose excursions across the border were of constant embarrassment to the American government. "I see by the headlines that 'Villa escapes Net and Flees,'" Will once said. "We will never catch him then. Any Mexican that can escape fleas is beyond catching."

On a personal wager with Will, Eastman distinguished ten points in which this joke excelled the common pun. First, the subject matter was interesting; second, the plausibility was perfect; third, the audience was encouraged to keep moving forward; fourth, the collapse of the verbal vehicle was unforeseen; fifth, the understanding of the shift from the verb to a noun was comprehensive; sixth, the audience could easily recover its balance; seventh, the new line of thought led to a superior attitude, since fleas were more common in Mexico than in America; eighth, the second idea made great sense because the American government couldn't catch Villa anyway; ninth, there was a certain amount of incongruity in a man escaping a military net as opposed to a man escaping fleas; and tenth, a man escaping fleas was

funny anyway.

Exaggeration, the creation of funny images, the element of surprise, the punch line, the pun—Will used all of these basic humorous techniques in both his written and verbal presentations. He knew how to use them and where to use them and took great care to see that each phrase said exactly what he wanted it to say.

A study of Will Rogers, then, is much more than simply a study of a great man. It is a study of humor. The techniques he used and philosophy he followed are useful to anyone who makes any kind of humorous presentation. Although your technique and message may differ from his, you are trying to achieve the same goal. You want to entertain while informing, to amuse while enlightening.

A Cowboy's Philosophy

In short, Will's philosophy on humor was simple. First, use timely material. There is no such thing as a new joke, he often said, only old ones that have been recast into different surroundings. He related his humor to subjects that, at that particular time, were of great interest to his audience. Second, keep your jokes short. "Being brief," he once wrote, "somehow gives the impression of intelligence, and folks do admire intelligence." Few of Will's jokes ran over five or six lines.

"I like jokes," Will often said, "where, if you are with a friend and you hear it, it makes you think and nudge your friend and say: 'He's right about that.'" No one did that better than Will Rogers. □

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The Why-and-Because Method: Does It Really Work?

If I were to ask you, "Did you have a good time on your vacation in Maine?" and you answered, "No, it was a lousy disappointment from start to finish," you'd be stating an opinion, wouldn't you?

Then if I asked, "Why?" and you answered, "Well, the cottage didn't live up to the advertising, the people next door drove us crazy, and everything was so expensive we overspent our budget," you'd have the format for giving a five-minute extemporaneous speech or a thirty-minute talk as the main speaker at a convention.

Your Map to Success

Does this sound oversimplified? Well, it is and it isn't. You don't start on a trip to a strange place without a road map to organize your itinerary, do you? Too many people, however, who are asked to make a speech overlook the fact that they're moving into strange territory and that they need a map to tell them how to go here, there, and someplace else. Like a successful trip, a successful speech begins, moves forward, and arrives at its destination. It doesn't just ramble here and there and then stop when the time is up, even if it's only half finished.

When I was an instructor in public speaking at the University of Iowa, I developed the "Why-and-Because Method" of organizing extemporaneous

speeches, when my students were permitted to use only one 3x5 card for their notes. I saw shaky-kneed, stammering, tongue-stuck-to-the-roof-of-the-mouth students become poised, confident, and convincing speakers within a short time.

The method is a four-sentence skeleton that is fattened with examples, anecdotes, statistics, veridical proof, and facts.

Let's see how it works by using a simple subject, such as your disappointing vacation, and see how it could be developed into an entertaining and interesting speech based on the "because" you gave in answer to my question, "Why?"

Your simple outline would look something like this: *Subject of Speech:*

My vacation in Maine was a disappointment. (Why?)

Body: (Because)

1. The cottage didn't live up to the advertising.
2. The people next door drove us crazy.
3. Everything was so expensive we overspent our budget.

Conclusion: It is for these reasons (because) that my vacation was one I'll never repeat.

A subject as familiar to you as this probably wouldn't require anything more to get you started, keep you go-

ing, and take you to the end. But let's suppose you're so apprehensive at facing a sea of eyes that you're afraid you'll forget the examples you'll need to explain each "because." Here's how you would take that skeleton and put clothes on it.

Subject of Speech: My vacation in Maine was a disappointment. (Why?)

Body: (Because)

1. The cottage didn't live up to the advertising.
 - a. The screens on the "beautiful screened porch" were rusted out and bugs swarmed over the entire place.
 - b. The "lovely stone fireplace" was clogged with branches and leaves, and the damper was broken, so we ate our "cozy suppers" in front of an empty fireplace with blankets around us.
 - c. The "spacious bedrooms" were about 10x10 feet and jammed with broken-down furniture. The "modern bathroom" had rusted fixtures and broken faucets.
2. The people next door drove us crazy.
 - a. They ran in and out borrowing food, ice cubes, liquor, and soda.
 - b. They had four wild kids and a barking dog that created a com-

by
Vivian Buchan

- motion from dawn to dusk.
- c. They gave wild parties that lasted from dark until dawn.
3. Everything was so expensive we overspent our budget.
- a. The one village store had a monopoly on food, so the prices were outrageous.
 - b. Boats rented for \$15.00 a day (no hourly rate), so fishing was too expensive, considering the few fish there were to catch.
 - c. Entertainment was either in a bar or a drive-in movie, and prices so high in both we had to stay home and play checkers.

Conclusion: A simple reiteration of the "because" may sound oversimplified, but by changing the rhetoric you can pick them up and tie your speech together.

Each of the subheadings can be expanded by incidents that will amuse your audience and develop your speech. The format will provide the security you need to keep you on course and let you sit down knowing exactly where you've been and why, and your audience knowing the same thing.

The Automatic Pilot

The nervous and inexperienced speaker mopping his face with a sweaty hand can lean gratefully on his "Why-and-Because" format because he'll have clear signposts to guide him along and keep him on automatic pilot, homing to his

destination. The fluent speaker who depends on verbalization needs the security such an outline provides to keep him from tossing abstract terms and broad generalizations to his audience in an effort to disguise his unfamiliarity (or ignorance) of the subject. A quick glance at a notecard is enough to make any speaker secure enough to maintain that vital eye contact with his audience. It helps if the major ideas are written or printed in one color of ink and the minor ones in another color, with the main ideas clearly identified.

Preparing the Audience

Naturally, you're not going to stand up and announce, "My vacation in Maine was a disappointment, and I'm going to tell you why." It is necessary to prepare your audience in some way before you bluntly announce your subject. So you do this by an introductory paragraph built around a joke, anecdote, personal experience, human-interest story, statement by some authority, or statistics (depending on the purpose of your speech).

At the end of the introduction, state your topic sentence in one straightforward, declarative sentence. Then proceed to discuss your first "because." You can do this with a transition, such as "In the first place," or "I suppose the main reason is," or "Let me first explain," and then give your first portion of the speech. Remember that an audience must take in what you say through its ears, and if you take inductive leaps you're going to leave them floundering somewhere behind you. Transitions are simply words that indicate you're changing direction, adding something, digressing briefly, or using an example for clarification. Words, such as *for example*, *in addition*, *now*, *then*, *furthermore*, or *on the other hand*, signal a change in direction, exactly as the directional signal on your car tells other motorists what you're going to do.

Indicating that you're moving into your second reason (because) is accomplished by saying, "Another reason," "Now I'm going to tell you," "Added to that is," or "In the second place." You do the same thing for the third paragraph or portion of your speech by say-

ing, "And finally," "Or in conclusion," or "Although this is my last reason, it is by no means the least." To a captive audience, such words are the most beautiful in the language, particularly if the speaker is dull, pompous, or in love with his own voice.

Okay? Your speech has a strong beginning, you've moved steadily along, keeping your listeners right with you, and you're heading for your destination: The End. You can't just abandon your speech and sit down. It must be concluded, not discarded.

A well-organized speech is analogous to a snake with its tail in its mouth. It is a closed circle with the end tied to the beginning. The simplest way to do this is just to repeat your three "because," and they will link together to form a strong tie-in with your introduction. If that sounds too elementary, change the rhetoric, but not the ideas. And don't add a new one by saying, "Oh, that reminds me of the time I went fishing in Canada." Introducing a whole new idea (subject for another speech) will leave your audience feeling as though they were hearing the first strains of a new song and wondering what happened to your vacation in Maine.

Organizing Opinions

In addition to the security provided by this "Why-and-Because Method," organizing your speech leads to responsible thinking and speaking. Most of what we say in ordinary conversation is based on opinions or our value judgments, which call for an explanation (reasons) why we feel as we do. Many speeches are simply informative or entertaining (hopefully both), but there are many given for the purpose of persuading an audience to adopt a policy, take action, support a cause, or underwrite major changes in an organization. These are known as argumentative speeches, which demand responsible reasoning and in-depth evaluation of the issues involved.

The organization of such a speech remains precisely the same as for the informative or entertaining speech—with one major exception. In any argument, there are two or more sides to the question. So, if you're preparing a speech

WANT TO HELP PEOPLE AND MAKE MONEY TOO?

Then you'll find...

THE CLOSER YOU LOOK— THE BETTER WE LOOK!

FOR 4 BIG REASONS:

- 1. THE PROGRAM**—really gets results! Of the three ways to learn, which is the most effective: hearing, seeing, or doing? If you said, "doing" you are right! And that's what our Adventures in Attitudes program is all about—30 hours of group involvement, role-playing, and self-discovery that has been validated through 18 years of testing with thousands of participants. A programmed experience in the change and mastery of attitudes to achieve motivated effectiveness in family, work, and social situations.
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- 4. THE MARKET**—Adventures in Attitudes is being used enthusiastically in Business and Industry (with clients like IBM, Honeywell, and McDonalds to name just a few), Churches, YMCAs, Chambers of Commerce, Jaycees, Business Colleges, all levels of federal, state, and local government, Community Colleges, Colleges, Universities (for both undergraduate and graduate credit), in-service teacher training, the military, hospitals, religious orders, direct sales groups, fraternal groups, etc., etc., with new areas being added every day by people just like yourself, part or full time.

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THOSE REPRESENTING
OUR PROGRAM SAY:



Dr. Deane Nelson, Moorhead, Minn.
"I'm the Counseling Director at a State University and the results and reactions from students to the Adventures in Attitudes Program have been phenomenal."



Janet Cortright Lansing, Mich.
"Adventures in Attitudes offers the most exciting career opportunity a woman could ask for. In just one year part-time I had the pleasure of sharing this program with nearly 500 people."

"Why?" when he comes stomping into the kitchen shouting, "I just hate that Billy Jones!" He should be asked to produce specific reasons for saying such a thing. Many times, statements like this fall apart when the real reasons for having voiced it are examined. Maybe he's just mad at Billy for something he did or said five minutes ago, but he can't find any other reasons for his sudden dislike of his up-to-now "friend."

I believe that much of what passes for thinking is just the rearrangement of prejudices. However, if we're required (and require) that facts be extended to justify our off-the-top-of-the-head opinions, we're going to become more responsible in our thinking and expect others to be the same. It's an awareness of what goes on in our heads when we're weaving our way through a mass of ideas, suggestions, or contentions. Whether they are our own or someone else's makes little difference.

It Really Works

I know the "Why-and-Because Method" really works. Why? Well, because it organizes an entire speech (regardless of length, substance, or purpose); it provides security for both the stammering and fluent speakers, because it keeps them in control of their ideas and on course; and it develops responsible thinking and speaking that carries over into other areas of our lives.

That paragraph is the horizontal outline I used to write this article. In case you think the "Why-and-Because Method" is so simple it becomes immediately evident to the audience, were you aware that a topic sentence (my subject) and three "because's" were holding it together and controlling the development?

If you weren't (and I hope you weren't), check back and see why I say the "Why-and-Because Method" really works. □

Vivian Buchan received her bachelor's degree in English from Coe College in Cedar Rapids, Iowa, and her master's in English from the University of Illinois. A freelance writer, she is a former member of the faculty of the University of Iowa, where she taught expository writing, public speaking, and literature.

that takes a definite stand on the right or left of an issue, such as "I contend that President Ford isn't approaching the unemployment problem in the right way," you're lighting the fuse to a stick of dynamite if you don't acknowledge that there are two sides to this argument. The other fellow may be just as convinced that President Ford is handling the situation wisely. And he won't delay in telling you so.

So, how do you handle his arguments and dispose of them? First, you marshal your own "because's," by arranging them in order of priority, finding accurate facts to support your position, and investigating the other side of the question. Then, when you are familiar with the whole situation, you gracefully announce that there are two sides to the question.

And you do that this way. You open each "because" with a lead-in statement

that would go something like this: "I am aware that President Ford believes the present rate of unemployment is helping to stabilize the economy, but I don't agree because..." Then support your contention with facts, statistics, examples, or whatever you've discovered that has convinced you to think as you do.

Acknowledging the Issues

Approaching the subject in this manner satisfies your audience that you, too, acknowledge the issues at stake. To ignore the opposing view leaves you wide open to a challenge and makes you appear either biased or uninformed (worse yet, ignorant) and irresponsible in your thinking and reasoning (if unconsidered statements can be called reasoning).

Too many of us use personal opinions to influence others who are gullible or trusting and don't demand proof or "because's" to support subjective value judgments. Even a child should be asked

Add Sparkle to Your Table Topics

by
Tom Sarbeck
District 3

Have you ever noticed how an entire meeting sparkles after an enthusiastic and well-conducted Table Topics program is conducted? Why not add this sparkle to your club's Spring Speech Contest by holding a Table Topics contest?

Hoping to boost member interest and attendance at the Area Ten Spring Speech Contest (in Arizona's District 3), we planned such a contest. It was fairly easy to arrange, attracted about twice the usual number of members and guests, and gave each of the three clubs in the area the opportunity to take home at least one trophy—one each for Best and Alternate Speaker, one for Best Table Topic Master, and one for Best Table Topic Speaker. The same type of contest can easily be held within a club, perhaps several times a year.

For the area contest we asked each club to select, in addition to a speech contestant, one person for Table Topic master and two for Table Topics speaker. The Table Topic master contestant was responsible for designing and conducting a "mini-topics" program, not to exceed ten minutes. Each received a copy of guidelines abstracted from the Table Topics manual (No. 1315) and a sample

copy of a specially-designed judges' guide and ballot listing, the criteria upon which the Table Topics program would be judged. These included:

- Introduction and Explanation (clear and stimulating?)—Maximum 20 points.
- Instructions to Participants and to Timer (clear and brief, overtime speaking tactfully avoided?)—Maximum 10 points.
- Selection of topics (stimulating, requiring the best thinking and speaking?)—Maximum 40 points.
- Instructions for Voting for Best Table Topics Speaker (clear and brief?)—Maximum 10 points.
- Overall Conduct of Program (enthusiastic, appropriate?)—Maximum 20 points.

This form looked very much like the one used for the speech contest, except that space was provided at the bottom for writing in the names of the first, second, and third place winners, as well as the name of the best speaker for each of the mini-topics programs.

At one point, we considered having each Table Topic master supply a "word-of-the-contest" and encourage its use by the speakers, but later decided that

it would add too much complexity to the program. To shorten the total time required for the program, we instructed each Topicmaster to prepare four topics and direct them only to the contestants from the other two clubs in the area, with none directed to the contestants from their own club. This gave each speech contestant two opportunities to speak and provided the judges with a better test of his ability to respond in impromptu situations.

At the beginning of the Table Topics portion of the contest, the contest sergeant-at-arms conducted the Table Topicmaster contestants from the room, just as in the fall evaluation contest, so that none would benefit from hearing the preceding contestants. One at a time, the sergeant-at-arms returned them to the lectern so they could give the four slips of paper containing the four topics to the contest Toastmaster, who shuffled them while the contestant made opening statements and gave instructions.

As the Table Topicmaster called a speaker's name, the Toastmaster gave one of the shuffled topics to him, thus assuring fairness in the topics that the speakers would receive. When finished with all the topics, the Topicmaster contestant called for a vote for the best speaker, just as in a regular Table Topics program, and then returned to his or her seat.

The Toastmaster allowed a minute for the judges to complete their ballots for the Topicmaster contestant and then called for the sergeant-at-arms to bring in the next contestant. When all were finished, the judges completed their ballots and gave them to the chief judge and counters for tabulation. The highest point total determined the Best Topicmaster, and the speaker whose name was selected most often was named Best Speaker.

We held this Table Topics contest mainly because attendance at the contest had, all too often, come about out of a sense of duty to the club and support for the speakers, rather than just for the fun of it. We believe our experiment succeeded and we recommend it to other clubs. □

Communication— It's Big Business to Arthur Kelly



As precise as the schedules of Western Airlines, now in its third year as the on-time record holder for U. S. carriers, Arthur Kelly is a man who knows exactly where he is and what he wants. He is also deeply involved in communication, both speaking and listening. He personally replies to mail from passengers, happy and unhappy alike, and encourages decision-making all the way down the line at Western.

Working his way up from sweeping airplanes to airline president has taught Kelly the value of effective communication. In a recent interview with Bruce Anderson, editor of THE TOASTMASTER, Kelly, along with his assistant and Vice-President of Corporate Affairs, Ray Silvius, talked about some of the techniques and philosophy that have made him one of the nation's most effective communicators.

THE TOASTMASTER: Let's begin with your use of public speaking. I assume that your public relations department writes most of your speeches.

ARTHUR KELLY: Well, not necessarily. They write the substance of the discussion that Mr. Silvius and I have,

but I would say that 90% of the thoughts and ideas, and the direction that I go in my thought, are accomplished in a discussion with Mr. Silvius. Many times he has a lot of good ideas himself, and we try to get that on tape and then go back to rough conversation.

To me, speaking has always been an extremely interesting part of my professional life. I was very active in debating, and they had a wonderful program when I was going to high school called the National Oratorical Contest. Our school, Eastern High (they only had two high schools in Salt Lake City at that time), developed in successive years two world champion winners in this oratorical contest. I came along in 1929 and it was like having three no-hit games. We wrote our own material, and as the winner of the Oratorical Contest in that school, I was the number one man on campus; I mean it! It came as a surprise to me. I was too small to be a football player or basketball player, but all of a sudden culture reared its head because of this great interest the school had in what had been accomplished in the past.

That stimulated me in my own studies on talking and debating. If someone would ask, "What was the most valuable

thing you got out of your general educational program?" I would say it was the type of instruction and interest that I had in communication. But I don't think enough of this is being emphasized in schools. We should at least get people on their feet at a very young age, get them before an audience, and give them a proper feel for communication in the proper way and under the proper circumstances. This would be one of the major answers to our communication problems.

TM: So, you think that your background in communication played a major role in advancing your career?

KELLY: Oh, no question about it. In the two and a half years I was up in Montana [as airport manager], I was making a talk at least every two weeks. I talked to every Rotary club and every Kiwanis club.

TM: Do you have a knack for speaking, or did you learn it in school?

KELLY: I think I learned it in school, but I may also have an inherent knack for it, if you call it a knack; some people might do things a little better than others. Since I've become so busy, where we actually have to write down and document everything and talk about extremely

important subjects, I feel a little bit restrained. I have to do a little bit more reading than I formerly did when I make a talk. In other words, when I make a quote, I want to make it accurately, because many times it's quoted in the paper, and I don't like to generalize.

TM: What part does conviction play in your speaking?

KELLY: I've always felt that a lot of people mistake conviction and enthusiasm for emotion. Many people sit and criticize a guy up there talking. For example, down at the chamber of commerce, I was twice called by my peers for making an emotional appeal. My emotional appeal wasn't emotional at all—it was enthusiasm and conviction.

RAY SILVIUS: Just to show you what public speaking means to our company, we had a phone conversation 10 minutes ago about a speech Mr. Kelly had made. He made several speeches this year on the fact that air transportation should be classified by the Federal Energy Administration as public transportation, the same kind of transportation as buses and railroads are. But people won't recognize this fact. Therefore, any protection that might be provided in the supply of fuel to a public transportation company is not provided to the airline industry. We felt this was wrong and started making speeches about it. And, as a result of a speech he made in Portland to the Association of Airport Executives and then at the dedication of an airport in Great Falls, they passed resolutions which got to the FEA early this week. The FEA published in the Federal Register that they will now consider air transportation as public transportation—all as a result of his conviction and enthusiasm for this. There is a perfect example of where an airline executive was able to get something important done on behalf of the industry by making a speech, and then following up by getting the organization, after hearing the speech, to do something about it. Not just to hear the speech and forget it, but to follow up, which is just as important. But if he hadn't made the speech, there wouldn't have been the opportunity for the follow-up. So, public

speaking does a lot more than just fill time for him; it makes points for the industry. It's very important to us.

KELLY: I have to sometimes argue, discuss, and cajole, even with the professionals, such as Mr. Silvius. One crucial part of a beautifully-structured talk—and this comes directly from my background—is that you've got to close the sale. You can make the greatest speech in the world, but on this thing he's talking about, I actually came out and suggested that these people, as soon as the meeting was over, call a meeting of their Executive Committee and that they pass a resolution.

They didn't realize that 400 airplanes might be grounded if we didn't get something done about this fuel situation. And all of a sudden it dawned on them that this could affect an airport—they had just figured it was *our* problem. We did the same thing at Great Falls and we came to grips with closing the sale.

TM: What other methods can be used to improve public speaking?

KELLY: Well, I noticed this article, "Should You Read A Speech?" in *THE TOASTMASTER* [May, 1975], and I think so few people read speeches effectively that the image of speaking has become, another speaker this weekend."

I think that clubs and organizations should give awards for the Best Speaker of the Year. If I knew that they were going to select the Outstanding Speech in terms of interest, presentation, technique, and all the things that went with the speech, I'd be very proud to compete with whomever was speaking. I'd want to be in first place. I think that's the way you can really improve your communication through speaking.

TM: By knowing you'll be judged?

KELLY: Sure. This is true even in our own company. After 50 years, you'd think people would become sophisticated, but at the end of the year when we give the presentation to the No. 1 on-time performer in the system, it's like sending up a balloon. And I think speaking is that important. For every speech we accept, we

turn down five or six, by virtue of just having set general criteria for acceptance.

We try to get all our people in the company interested in it. I'm somewhat disappointed that more of our people don't step up and volunteer to do this, because of the exposure and the ability they would gain. I look at speaking from a sales standpoint. If I can go to an audience of 600 people and really close the sale in whatever I'm talking about, I think I save myself an awful lot of time. If I had to call on each of those individuals and make the same presentation, I'd never get done. But I think mass, eye-to-eye communication is as important as anything you do in business, and far too little of it is being done. One of the reasons it's not being done is that people reach a position like mine and they're either indifferent to it, or they're not qualified, or they've delegated it to someone else.

TM: When you're speaking, do you have a system of feedback evaluation set up, so you know how well you're doing?

KELLY: I'd like to say that I talk to people, but the only one I'd get a critique from would be Mr. Silvius. As president of the company, I think most of the people would come up and say, "That's a very good speech," but Mr. Silvius would say, "I don't think you had the proper eye contact today," or "You lost the attention of certain people," or "We've got to do something about not reading those speeches . . ."

SILVIUS: "Or, the top of your head looked very good today . . ." It's a tough thing for us—we're always working on this—to decide what part of his speeches he should read and what part he should do strictly extemporaneously. But the problem, as he has already outlined it, is that anything he says as president of this company is probably newsworthy, and they all want advance copies of his remarks.

The first thing we do is that I determine from the nature of the audience what their interest level is—what the theme of the convention or whatever is—and I come back and say, "OK, here's the group you'll be speaking to." In other words,

we identify the group first, and from there he tells me, "Here are the points I would like to make." I do the research, getting the latest statistics to illustrate those points, and come back to him with an outline. He goes over it and says, "Don't do this," "Take that out," and then I sit down and sketch it out the way I want to give it to the press. He takes that and marks it up for his own copy.

Sometimes there's not too much resemblance between the copy that I give him and the copy he reads from, except that the points he agreed to make are in there. The words will be different, but the points will be there. Every once in a while we have a problem with a speech that has so much statistical information in it that he has a tendency to read it. You can sure tell the difference between one that he reads and one that he just uses as a checklist. For the most part, his best speeches are the ones that he doesn't read, ones that he just follows as a checklist.

One of the things that he and I are working on almost constantly in this speaking business is that the most important public we have is our own employees.

If we don't reach them, we're in a lot of trouble. This week, just to give you an example of this approach toward verbal communication, we went over and met with our pilots. The reaction—the feedback from them—was absolutely fantastic. He was supposed to talk for 15 minutes and was in there an hour and a half. We couldn't get him out of the room.

KELLY: In this I never use notes. Two things that I always do when I'm talking to our people, whether I have to say something they agree or disagree with, is first, I always ask myself, "What is in the best interest of Western Airlines?" and, second, I try to see the question through the eyes of the person asking the question.

TM: We've begun to move into the area of management now. Did your management style just evolve, or did you consciously study certain theories or techniques?

KELLY: I'd have to answer that question by saying that since 1948 I've never missed a Board of Directors meeting. I wasn't a director, but we had a president at that time who brought in vice-presidents,

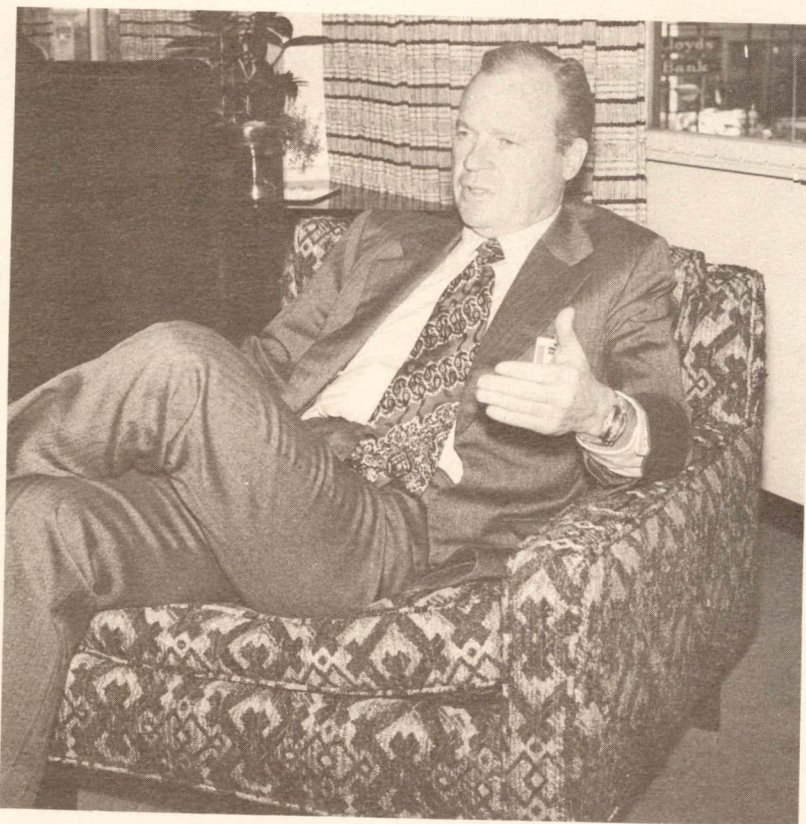
like interns, and we sat and watched the very guts and techniques of all phases of management and the action of the Board of Directors. My first assignment when I was made president was to manage a meeting and I felt like I'd done it a dozen times before, because I'd been there for 25 years. There's where you really learn management. Someday, someone will be in the position I'm in, and I think this is the best learning environment you can possibly get into. That's where I learned the internal part of management.

The second thing is that I've always felt that "management by consensus" is much more effective than management by individual. If the majority of the people who work around me—and I trust in my senior officers—disagree with me, I'm not going to make a unilateral decision. Now, many times I have to do that, in terms of what am I going to do about a crisis in labor negotiations or financial negotiations. That's the lonely part of this job. You have to take all the information you can get and then make a decision on it. That's the reason you're put in this job. But in 80% of the instances in managing the company, we agree. It's only rarely that I have to stand up and say, "This is the way this is going to be done; let's get on with the next subject."

TM: When you were developing your style of leadership, was there any particular person you modeled yourself after?

KELLY: That question has never been asked of me before, but I think Jack Kennedy comes as close as any—not necessarily his political beliefs, but his concern for people, his definition of "class," his dignity and quality. I think he had all of those attributes. In style, in dress, in appearance, and as an individual, there's a man who has always represented what I've felt.

Prior to that, I've always just had an insatiable desire for excellence. I've never achieved it to the point I wanted to, because I don't believe I have the capabilities to achieve excellence in its ultimate definition, but at least I've tried. It doesn't make any difference whether it's in terms of our headquarters building, or criticism of my own associ-



ates, or an accolade I have given. I'm very interested in how things are supposed to be.

Our pilots now have new uniforms, and you can almost see it reflected in their pride. If I could instill in all of our people a unique ability of communicating enthusiasm, the goal and desire to do a better job — if I could get that down to the foreman in the shop, our communications problem would be pretty well solved.

TM: It's very interesting that in this era when everyone talks about "mass media," you talk about "personal communication."

KELLY: Well, I'm absolutely convinced that the written word, as important as it is, just doesn't get through to 60 to 70% of the people. I think they read it, but unless somebody sits there and "eyeballs" it — talks to people — whether it's in a group or individually, they won't get the message.

There have been surveys made in large corporations: "Where do you get your information in the company?" One large corporation, about the size of ours (10,000 people), has specialized in media like you can't believe. They've got a company paper that they spend *thousands* of dollars on to tell people their annual reports, their profit picture. They asked a question of their people: "How much does the company take out of the revenue dollar?" The *least* they came out with was 40 cents out of the revenue dollar, and the paper had repeated at least 50 times in the last two years that "a nickle" is the figure — that 5 cents out of every dollar goes to profit, and the rest goes to benefits and salaries and all that.

So, you say, what goes on with this? I've repeated in our company paper a dozen times that a one-cent a gallon increase in fuel at Western Airlines costs us three million dollars. Yet, you go out and ask someone, "How much does a cent increase in fuel price cost in terms of dollars?" and they will say "I dunno." But, if I sit there and I talk to them just like I'm talking to you, and I say, "ONE cent is THREE million dollars," I swear those people will never forget it!

Now, this is what I mean by "personal

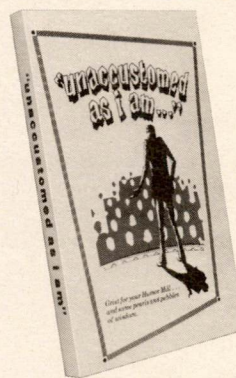
communication" — you've got to *lock* something in people's minds. People are so overwhelmed by television, ads, and the written media that what you're doing in your Toastmasters program is good but it's got to be even better, as it reflects itself on the individual when he talks to three people and not 100. The real bonus that you get out of Toastmasters, in my opinion, is that you can express yourself in such a professional, sophisticated way. You become a polished individual.

TM: What would you say is the state of management communication today?

KELLY: I think a couple of things surface themselves in this communications area. Once you get into the position that I'm in, you can't go any higher. The only thing I have is a lateral responsibility with my Board of Directors and the stockholders; and I've got a five-year contract. So, you combine those two things and I can think pretty independently and pretty objectively about these things that happen. All of a sudden, it dawns on me what should have dawned on me 15-20 years ago when I was clawing my way up and trying to let the boss know that I was doing a good job. I think I have the same tendency that most of our people have: they're spending about half their time with "upward communication," many times with no consequences, only "Look what I'm doing," "Do you recognize what I'm doing?" But if you took the energy that these people use on this upward communication, and you put it downward — let's say you have 80% of your communications down, making yourself understood — you wouldn't have communications failures.

Incidentally, I think some words in management should be eliminated. Two words that we use are bad: One is "employee" and the other is "subordinate." I noticed in your article on motivation [THE TOASTMASTER,] May, 1975 that you refer to "the subordinate." I do the same thing, because it's just something that we've grown up with. But I think our people today, in the new technique of management, are "associates." Let me tell you why I think they're associates: At twelve midnight tonight, there'll be a

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very important flight leaving from Hawaii or Minneapolis, and there'll be a supervisor on shift then, and there will be half a dozen extremely important people whom I don't even know coming through. Now, what is that supervisor at twelve midnight? He's not a subordinate, not an employee. He's me. He's my associate. He's the man who represents my philosophy. What is he going to do in representing my philosophy?

I've just given you a hypothetical case. I still haven't succeeded on this idea, because people get into such a rut and such a habit. They have a certain procedure they operate on, and that's the way they're going to operate.

TM: One final question. What personal goal defines success in your career?

KELLY: I think it's to leave a legacy of all the things I've been talking about, and to know that all my associates and the people I've been working with will say, "That's the way we are going to do it, and we're going to do it better." I don't think it's any more complicated than that. □

THE ACTION PEOPLE

A Look at the Past

Twelve to fifteen dollars a week for 40 hours work? As unbelievable as it may seem, that's the way the Naval Supply Center Toastmasters Club 2541-66 in Norfolk, Virginia, learned life was in the 30's from comments of senior citizens who attended one of the club's recent luncheon meetings.

The gentleman pictured at the right was only one of more than 20 senior citizens of the Ocean View Baptist Church and surrounding area who participated in joint discussions with the Naval Supply Center Club—the first Toastmasters meeting of its kind in the Tidewater area.

Topics covered a wide range from the economic situation of today and yesterday to the basic needs for an adequate plan.

"As things become tougher," said one gentleman approaching the 80-year mark, "you will notice families moving in together and sharing more. That is the way it was then—that is the way it will be again."

Several other suggestions on the sagging economy were rendered. "Government bonds are the only sure investment," said one man. "Why not crank in an inflation factor of double today's costs in five to ten years for any retirement?" was another of the many suggestions.

The program was centered around a general moderator who was assisted by five other moderators to discuss individual topics and to call on participants for their opinions.

Perhaps Mike Moylan, president of the NSC Toastmasters, best summarized this unusual meeting. "This," said Moylan, "was a most successful experiment." □

It's Haunted!

The Clacton on Sea Club 883-U in Essex, England, meets on the second and fourth Tuesday of each winter month, but only once a month during the summer. The reason for this is, according to Alan Thomas, that many of the club's members are concerned with the holiday trade in the Essex coastal towns and, consequently, have



little free time to devote to Toastmasters. But this may not be the only reason.

The club meetings are held in the historic "Bell" Inn at Thorpe le Soken, and according to Thomas, the Inn is haunted (yes, haunted).

Says Mr. Thomas: "This Inn is haunted by the ghost of Kitty Canham, who in the eighteenth century married the Vicar of Thorpe le Soken and then ran away to bigamously marry a Viscount. When she died, both husbands mourned her at her funeral."

Thomas says that Kitty has not, as yet, interrupted a club meeting, "although certain club members making their 'icebreaker' speeches have desired her to do so." □

Helping Hands

A needy family of three in St. Louis, Missouri, is still together despite severe financial hardship, thanks to the Winged Word Toastmasters Club 1903-8 in St. Louis.

It all began when Ward Gillespie, president of the Winged Word Club, spoke at his luncheon meeting about various charitable organizations and the efficiency with which they dispense the funds they collect. Through his research, he uncovered that the Christmas Bureau was part of the Health and Welfare Council of St. Louis and a member of the United Way Agencies.

As a result of President Gillespie's efforts, the Army Aviation Systems Command (AVSCOM) and the Winged Word Toastmasters Club joined the concerned by adopting a needy family.

Like all families receiving assistance through the bureau, the adopted family was afforded complete anonymity. But a case description provided by the bureau gave the Toastmasters a mental picture of the family's circumstances and living conditions.

"Mr. & Mrs. R. live in a two-family flat with their severely retarded foster son, Ted. Mr. R. was in an accident and received a permanent back injury. After surgery and repeated treatment, a determination was made that Mr. R. will never be able to work again and would have to live with pain for the rest of his life." The case history went on to describe Mrs. R.'s illness which prevented her from working. The family had been living on the \$69.00 per month workman's compensation before the Toastmasters and other AVSCOM employees stepped in to help.

Whether or not this family can remain together will depend on the continued monetary support through the Christmas Fund. But with the helping hands of Ward Gillespie and the Winged Word Toastmasters... how can they miss? □

GET RID OF YOUR BAD TELEPHONE HABITS

by
CATHY HANDLEY

What makes an executive come across like a robot on the telephone?

Partly it's the fault of Alexander Graham Bell's handy invention. Unfortunately, its mechanical larynx tends to flatten your voice and your personality.

Usually, however, most of the fault lies with you.

Without knowing, many executives develop bad telephone habits that rob their voices of timbre and their personalities of warmth and vigor.

But you needn't suffer from this handicap. It's easy to remedy if you follow these simple rules:

- *Emphasize friendliness.* Aline Thompson, formerly personnel director of the National Safety Council and now a writer and lecturer on career subjects, says:

"What I call the executive telephone voice-spoilers are dispositional traits. If you're a busy executive, daily tensions can cause you to become impatient, irritated, even hostile.

"These unpleasant mental attitudes tend to prevent you from speaking with an open throat, and unattractively color and mar your voice, often giving it a robot-metallic quality."

The remedy?

Improve your mental attitude, says Mrs. Thompson, by using a friendly ap-



Be Friendly

proach to telephoning. "And be sure," she warns, "not to use a double standard. Don't employ hearty friendliness when talking to a customer and brusque curt-ness to someone who is lower on your company ladder."

The result?

Your telephone manner, whether you're talking to a file clerk, customer, critic or golf crony, will greatly help you to achieve a warm, unrobotlike voice.

- *Gesture while you speak.* At a speech seminar held by Communispond, Inc., which has taught communication skills to thousands of executives of such leading firms as Colgate-Palmolive and Union Carbide, instructors dramatically help executives solve their voice problems.

Dull, dreary voices almost instantly turn brighter and more vital when the executives do a few simple fun things.

What simple things? They gesture.

If you want to quickly vitalize your phone voice, gestures will do it. Your timbre and inflection will reflect the interest you're expressing in your gesturing.

Let's see how gesture-talking works:

Al Jensen phones the vice-president he reports to with the good word that research on the new electronic bonding paint process shows it's great.

Mr. Jensen can crouch down at his desk, his shoulders hunched over the phone, and mumble: "Well, er, that, er, new paint process worked out, er, okay."

With this weak telephone approach, his boss' mental criticizer ticks off: "Hey, Jensen sounds uncertain. Maybe he's covering up some bad news." The boss wonders if Mr. Jensen's the right man for the job.

However, if Mr. Jensen sits up straight so his lower spine touches the back of his chair, and his feet are flat on the floor a

few inches apart (a comfortable position), he can gesture while he says into the phone: "The new paint process turned out very successfully."

When he hits the words "very successfully," if he pats the report enthusiastically, his voice sounds enthusiastic. Then, perhaps he adds: "I'm sending it right over." As he says "right over," he flips his hand or picks up the report swiftly. His interest and the gesture color his voice with vibrancy.

On the other end of the wire, his boss subconsciously thinks: "This is going to be a break-through report. That fellow Jensen's really got it all together. He's going places."

It's not hard to invent gestures that will help improve your voice.

For example, a real estate salesman is talking on the phone to a prospect interested in some property with a winding stream. If the salesman makes a winding gesture with his hand as he describes the stream, his voice becomes more colorful and the property seems far more interesting to his prospect.

One special tip: Make a variety of gestures to help your telephone voice stay in trim. And don't worry about running out of gestures. Sir Richard Paget, a noted English scholar, claims there are about 700,000 (head, leg, arm, body and combinations) to choose from.

• *Improve your voice range.* Does your voice tend to go a little high? Grab a ballpoint as you talk on the telephone, hold

it at desk or lap height, look at it as you talk, pitch your voice lower, and your voice will move downward.

A lowered voice sounds warmer and more friendly.

• *Express what you mean.* People can't see your expression when you talk on the phone. You must compensate not only by putting expression into your voice but by actually saying what you mean. Don't just say to someone who's sent you a report you're impressed with: "I received the report." He doesn't know if you like it, differ with the findings, or haven't read it.

If you find it useful, say: "I'm impressed with your report. It's very helpful."

If someone brings up an idea with merit for expanding the business, don't just say: "That's an idea." Let him know how you really feel with a comment such as: "That idea interests me very much. I like it."

You'll not only start transacting your telephone business more effectively, but your improved telephone voice will gain more cooperation.

• *Effectively structure your telephone message.* The reason many executives drone on mechanically, with lots of er's, ah's, and well's, is that they're hazy about how to structure a telephone call.

A good rule of thumb is to think of this A-B-C structure for the body of the call:

A. Tell the person, preferably in one sentence, the purpose of your call.

B. Vividly point up or dramatize the



Effectively Structure

purpose of your call by giving an illustration, a comparison, a statistic, an analogy, a specific description or an expert's view.

C. Use a quick windup sentence about what you want the person to do or what you're going to do.

Here's an example of that kind of structured phone call. The office manager is calling the head of maintenance. He says:

A. "Harry, we need to overhaul the air-conditioning in the marketing department."

B. "This morning there was a foot of water in the reception room."

C. "Will you have someone check into this right away?"

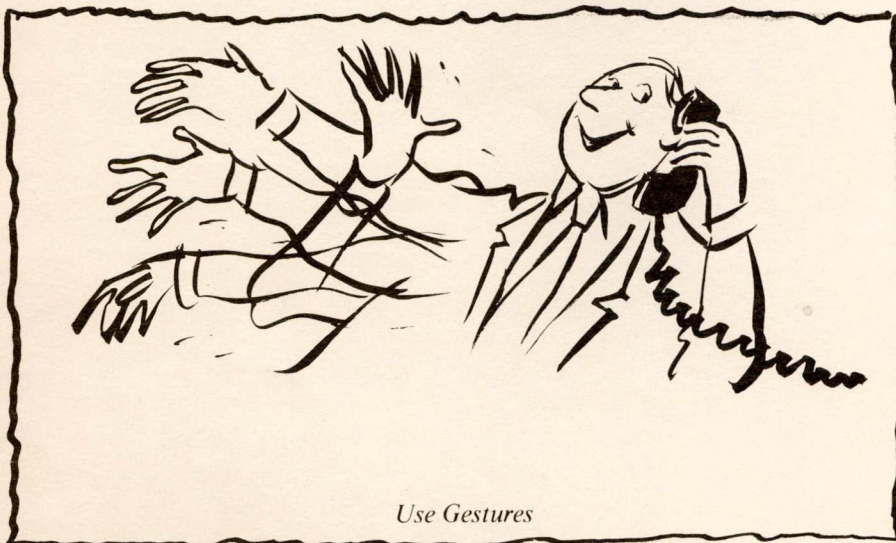
If possible, try to confine each phone call to just one point. Make separate calls for different problems. If you must make several points, number them clearly as you talk, with: "Item one, item two..." or "Point one, point two..."

Business authorities have found that usually a business call should take only five or six minutes. However, off-target chit-chat can expand a call to 10 minutes or longer.

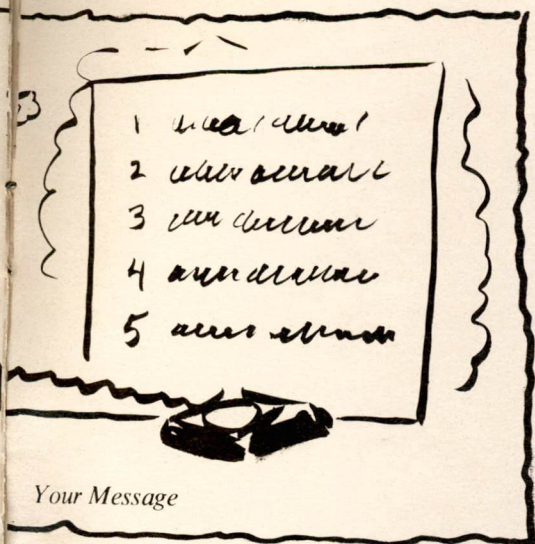
If you suspect your calls have some fat in them, time a few.

Then, remembering the above structure, analyze why the calls are running long. Often, you can figure out effective ways to trim calls and have more time during your day.

• *Add extra value to your calls.* Just as a business prospers when the management



Use Gestures



Your Message

puts in the extra value of more service or a superior product, your career will be enhanced if you'll put a little extra value in your telephone calls.

Often, it is an offer to help others—a suggestion on how they can save time or money by doing certain things—if it relates to the point under discussion.

This habit was a trademark with Robert J. Weston when he served as general manager of the giant building products division of Boise Cascade Corp. To his advertising manager, who'd phoned to discuss the problem of what the next catalog cover should be, Mr. Weston threw out over the phone:

"Why not use a scenic—the Cascade Mountains?"

The advertising director did, and it proved a winner.

To a newspaper reporter who'd called for a comment on sales activities, Mr. Weston volunteered:

"Say, would it help if I read you the total industry statistics on that point? No trouble. Got 'em right here."

He read off the figures slowly, so the reporter could make good notes, saving the newsman half a morning's time checking out the figures on his own.

After talking with Mr. Weston, people would turn from a telephone flushed with pleasure and thinking:

"What a great guy!"

The payoff? He got tremendous cooperation from people both within and without the company.

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talk on the telephone, use some magical phrases. These are not tricky word combinations but simple courtesies. Sprinkle in lots of comments like:

"Thank you." "I appreciate that."
 "Hey, thanks for returning my call so promptly." "If I can be of any further help..." "Glad to help you." "Glad to hear from you." "I like that idea!" "Just called briefly to congratulate you."

Frequently work in phone calls of con-

gratulation on a new child, a promotion, an accomplishment. Showing interest in others will help make your phone voice sound alive.

Not only that but, as will all these simple telephone techniques, it will help you move upward in your career. □

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A 'How to' Feature

Exchange Your Speeches...on Tape!

by
**Raymond E. Floyd, ATM
Club 1687-U**

As members of an undistricted club, we often feel that we are placed at a distinct disadvantage to those clubs having a district affiliation. One prime area of concern is the difficulty we have in participating in speaker-evaluator exchanges with other clubs. The reason for the difficulty is a simple one—*inaccessibility*. But we have taken a step to remove (or at least reduce) this obstacle.

The Ri Konono Toastmasters Club 1687-U, Kwajalein, Marshall Islands, developed a plan to exchange taped speeches and evaluations with other clubs. To this end, letters were written to the district governors for Districts 49, 69, 70, and 72—all of which are in areas that our club members often pass through on

vacation, or other business. In these letters, we explained our situation. We told them that the nearest club was more than 1000 miles away and suggested an exchange of taped speeches and evaluations between our club and interested clubs within their district. The response was gratifying. We have already exchanged tapes with clubs in Districts 69 and 70 (Australia), and have received letters from others who are interested.

Each time a club inquires as to the procedure, we supply the following information:

(1) Each speech is to be recorded on a standard magnetic tape cassette. More than one speech may be included if desired.

(2) The cassette should be mailed to

the educational vice-president at our club's post office address. (The use of the club address and officer prevents confusion during changes in club staff.)

(3) Enclosed with the cassette should be the information identifying the speaker's name, speech manual number and purpose (the purpose is important, with two editions of the C & L manual currently being used), speech title, time requested, and the type(s) of evaluations requested (written and/or oral). In addition, the club address and district number should be included. The speaker's identity can be included as a part of the tape if the speech was given at the club meeting and all necessary information was included in the introduction.

(4) The speech will be evaluated by a member (or members) of our club within two weeks and the tape returned. While we may not always have a tape ready for that club, the incoming tape is returned as quickly as possible. A tape from our club will be sent when one becomes available.

(5) A record is maintained of all speeches received (or sent), the clubs involved, etc., so we may provide interested district, area, or club officers with a complete listing of all the educational activities that have taken place.

Experience to date has shown many plusses for this program. When you consider just a few of them, the program begins to sell itself. The exchange allows club members the opportunity to experience continued exposure and practice with microphones; it provides the opportunity to share experiences between your club and many others; and it provides valuable exposure to outside evaluations of your member's speaking progress. While the program is not, as yet, officially recognized by Toastmasters International, the concept has proven an interesting and valuable experience for our club's membership.

If this program sounds interesting, why not try it for yourself? And if you can't think of anyone else to start with, try us: Ri Konono Toastmasters Club, Box 487, APO San Francisco 96555. □

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The Magic of Washington, D.C.

Whether it was the city of Washington, D.C., itself or the coming of the U.S. Bicentennial, there was a feeling of optimism at Toastmasters 44th Annual Convention... there was magic in the air.

If you've ever traveled to Washington, D.C., you know that the city has a certain magical effect on anyone who visits it. That magic was more than evident to everyone who attended Toastmasters, 44th Annual Convention, held on August 20-23 at the Shoreham Americana Hotel.

Whether it was because of the city's historical significance and the coming of the U.S. Bicentennial or because of the overall convention theme "Be Involved," there was optimism in the air. From the colorful parade of flags on Wednesday morning to the exciting International Speech Contest on Saturday, all attention was focused on the basic concepts on which the Toastmasters organization was founded, the educational opportunities that provide the much-needed skills of communication and leadership and the fellowship that accompanies that educa-

tional growth.

That optimism and excitement was never more evident than it was at Thursday's Annual Business Meeting, when officers and directors for Toastmasters International's Board of Directors were elected. After unanimously selecting George C. Scott, DTM, as 1975-76 International President, Robert W. Blakeley, DTM, as Senior Vice-President, and Durwood E. English, DTM, as Second Vice-President, convention delegates found they had to choose between a record number of five candidates for the office of Third Vice-President. After what seemed like an endless amount of time, Hubert E. Dobson, DTM, was given a majority vote and elected as the 1975-76 Third Vice-President on the fourth ballot.

The elections continued and eight Toastmasters were selected for two-year terms on the Board of Directors. They

were: Carl N. Berryman, DTM, Region I; Howard E. Chambers, DTM, Region II; William D. Hamilton, DTM, Region III; Richard A. Ward, DTM, Region IV; Richard L. Storer, ATM, Region V; Douglas A. Barclay, DTM, Region VI; Anthony J. Marra, DTM, Region VII; and, P. Gregory McCarthy, DTM, Region VIII.

As in past years, education played an important part in the convention. Those attending the Friday educational sessions were treated to practical demonstrations on evaluation and club programming by members of various clubs in District 36 and were given valuable information on various membership building and educational programs currently being offered by World Headquarters. But education was not limited to this day alone.

Throughout the week, Toastmasters





DISTINGUISHED DISTRICTS—One of the highlights of the Convention was the Hall of Fame Awards ceremony. Among other awards, President John Diaz presented his President's Distinguished District Award to six district governors. They were (from l to r): Larry Selby, DTM, District 16; R.A. "Dick" Anderson, DTM, District 14; Norman L. Hartell ATM, District 5; Rulon M. Wood, DTM, District 15; William N. Crawford, ATM, District 3; and James W. Eggenberger, ATM, District 33.

listened to a great array of presentations from noted communication and leadership experts. They were urged by John Warner, administrator of the American Revolution Bicentennial Administration and recipient of this year's Golden Gavel Award, to become involved in the Bicentennial celebration and were told of the importance of communication and its impact on the future by Dr. Frank Dance, the convention keynote speaker. They learned of the importance of a speaker's commitment to his subject and necessity of total involvement from Dr. Raymond Taylor, marshal and librarian for North Carolina's Supreme Court, and the value of the Toastmasters public image from NBC News Correspondent David Rush. They were motivated by Management Consultant Lew Byrd to strive for quality leadership

in their clubs and districts in order to meet their members' needs and discussed membership growth and how they could make it happen with Past International President Ralph E. Howland.

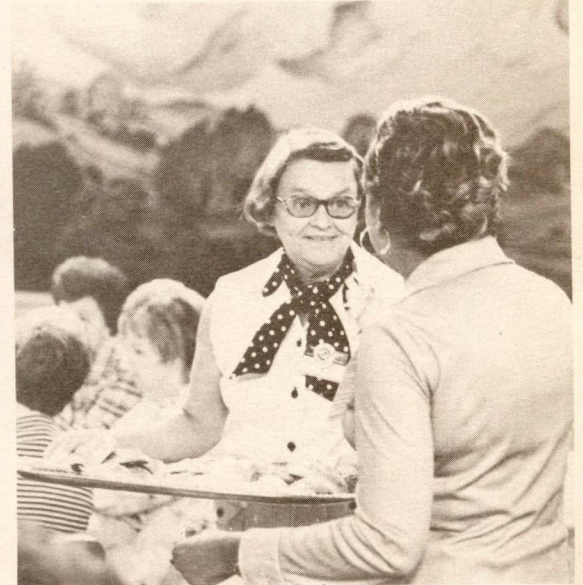
Fellowship was the key word throughout the week and delegates made the most of the opportunity the two dinner parties afforded them to renew old friendships and create new ones.

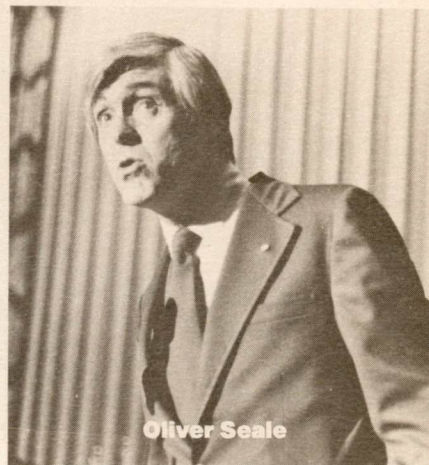
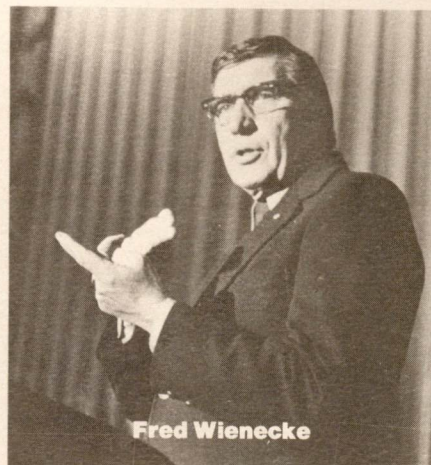
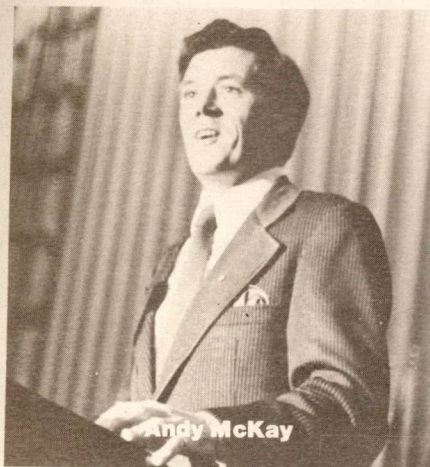
At the "Party 200," delegates celebrated the country's Bicentennial by dressing in costumes depicting a certain period in America's history and were treated to a musical history of the United States by a group of talented youngsters, The Young Columbians. Later in the week, those attending the traditional President's Dinner Dance were given the opportunity to meet and watch the

installation of their newly-elected Board of Directors and to become a part of what has become Toastmasters "Inaugural Ball." "It's going to be a great year," said George C. Scott, the 1975-76 Toastmasters International President. Everyone there seemed to agree.

The highlight of this, and any convention, is the International Speech Contest. Traditionally held on the last day of the convention, the contest brings together eight Toastmasters whose speaking skills have led them through their club, area, district, and regional contests and given them the opportunity to speak in this great event.

Nearly 1000 people watched as each contestant gave his prepared speech, a short impromptu, and was then interviewed by International Speech Contest Chairman Hubert E. Dobson, DTM.





When the dust had settled and the judges had made their final selections, President George C. Scott, DTM, announced the results.

Andy McKay was awarded first place for his speech, "The High Cost of Smiling," Fred Wienecke took second with "One Step at a Time," and Oliver Seale was given third for "Tony at the Astrodome." In addition, President Scott announced the winners of the 1975 International Taped Speech Contest. First place was awarded to Michael Cox of South Africa for his speech, "The Late Thirties," second place went to David Gore of New Zealand for "The Cleanliness Myth," and Ian McCausland of Australia took third with "Unkind Hearts and Coronaries." (Ed. Note: Official cassette recordings of the International Speech Contest's top three winners and educational programs will be available shortly. Watch the November issue of THE TOASTMASTER for further details.)

All in all, it was a very productive week. Those who came found an atmosphere of friendliness and sincerity that could not have been found anywhere else. They found education and enthusiasm—enthusiasm for an organization just starting its second fifty years. And they found an invitation—an invitation delivered by District 68 Governor Jack Mesh to attend Toastmasters 45th Annual Convention on August 18-21, 1976, at the Fairmont-Roosevelt Hotel in New Orleans, Louisiana. "Y'all come," said Governor Mesh in his finest Louisiana accent. "Ya hear!" □



The Evolution of the "Downunder" Toastmasters

Beginning this month, and continuing as space permits, THE TOASTMASTER will take a look at the Toastmasters organization in countries outside North America—how it began, how it has evolved over the years, and what is happening now.

If you are a member of such a club, and can supply us with information on the history of the Toastmasters organization in your country, let us hear from you.

After one false start, Toastmasters officially came to Australia in August, 1957, when the Wollongong Toastmasters Club was formed in New South Wales. The formation of this club, and of the Toastmasters Territorial Council of Australia (TCA) that followed, was largely the work of one man—Graham Morton.

Morton served as the first President of TCA from 1959-1962, and under his astute leadership 16 new clubs were formed—ten in New South Wales, three in Queensland, and one each in Victoria, South Australia, and Tasmania. The Australian Toastmasters were on their way.

Don Duncan became President in 1963, and due to his forceful leadership, Toastmasters in Australia really began to move. Great impetus was given to the movement when a feature article on Toastmasters in Australia was published in *Reader's Digest* and, later, when Australia was given the opportunity to host Toastmasters International President Alex P. Smekta and his wife in 1964.

During President Smekta's visit, the Australian Toastmasters made great use of this golden opportunity by taking him on a tour of four Australian states and to the TCA Convention held

at Brampton Island, Queensland.

At the time of President Smekta's visit, there were 22 clubs in the TCA. But by the time International President Earl Potter and his wife attended the tenth Australian Convention in 1969, this had grown to 62.

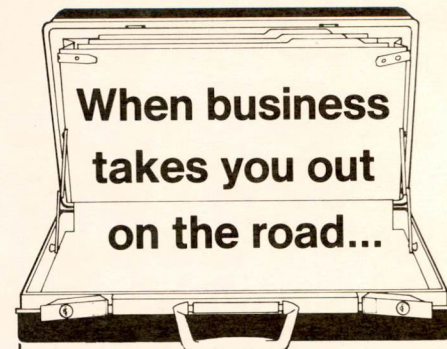
The next major step for the Australian Toastmasters came at the TCA Convention at Surfers Paradise, Queensland, in 1971. It was resolved that the Australian Toastmasters split into two districts (69 and 70), and after the move was agreed upon by Toastmasters International, it was done.

Russ Walkington, the first District 69 Governor, was a bustling radio personality who had served two terms as TCA President and whose zeal and enthusiasm had been responsible for the formation of many clubs. Russ's district included all clubs in Queensland as well as those in Northern New South Wales.

The first District 70 Governor was a Sydney businessman, Tom Stubbs, whose district would cover all Australian clubs outside District 69. Today, these two districts embrace 120 clubs in six states and cover an area of almost three million miles.

Plans have already been made for International President George C. Scott, DTM, to attend the Australian Toastmasters Downunder '76 Conference, which will be held in Sydney, May 13-18, 1976. For those interested in attending, special tours have been set up for as many U.S. and Canadian Toastmasters as possible. (For further information, contact: Trans-Australia Airlines, 510 West 6th Street, Los Angeles, CA 90014.)

The Australian Toastmasters have come a long way—and plan to go a lot farther. Those Toastmasters "downunder" can truly be said to be "on the move." □



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by Robert T. Oliver, PhD

In my previous articles, we have considered ways of preparing and presenting persuasive speeches under two quite different circumstances. We have learned to use the "smile method" when the audience is friendly or at least neutral toward us and our proposal and the "fight method" when the audience is strongly and openly opposed to what we are trying to accomplish. There is a third type of situation that often arises, where a different kind of persuasive approach is required.

"Persuasion as problem-solving" is often the best method to use when you find that your listeners are very much aware that a serious problem exists and they simply do not know what should be done about it. They neither support nor oppose any particular solution, because they don't know how the problem can be solved. Under these conditions, the function of a speaker is neither to please nor overwhelm, but to guide the thinking and feeling of the audience concerning the proper action to be taken.

Understanding the Problem

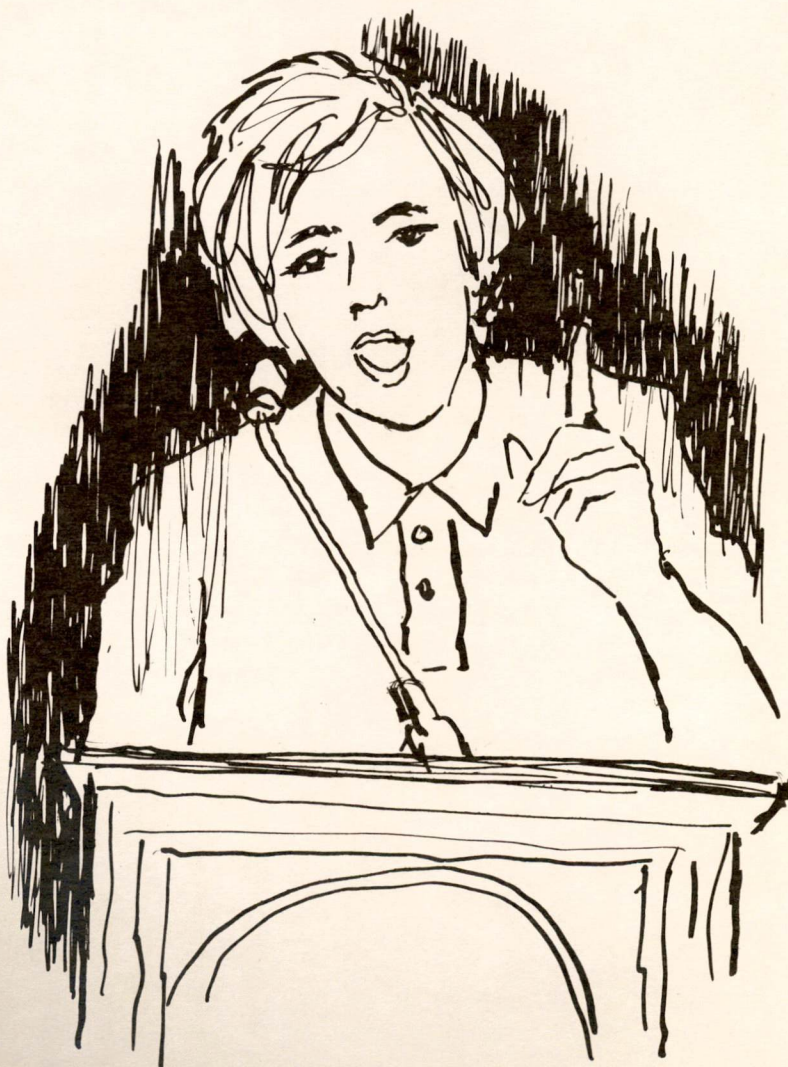
"Persuasion as problem-solving" requires the speaker to understand the problem in all its breadth and depth. Beyond this, he must think about it so clearly and correctly that he discerns a solution which his fellow members in the group have not found. Finally, he must present this so convincingly and naturally that they will accept his recommended solution as being unquestionably the best thing there is to be done.

In short, the problem-solving method of persuasion is the ultimate mode of communicative leadership. In using it, the speaker combines the roles of guide and spokesman for the group. He provides the ideas the listeners need in such a manner that they believe what he is saying is largely an explication of their own thinking. Their individual reactions should be: "He has helped me to see what I think about the matter far better than I ever did before."

An example of this persuasive situation is the tangled and confused problem of intermingled inflation and recession that beset not only the United

Solve That Problem With Persuasion

In this last of a series of articles on persuasion, Dr. Robert T. Oliver examines the method he calls "the ultimate mode of communicative leadership" — persuasion as problem solving.



States, but the entire world in 1974—and since. Both the experts and the general public were searching for answers. The problem was frightening, partly because whatever was done to control and lessen inflation must inevitably worsen the depression. Conversely, whatever might be done to alleviate the depression could only make inflation worse. Moreover, no nation could handle this complex and contradictory problem by itself—even if its leaders knew how. International cooperation was required; and there seemed no way by which separate and suspicious governments could be induced to work out any common and cooperative set of remedies. If ever a situation called for problem-solving persuasion, this was it.

Any speaker who took it upon himself to deal with this problem intelligently, objectively, and honestly would surely find his listeners grateful for the attempt. The existence of the problem was all too clear. A solution was desperately required. If a speaker undertook to present a solution, he would, of course, be regarded with some suspicion. How could he succeed where so many were obviously failing? But if he approached the question systematically, the audience would gladly follow what he had to say, simply because they were so much in need of what he proposed: to find a solution that would really work.

Presidential Persuasion

President Gerald Ford confronted this problem immediately upon assuming office. He invited consideration of the problem by the nation's economists, then made a speech to a "4-H" convention in Kansas City, setting forth a series of thirty-one proposals he said would solve the complicated problems of inflation-plus-recession. His speech was not well received and his proposals were widely criticized. Many felt that he had confronted a universal problem and failed to use the problem-solving method of persuasion in dealing with it. You, as a Toastmaster, should do better.

The basic guidance for approaching this persuasive situation was given by the educator, John Dewey, in a book published in 1910 entitled *How to Think*.

Dewey pointed out that human beings do not use their intelligence except when confronted by a felt difficulty—that is, by a recognition that something is drastically wrong. We do nothing, or keep doing things in the same old way, until our circumstances become so sufficiently uncomfortable that we are forced to face the fact that a new approach is called for. This is why we say that "necessity is the mother of invention." We think constructively only when we feel a genuine need to do so.

The problem-solving method of persuasion is a communicative adaptation of the five-fold process that Dewey believed our minds naturally follow whenever we do constructive thinking. The

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 ”

steps are as follows:

1. We become troubled by a difficulty that is acute enough to arrest attention and cause discomfort.
2. We analyze the difficulty, attempting to define what it is and to determine just how it is affecting us.
3. We search for all available solutions, trying not to overlook anything that could solve the problem.
4. We evaluate each of the solutions, noting the advantages and disadvantages of each.
5. Finally, we select and act upon whichever of the solutions seems to promise the best results (trying, when feasible, to preserve the opportunity to shift to a second potential solution if

the first one does not work).

In your speech on the inflation-plus-recession problem, you begin by reminding your listeners how acute the problem has become.

As your second step, you give some examples of how you and they are affected: higher prices at the grocery store, less income from investments, a threat to existing jobs, and probable increases in taxes, in crime, and in widespread public demoralization and disunity.

Canvas Your Resources

The third step—the listing of all available solutions—requires you not only to carefully canvas the resources of your own mind, but also to go to the library and read as widely as your time permits in current magazines and newspapers, where the subject is much discussed.

In your speech, you may say to your fellow Toastmasters, "I've read what the experts are saying in publications as different as the *Wall Street Journal* and *The New Republic*. They disagree about a lot of things, but from this wide range of economic studies, I have assembled a list of possible ways of dealing with our national problem." Then you present the entire list to them, starting off with the least likely solutions and ending with the one that, in your judgment, is the most desirable.

As your fourth step, you evaluate each of these solutions in turn.

"The first of the possible solutions," you may say to them, "is for everyone to reduce spending by as much as twenty-five percent. This would certainly have the advantage of reducing sales so drastically that prices would have to come down as retailers fought for their share of what business remained. Such a drastic reduction of spending would surely curb inflation and might end it completely. But there are at least two factors that make this solution wholly unacceptable. The first difficulty is that, for the great majority of Americans (and of people around the world) to cut back their spending by twenty-five percent, or by anything approaching that figure, would mean actual starvation for some, serious deprivation for most, and an

unacceptable reduction in standard of living for everyone. And the second difficulty is that, while such a method would help fight inflation, it would at the same time throw our nation and the world into a depression worse than anything since the 1930s. For both these reasons, the first of the possible solutions simply will not work. Tempting as it may seem to save more and spend less, this approach just won't solve the kind of problem we confront."

Similarly, you present, evaluate, and reject each of the other proposed solutions in turn—to raise all income by cost-of-living increases as inflation mounts; to reduce or eliminate taxation of all low-income families; to establish huge governmental make-work projects to employ the unemployed; to reduce or eliminate taxation on all productive industry in order to create more jobs; to encourage everyone to grow their own food, make their own clothes, and repair their own appliances; and whatever other possible solutions your thinking and reading may have suggested.

The Final Solution

Finally, in your fifth step you come to the point of recommending action on the one solution you think is practical and available.

"What, then, can we do?" you ask your listeners. "What we have learned is that there is no simple solution. There is nothing that can solve the complex inflation-depression combined problem through just one type of action. Since the problem consists of two contradictory parts—inflation and recession—the solution will also have to have two contradictory aspects. Since saving alone would increase the recession and spending alone would increase inflation, we have to look for a combination that is as potent as the problem itself. What I am recommending is not what I would choose or what you would choose, but what the necessity of the situation demands."

The persuasive value of the problem-solving method is considerable. Note that you start your speech by discussing a problem situation which is troublesome to your listeners and which they

will readily agree with you needs a solution. You then describe for them all the solutions that might be brought to bear to resolve the problem. Next, you go over these various solutions one-by-one, indicating the desirable features of each, but showing why it cannot or should not be adopted. Ultimately, there remains but one solution—the one you yourself favor.

In explaining this "favored solution," you should commence by pointing out its faults or costs or other undesirable features. Then you return to the theme that a solution of some kind is urgently needed. Next, you show the desirable and practical aspects of your solution. By this time, the listeners are ready to accept it—not only because of its good qualities, but also because all the other potential solutions have had to be rejected.

A Joint Product

Because you have followed through a reasoning process that is similar to the way everyone thinks when confronting any problem, the listeners will feel the solution you finally recommend is the only one they themselves could accept. You are not imposing a solution upon them but, rather, are helping them in their own search for a solution. What emerges is felt by the audience to be a joint product, theirs as well as yours. This is what happens when you present a persuasive speech as a solution to a problem, rather than as a proposal which you urge the audience to accept.

There are times when the "smile method" is the best you can use. Other situations demand the "fight method." But in circumstances in which the listeners are vividly aware of a problem that needs to be solved, the "problem-solving method" of persuasion is the best of all. □

Dr. Robert T. Oliver has been a member of Toastmasters International's Educational Advisory Committee and is the author of the Communication and Leadership Program. A former professor and chairman of the Speech Department at Pennsylvania State University, he is the author of 30 books, including *The Psychology of Persuasive Speech*.



Need a Speech Topic?

The American Revolution Bicentennial Administration has selected "Certain Unalienable Rights" as the third topic to be discussed by speakers and writers participating in the American Issues Forum.

Scheduled for October 26 to November 22, 1975, the new topic will examine some of the basic freedoms for which the War of Independence was fought—freedoms that still affect the everyday lives of all Americans. The month has been divided into the following four subjects:

Oct. 26-Nov. 1: Freedom of Speech, Assembly, and Religion. Hanging witches, burning books, jailing dissidents, and requiring or prohibiting prayers—this "free country" has done all of these. Is freedom so fragile that we sometimes must—or think we must—defend it by denying it to others? What is the dividing line between art and pornography? Between reasonable protest and impermissible violence?

Nov. 2-Nov. 8: Freedom of the Press. Without a free press, it is doubtful whether there could have been an American Revolution. But is it too powerful? Does it jeopardize the rights of others—especially the right to privacy? Can a free press monitor society if it is monitored itself?

Nov. 9-Nov. 15: Freedom from Search and Seizure. Freedom from search and seizure was of utmost importance to the nation's founding peoples. But modern technology has added new and disturbing dimensions to the fears that brought adoption of the Fourth Amendment. How is the collection and use of private information to be controlled? When does the right to privacy cease to be a right?

Nov. 16-Nov. 22: Equal Protection Under the Law. There is a basic guarantee we have as Americans: equal protection under the law for every citizen. But are we in practice equal before the law? Or are some "more equal" than others? Is there one rule for the rich and another for the poor; one for the influential and one for the obscure?

Join the thousands of communicators throughout the United States who will be participating in the American Issues Forum. You'll be doing your part to help America celebrate her 200th birthday. □

hall of fame

ABLE TOASTMASTERS (ATM)

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

Tom E. Anderson, Globe Club 2197-3, Globe, Arizona; William B. Berry, St. Clair Club 496-8, Belleville, Illinois; George D. Cameron, Credit Union Club 854-31, Cranston, Rhode Island; Merlin E. Chase, Simpsons & Simpsons Club 1555-45, Halifax, Nova Scotia; William S. Dennis, Southwest Club 2066-16, Oklahoma City, Oklahoma; Clinton B. Dorwart, Early Bird Club 2534-23, Albuquerque, New Mexico; Maurice T. Feiman, Leisure World Club 2230-F, Seal Beach, California; Warren W. Fisk, Pacemakers Club 2167-6, St. Paul, Minnesota; A. A. Graff, Waterloo Club 101-19, Waterloo, Iowa; Bruce L. Hollister, Ore-Ator Club 3877-7, Portland, Oregon; S. D. James, N O L Club, 3637-36, White Oak, Maryland; Larry B. Laudig, Fred H. Rohr Club 2518-5, Chula Vista, California; Robert M. Lohr, San Jose Club 1577-4, San Jose, California; Mack F. Lowe, Tuesday Toasters Club 3004-63, Kingsport, Tennessee; Lennart E. Lundberg, Annandale Club 3122-36, Annandale, Virginia; L. Kenton Meals, Ala Moana Club 3583-36, Honolulu, Hawaii; Alexander P. Nelson, Gate City Club 759-20, Fargo, North Dakota; Don L. Puckett, Muncie Club 1096-11, Muncie, Indiana; Edward R. Roberson, Dam Neck Club 2039-66, Virginia Beach, Virginia; John C. Rollow, Glendale 1 Club 8-52, Glendale, California; Roy E. Russell, Billings Club 319-17, Billings, Montana; Fred J. Sackleh, Coffee Country Club 1719-63, Manchester, Tennessee; James G. Sauer, La Crosse Club 411-35, La Crosse, Wisconsin; Robert Schmitt, Ridgewood Club 2639-46, Ridgewood, New Jersey; Roger L. Smith, Opportunity Club 451-19, Des Moines, Iowa; Louis A. Stanich, C M B Club 517-11, Indianapolis, Indiana; Walter R. Supina, State College Club 1219-13, State College, Pennsylvania; Thomas R. Teynor, Rainbow Club 3104-6, Minneapolis, Minnesota; J. W. Tice, UTOY Club 810-14, Atlanta, Georgia; Frederick H. Townsend, Ambitious City Club 1586-60, Hamilton, Ontario; Dr. Kenneth S. Tydings, Hampstead Club 1105-46, Hampstead, New York; Joseph R. Welke, Hiawatha Valley Club 205-6, Red Wing, Arizona.

new clubs

50-9 APPLE VALLEY CLUB

Union Gap, Wa., Tues., 7:30 p.m., Valley Mall, 2515 Main St. (965-0123). Sponsored by Chinook Club 40-9.

2282-14 NORTH LAKE CLUB

Atlanta, Ga., Mon., 12:00 a.m., Conference Room at 2220 Park Lake Dr. (934-7400). Sponsored by The Dectatur Communicators Club 1375-14.

2895-46 BRYANT PARK CLUB

New York, N.Y., Tues., 11:30 a.m., Haskins and Sells, 14th Fl. Meeting Rm., 1114 Ave. of the Americas (422-9600, Ext. 1446).

2517-72 COMBINED CLUB

Mount Maunganui, North Island, New Zealand, Mon., 7:30 p.m., Links Ave. Intermediate School (Tauranga 53365).

1447-U DEVIL DOG CLUB

Taipei, Taiwan, Thurs., 4:00 p.m., NCO Steak Room, Shu Lin Kou Air Station (861-6063/37, Ext. 2131).

1834-U VEREENINGING CLUB

Vereeninging, Transvaal, Rep. of S. Africa, Wed., 7:00 p.m., Stewarts & Lloyds Rec. Club, Kliplaatdriit.

2132-U PROTEA CLUB

Port Elizabeth, S. Africa, Mon., 5:30 p.m., Hunters Retreat Hotel, Old Cape Road (30-2305, Alternate 30-2307). Sponsored by Algoa Club 2457-U.

anniversaries

30 YEARS

C P A Club 338-2
Seattle, Washington
Executives Club 309-6
Minneapolis, Minnesota
Executives Club 335-19
Des Moines, Iowa
Evergreen Club 333-32
Tacoma, Washington

25 YEARS

Palm Springs Club 846-F
Palm Springs, California
Dynamic Whittier Club 873-F
Whittier, California
EE-QUIP-SHA Club 501-9
Ephrata, Washington

20 YEARS

Hibbing Club 819-6
Hibbing, Minnesota
Dogwood Club 1901-14
Atlanta, Georgia
East Story County Club 504-19
Nevada, Iowa
Jackson County Club 1871-29
Pascagoula, Mississippi
San Luis Obispo Club 83-33
San Luis Obispo, California

Fresno Jaycee Club 185-33
Fresno, California
Redstone Club 1932-48
Huntsville, Alabama

15 YEARS

Sandusky Club 2913-10
Sandusky, Ohio
Longhorn Club 3178-25
Ft. Worth, Texas
Balboa Club 1259-52
Panorama City, California
WIIIS Los Angeles Club 3181-52
Los Angeles, California
North Bay Club 1698-60
North Bay, Ontario

10 YEARS

Yawn Patrol Club 364-7
Eugene, Oregon
Executive Club 266-14
Marietta, Georgia
Town Criers Club 2898-18
Annapolis, Maryland
Sunrise Club 2508-47
Ft. Lauderdale, Florida
Kenora Club 3875-64
Kenora, Ontario

Anniversary Month —

Help Someone Grow

This month marks the beginning of Toastmasters Anniversary Month, the first half of a concerted fall and spring membership building effort designed to help you share one of your most rewarding experiences with someone else . . . your membership in Toastmasters.

If you've ever had the opportunity to share that experience with a friend, to watch him grow and develop, you know there is nothing in the world like it. That's why Anniversary Month was created — to provide you with that opportunity and to offer you International recognition for your efforts.

By now, your club president should have received a packet of materials to help organize and implement your Anniversary Month membership building effort. Join the thousands of Toastmasters around the world who will participate . . . and help someone grow!

your 1975-76 district governors

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70. Piers Foa, 2 Worrall St., Croydon, Victoria, Australia 3136
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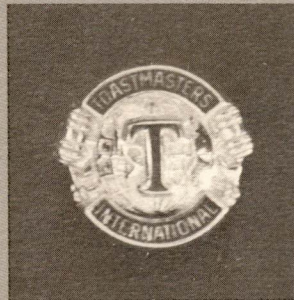
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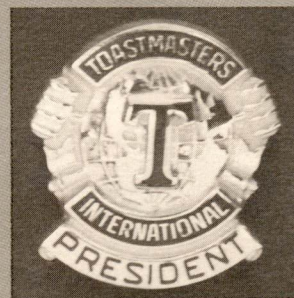
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