



## The Spirit of Milwaukee

*See page 16 for  
1980 Convention Highlights*







## Building the Spirit of Success

This past June, while traveling home from a regional conference, I met an old acquaintance in Chicago's O'Hare Airport. David and I had worked for the same company many years ago, but as so often happens, we lost track of each other with the passing of time. Our conversation centered around our professional careers and eventually moved toward more general events in our lives. But it got very specific when he asked about my Toastmasters pin.

I told him a little about our program, my 14 years involvement and the presidency. He kept asking questions and I kept answering them. Finally he asked the big ones. "Pat, why do you do it? Why have you stayed involved this long? What is there about this program that has so captivated you?" I said, "David, the answers are complex. To understand them you have to understand the Spirit that exists within this great organization."

Then I explained: "When I first joined Toastmasters it was with the expressed purpose of improving my presentation skills, which I felt were necessary for career advancement," I said. "I figured I would accomplish this in about a year and that would be the end of it. But it didn't work out that way. Somewhere along the line I began to discover that something more was happening. Not only to me but to every member of my club. I began to sense the Spirit of Toastmasters — the positive, powerful impact it was having on all our lives."

"There was George, the stutterer. He was embarrassed to talk to people and admitted privately to me that his success in his career had been limited because of this problem. After a few short months of involvement in Toastmasters, he was able to express himself with a minimum amount of stuttering. After a year, it was almost impossible to tell that he had ever stuttered."

"And there was Ben. He had a deep-rooted fear of speaking before a group of people. The first time he was assigned a Table Topics speech he stared at his audience for two minutes without saying a word. Within six months he had overcome his fear. One night, with tears in his eyes, he told the entire club how thankful he was for Toastmasters, which made it possible for him to express ideas that had been bottled up inside him for years."

"Both George and Ben are examples of people who developed and benefited from the Toastmasters Spirit."

"Those are very dramatic examples," David said. "But what about people who don't stutter or don't have a great fear of

speaking before a group? What is Toastmasters doing then?"

I explained to David that in addition to teaching people to make their presentations more effective, Toastmasters helps them develop a Spirit of Success. That not only is mastering a skill, but we are constantly achieving goals, receiving recognition for our achievements. From this confidence and, eventually, our self-esteem grows, enabling us to live fuller and richer lives.

"But it's not stopping there," I told him. "I chose The Spirit of the '80s as our theme for this year because I believe that Toastmasters will play an even more important role in the decade in terms of satisfying people's needs. Our Spirit of Success is propelling us into the '80s with a strength and confidence that will allow us to seize opportunities and expand our horizons. Toastmasters International may, in fact, be symbolic of PEOPLE POWER — a paragon of what can happen when people learn, grow and are fulfilled. As a result, we will be perceived as a dynamic driving force for SPIRIT that shapes lives, satisfies needs and contributes to the betterment of all mankind."

"Those are lofty goals," David said. "What makes you think they will be achieved?"

"You see, David, Toastmasters' greatest asset is our membership. We have been and will continue to be blessed with an abundance of bright and talented people — and that is our biggest opportunity. As an organization, we are committed to helping our members reach their self-determined goals. This makes Toastmasters the greatest organization in the world."

I walked David to his departure gate. We shook hands and said good-bye. He started to leave, then stopped, turned back and said, "You've got something good going in Toastmasters. I hope you never lose it."

"I'm sure we never will," I answered. "Not with our Spirit."



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## COVER

*Toastmasters' International Convention. Over the years, it has come to be known as the most unique communications event in the world. This year's convention was no exception. It was attended by more than 1000 Toastmasters seeking new insights on how to become better communicators, new friends and fun. They found it all in Milwaukee. They made the most of this rare opportunity to hear great speakers and share ideas with other Toastmasters, participating in a spirit of unity and great enthusiasm. Read this issue's convention report and relive those exciting Milwaukee moments — or find out what you missed.*



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How to quickly dig out more and better research material to enrich your speeches.

# FINDING FACTS FAST

**O**ften when preparing a speech we Toastmasters have to do research because we can't base the talk entirely on what we already know. So we find ourselves digging out facts, quotations and statistics to back up our statements and to illustrate the points we make. And because most of us are busy people, we want to do our research for speeches fast, rather than stretch out the process.

During my years as a free-lance writer I was forced to learn how to find facts fast in order to make a reasonable

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## Solid research will give your speeches the power of authority.

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living. The methods of research that I learned then have stood me in good stead ever since. They can be applied to many activities other than writing — such as planning a sales campaign, job hunting, finding promising people to hire or checking up on a job applicant. They certainly are useful to all of us in Toastmasters when we prepare our speeches.

There is nothing very sophisticated or difficult about the fundamentals of research methods. In fact, it is a mystery to me why so many schools and colleges fail to teach them in the social sciences and humanities courses. The fact is that the majority of Americans, including those with college degrees, are like babes in the woods when they try to find out something in a field they have not explored before.

The following tips will help speed up your research for Toastmasters speeches and lead you to dig out more and better material to enrich your presentations:

- **Learning about the libraries in your area.** Don't rely on just "the library," which usually means the town or city public library. It may be a good general library, but it may not have the depth of special materials you need in the particular field which you are investigating at the moment. Ask a professional librarian (not an assistant!) for a list of the special libraries in your metropolitan area, most of which are not public. Many such lists are compiled locally and are used by professional librarians both to refer readers in particular cases and to borrow materials.

Special libraries include collections in law, medicine, business, engineering and many other fields. They are maintained by historical societies, law firms, hospitals, medical schools, engineering firms, trade associations, companies, social agencies — in fact, almost any group or enterprise can have its own library concentrating on a particular subject field. The point is that most of us wouldn't know of many such special libraries in our own city if we didn't set out to find them.

Can you get permission to use a special library that is private? I have been asked this many times, and my reply is that I have never been turned away. Librarians are almost invariably courteous people who are pleased when someone seeks out their collection and asks permission to use it. If you explain that you are "preparing a study" or "doing research" on a subject for which their fine library is so much better than any other around, they almost always

recognize a sincere, serious request and give you the courtesy of the house. At least, that's how it has worked for me.

- **Finding the right books.** Most of us are familiar with a library card catalog, and using the subject cards is a logical first step in finding the right books to consult on your subject. But the usefulness of that card catalog ends of course, where that library's collection stops. So what about other books on your subject, ones not held by that library? This is where it is important in many cases to go to the special library. Certainly, a good general library will probably have enough material to satisfy you when you are preparing a speech on the life of George Washington or Napoleon. But you may have to go to a medical or dental school library for a book on Washington's miseries with his teeth (there is one!) or to a law library for a book on the Code Napoleon.

As to finding what books on your subject are now in print (the publishers term for "now on sale"), you should ask at either a good reference library or a retail bookstore for *The Subject Guide to Books in Print*. This is an annual listing, broken down by subject, of all books offered for sale this year by all North American publishers. Look up your subject, whether it is lawn care, or retirement living, or Napoleon — and you can find the title, author, publisher, year of publication and price of all books in print indexed under that subject. Then you can go hunt for the particular books that interest you in a library or a retail bookstore.

- **Looking up newspaper articles.** The back issues of two American newspapers — *The New York Times* and *The Wall Street Journal* — are carried in many





by Alden Todd

likely to have carried articles on the event in question.

• **Researching magazine articles.**

The *Readers' Guide to Periodical Literature* is carried widely by a great many public libraries, and a good many of us were introduced to using this index to magazine articles when we were in school or college. It guides the researcher to the contents of about 180 general and non-technical magazines, and it is fine as far as it goes. But there is a far wider and deeper range of indexes to magazine articles than the *Readers' Guide*, of which few people are aware. For instance, law students become familiar with the *Index to Legal Periodicals*, which is usually found only in law libraries, or in those of organizations concerned with the law. It indexes, by subject, the articles in some 375 law journals. A Toastmaster may not be a lawyer, but think of the riches you can bring to a speech about civil rights or child custody or any of the myriad concerns that bring people into court if you can quote from legal authorities and cite precedents with the names of the cases! How much more impressive this can be in a speech than quoting from *Time* magazine or the local newspaper editorial!

The same principal holds for using the *Business Periodicals Index*, which refers the researcher to articles in 270 magazines concerned with business. Likewise, there is the *Applied Science & Technology Index*, covering articles in about 300 scientific and technical periodicals; the *Art Index* (150 periodicals); *Biological & Agricultural Index* (190 periodicals); *Education Index* (330 periodicals); *General Science Index* (90 periodicals); *Humanities Index* (250 periodicals); and *Social Sciences Index* (260 periodicals). You may have to search a bit for these indexes, most of

libraries, frequently on microfilm. A number of large public and university libraries also carry *The Times* of London. There are published indexes to all three, also carried by libraries. During the current year the library will receive paperbound indexes to the latest issues of these newspapers at various intervals, and these are cumulated into one annual bound index for each newspaper at the year's end. In addition, public and university libraries in all parts of the

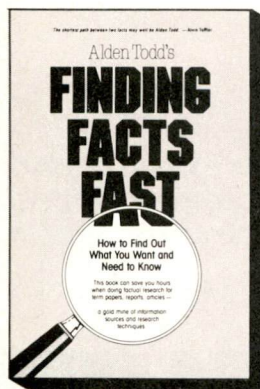
country carry back issues of the local metropolitan dailies, and some have indexes to their contents. So it is always worth the time to ask what newspapers are kept in the library and for which ones an index is available.

The index to *The New York Times* is particularly valuable as a means to determine the exact date of a past event, which you can then look up under that date in any other back paper in the library, or in those magazines



"The shortest path between two facts may well be Alden Todd."

—ALVIN TOFFLER



# FINDING FACTS FAST

by Alden Todd

**How to Find Out  
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which are carried in special libraries rather than in general public libraries. But a cordial professional librarian may help you locate them in your own town.

Once you have found the index you need and have used it to find references to the articles you want to read for your research, you next need the back issues of the magazines in which they appeared. The chances are that the most likely place to find them is in the library that carries the specialized index that you used. Or else you can try another special library in the same field — for instance, another law library, or business library, or local history library. Again, the professional librarian is in a good position to help you find other nearby collections, because the two institutions may have been referring readers back and forth between them for years.

• **Finding people who know.** Aside from research by reading, one of the most fruitful methods of finding what you need is to locate people who know the subject you are concerned with and interview them. They in turn can point you toward the relevant readings — as well as to other people. One way to find specialists in any community is to consult the experienced reporters and edi-

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## Every Toastmaster should build a library of reference books.

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tors on the local daily newspaper and ask them for the names of experts living nearby. In order to find the right person on the newspaper, look at the *Editor & Publisher International Yearbook*, which is the annual of the newspaper industry. It lists, for newspapers big enough to have them, the editors specializing in sports, science, business, gardening, art and other subjects. A phone call to one of these people by name at the newspaper can put you in direct contact with someone who may have the best-rounded knowledge of those specialists in your city in the field in which you are doing research. In addition, reporters and editors have access to the newspaper's library with its files of clippings going back through the years. If you play your cards right, you may be permitted to look in the newspaper's clipping file yourself.

Another way of finding experts in your community, which takes a bit more time, is to determine the associations to which a source of information is likely to belong. Then find a library that carries the *Encyclopedia of Associations* and look in that reference book to locate the headquarters of the organization. Then write or call to find out the name and address of a member, or local

chapter president, in your area. By following this method, you can get in direct contact with an expert on almost anything if your town is big enough — beekeepers, antique clock collectors, historians, amateur astronomers or any other recognized specialists. And frequently the expert or specialist whom you find and interview will have a rich collection of books and periodicals in his or her private library that may go beyond anything you've found elsewhere. We are a nation of specialists and of joiners. Frequently the best way to find the specialist is through the association he or she has joined.

• **Keeping your own reference collection.** One of the best investments busy members of Toastmasters can make is building up their own reference library. It need not be a large one, but it is certainly worth the money to buy a few reference books you can use time and again during the year. Heading my list is the *World Almanac*. Published annually for a century, this is the standard American book of facts from which other almanacs were derived. Sold at newsstands in soft cover, it is the best available compilation of specific information in many fields and has been at the right hand of thousands of newspaper editors for decades. The strength of the *World Almanac* lies in its excellent index, which includes both general subject headings and specific names and subjects. Every Toastmaster who acquires this reference book and uses it a few times will never be willing to do without it.

These are just a few tips to help you find what you need in order to prepare speeches with authority based on solid research. There is much more research material for speeches, of course, which you will discover for yourself as you proceed. But let me warn you of a danger in all this: You may set out to do research for a Toastmasters speech and get so fascinated with what you turn up that you can't let go. You may forget all about the speech and become so absorbed in research that the library staff has to dim the lights to get you to go home.

If your research becomes a pleasure and a diversion, if you are lost for a while in a newly discovered world, enjoy it. Is that not one of the rewards of belonging to Toastmasters? 🗣️



Alden Todd is a member Bryant Park Club 2895-46 in New York City. The publications director of an international CPA firm, he is the author of the book *Finding Facts Fast* (Ten Speed Press, Berkeley, California). Since 1966 he has taught the course in research techniques and fact-finding at the New York University School of Continuing Education.

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On stage and off, Beverly Sills communicates with startling sensitivity.

# Beverly Sills: An Artist in Song and Speech

by George Heymont

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**T**here is a need in all of us that draws us together in one common bond," says Beverly Sills. "It is the need for a little beauty in our lives. When we want to express our deepest emotions, we talk about 'dancing for joy' or how 'our hearts are singing.'"

Sills has certainly done her share of singing in an operatic career which has spanned 25 years. But many people underestimate the amount of speaking Sills has done.

Since her career suddenly vaulted into superstardom in 1966, Sills has received more media coverage than any other American opera singer in history. Yet when people meet her they are often surprised to learn what a casual, down-to-earth woman she can be. Her coach, the late Roland Gagnon, once said: "She has a kind of magic. She entrances people. Energy simply flows forth. . . It's her nature to be generous with people, and people respond generously to her."

But communications from this vibrant woman does not come only in

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**If you speak softly,  
people are forced to  
sit up and listen.**

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the form of singing. On stage she has charmed audiences with her portrayals of operatic heroines. She has reached out to millions across the country through her appearances on TV talk shows. She chairs the National Opera Institute, serves on the Opera/Musical Theatre panel sponsored by the National Endowment for the Arts and has recently taken over as general director of the New York City Opera.

During the course of her career, she has perfected a technique of addressing people which establishes a feeling of intimacy and gives a sense of immediacy to her words. She learned how to do this at an early age from her voice teacher, Estelle Liebling. Sills remembers: "At her parties, Miss Liebling would stand up and deliver funny speeches. I was always amazed that she was so much at ease on her feet. I think

I have unconsciously copied her style, because I feel very free and easy now when I talk in front of large groups. She taught me to talk to people as though on a one-to-one basis. She had a kind of funny twinkle in her eye, so that even when she was saying something that was rather unpleasant it was said in good humor."

#### Sills' Stage Savvy

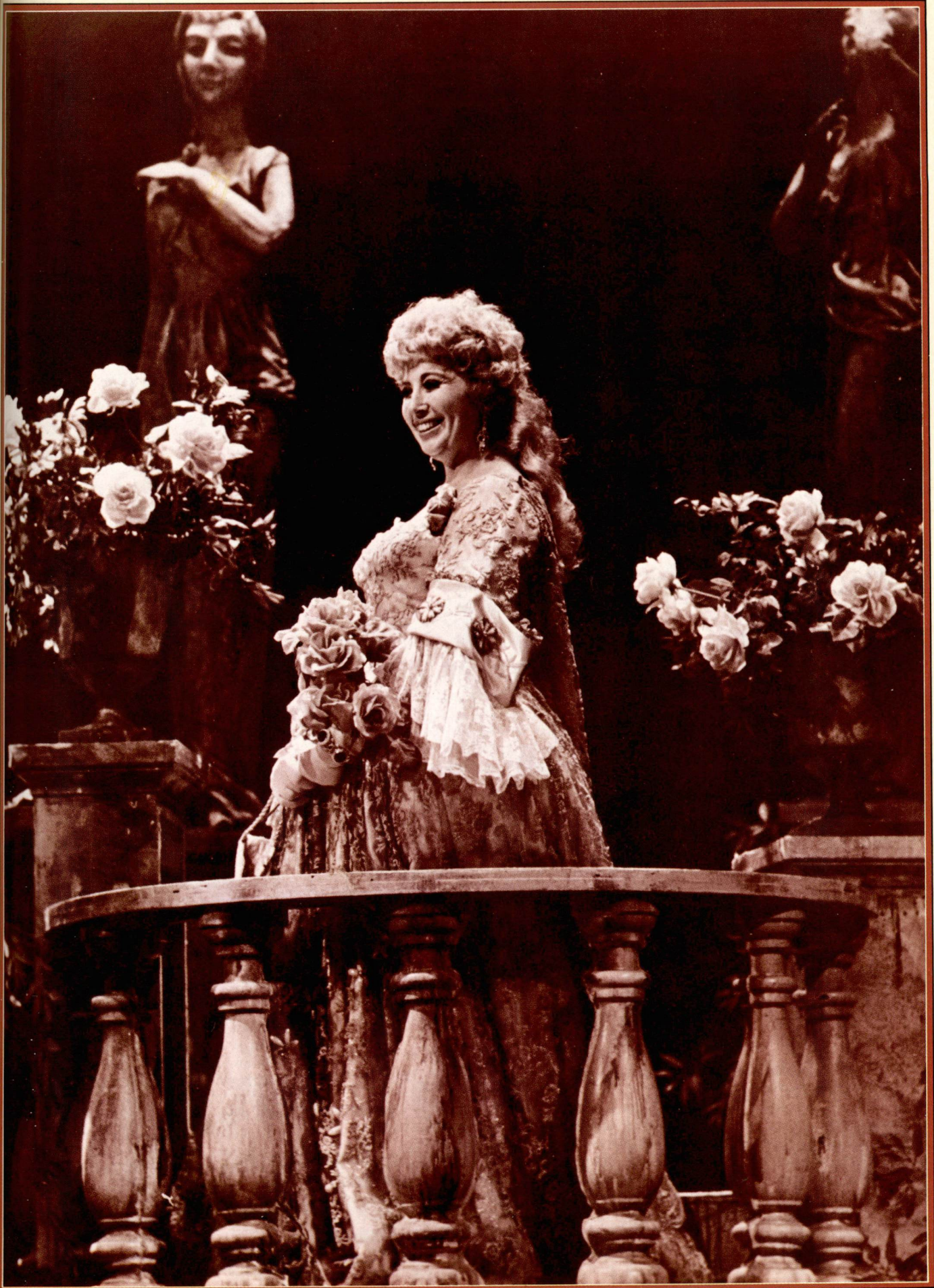
Whether talking or singing, Sills knows how to use the colors of her voice to achieve the special effects she desires. During performances of Handel's *Julius Caesar*, audiences were overwhelmed by her portrayal of Cleopatra. Not only did she negotiate intricate passages of musical fireworks with exceptional skill, she also floated some of her purest, softest sounds through the theater. A fellow singer whispered, "It's like going to church when you hear that." Sills' stage savvy has taught her that a ravishing pianissimo delivers a special thrill to an audience. Often it can outshine the brilliance of a spectacular high note. When speaking to someone, Sills' voice will slowly drop to a soft whisper. The conversation becomes tinged with a unique privacy. The magic comes from one of the oldest tricks of the stage: If you speak softly, people are forced to sit up and pay attention.

Sills has a reputation as a captivating talker. She has a memory like a steel trap. Her mental organization and the

intensity of her concentration allow her to store and recite details like a computer. People who have traveled with her from city to city marvel that she can always remember the names and faces of people who have visited her backstage after a performance. There is no disorientation from jet lag or from the pressing crowd. Nor is Sills known for wasting a moment's time or missing any details. Sheila Porter, director of publicity for the New York City Opera, recalls one day when Sills called in from the Atlanta airport between flights: "We were all lined up waiting to talk to her in sequence. Later that day Beverly's plane ended up circling La Guardia Airport for two hours. Someone started worrying that Beverly wouldn't be able to get her work done that day. I wasn't worried at all. I'm sure she was up there making lists while her plane went around in circles."

Since taking over the City Opera's administration, Sills has made a point of staying highly visible to the public. Though racing from city to city while trying to finish up her singing dates, she has managed to be present in the theater for most opening nights. At first, patrons were shocked to see her standing on the Promenade level at intermissions or sitting in her manager's chair in the First Ring. But they've grown used to the sight of Sills, often accompanied by her mother, making her way through a crowded lobby to









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enter the theater. The visibility is important to Sills. Not only is it a good public relations gimmick for the company, it also helps deflate her "superstar" aura, which she doesn't seem to need at all. Very often people forget that someone who has achieved superstar status is, after all, human. Through her sense of humor, warmth and natural openness, Sills encourages admirers to relate to her on a personal level.

### Helping Others Release Tension

Sills' style as a communicator — the sincerity and sensitivity that make her popular as well as famous — is demonstrated by the talk she had recently with a young soprano named Erie Mills. Sills was a teacher in an opera studio when she first heard the young singer. But she had moved into her management role with the New York City Opera when she approached Mills this time, and that made the young singer tense up as soon as she saw Sills walking toward her. "Why haven't you come and auditioned here yet?" asked Sills. "I'd love to hear your voice on that stage and see how it feels in this house (the New York City Opera)." For a moment, Erie froze. "I'm flying to London next week to do some auditions and

**"Behind all that  
charm, the wheels are  
clicking all the time."**

. . . and . . ." she sputtered.

Sills immediately realized that she had caught the young soprano off guard and tried to put her at ease. "Dearie, you're getting it straight from the horse's mouth," said Sills. "Why don't you call Monday morning and make an appointment to audition?" The young soprano was still speechless. Sensing the need to release the tension, Sills called on her past to act as an equalizing factor between the two singers: "You know, I had my first audition for the Met in front of Mr. Bing 30 years ago when I was only 21. At that time, my voice was only this big," said Sills, smiling as she gestured. "They asked me to sing Tosca and I felt so deflated! So come sing for me. Hey, how's your work on Zerbinetta's aria coming along?" The tension disappeared from Erie's body and she started talking about her studies, completely at ease with Sills as "just another musician."

That ability to sense tension in performers has helped Sills ease many of the backstage problems that were festering within the City Opera when she took over its leadership. Company morale had been at an all-time low. Sills had to work very hard to turn the

company around and make it a family unit once more.

She says: "You know, it's never peaceful in an opera company. On every level there is always a moment of dismay before a performance. I can't make everybody happy. With a new management, no matter how smooth the transition, there's always someone who feels a little bit put out. But if things can be laughed at and handled cheerfully, then we can make out okay."

But backstage morale has been on a steady upswing, mostly due to Sills' calming presence. "I have always had such a matter-of-fact attitude about any kind of problems in my own career, be they vocal, histrionic, sets, costumes, whatever. By nature I'm a minimizer. A lot of singers find this comforting," she explains.

"One day," she continues, "there was a piano dress rehearsal. The wigs hadn't arrived. The conductor was very agitated. The director said he wasn't going to start. There was a lot of commotion, hoo-ha and ego. So I left a commotion and went down there. I told the conductor, 'Go to the pit.' I told the director, 'Start the rehearsal and let me see what I can do.' Sure enough, it all got worked out very nicely, and we were all laughing afterwards."

### A Powerful Personality

Tenor John Lankston has one regret these days: Sills is too busy to help him with the *New York Times* crossword puzzle. "She used to lean over my shoulders before rehearsals and fill in the blanks. She still remembered the words from when she had done the puzzle during breakfast. She has a tendency to engulf people with that huge personality of hers. But behind all that charm, the wheels are clicking all the time."

When it was first announced that Sills would take over leadership of the City Opera, there was some speculation that she might lose touch with what was being discussed in the ladies' locker room once she stepped into a management position. But Susanne Marsee, who has sung opposite Sills many times, had no such fears: "Because of her basic honesty, she'll hear what she wants to hear. And if there's something she can't get at, she'll find out. It will come to her."

Things do tend to come to her with relative ease. But perhaps that's just an illusion which Sills creates by making everything she does look easy. Whether she's singing, speaking to a large crowd or conversing with a friend, she communicates — warmly, honestly and intensely. Instinctively, she gives her all — and never fails to leave an unforgettable impression. 🎤

George Heymont, a San Francisco writer, works as a fine arts editor for the Bay Area Reporter.





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An interview with Dr. Fred Fiedler, an expert on effective leadership and organizational behavior.

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# HOW TO BE A SUCCESSFUL LEADER

**P**ersonality alone has little to do with it; genetic characteristics don't explain it; timing isn't the answer, and neither is training or experience.

Effective leadership is a matter of fitting the right person to the right situation. Some leaders who perform brilliantly in one situation are utter failures in another setting. For example, General George Patton was an outstanding tactical military leader, but would have made a poor PTA chairman.

Cesar Chavez is a master of rallying support among the working class for his social causes, but would probably make a poor corporate president. And Jimmy Carter may have been a great



and it is difficult to judge the results of each.

Compare this job with one of taking inventory in a stockroom. There is only one right solution to that task. The task is highly structured; you know the goal, you have some way of checking the results.

The third element of leadership effectiveness is position power — that is, the power which the organization vests in the leadership position or the ability to hire and discipline subordinates.

The captain of a ship, for example, has position power; he has a great deal of authority over subordinates. A committee chairman, on the other hand, usually has a lower position power. He can't fire committee members, discipline, or reward them with salary raises or bonuses. He can only try to persuade and cajole the other members into doing something or praise them when they do a good job.

Some of these factors determine your success in a leadership position.

**Can you give us an example of how these elements affect leadership?**  
A leader who is disliked and has a structured task or high position power in a situation where he or she has to be very tactful and careful; he must rely

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## **Leader must be diplomatic in order to win cooperation.**

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on the group for support and cajole them into cooperation.

On the other hand, a leader who has good leader-member relations and an unstructured task, such as managing a diverting department, is in an entirely different situation. Here the leader is dependent on the group to plan and define the task.

The leader-member relationship is the most significant element in determining a leader's effectiveness. But all the elements taken together show us the degree to which the leader feels confident that the task will be accomplished. If a leader knows that the support is behind him or her, knows exactly what to do and how to do it and has the power to punish those who don't cooperate, then there is a very good probability that the job will get done.

### **Are there certain traits that make one person a better leader than another?**

There are some general personality characteristics of leaders, such as being intelligent, socially adept, reasonably organized and adjusted. But most individuals who seek leadership positions are these qualities.

The significance of these characteristics in determining leadership success is very small. The correlation between

intelligence and performance is even lower. There are some people who have been on the job for many years and have not improved, and there are others who are very young and inexperienced yet are very good leaders.

### **How significant is the personality of the leader?**

We have found through considerable research that certain types of people perform better in different types of situations. And we have developed a test to show what type of leadership style a person has and what type of situation is best for him or her.

### **What are the different types of leaders?**

We have defined two types: task-motivated leaders and relationship-motivated leaders. Task-motivated leaders tend to be very pleasant and very considerate when everything is under control. They tend to get uptight and more punitive and controlling when the situation is less under their control.

Relationship-motivated people tend to be more businesslike when everything is under control and more concerned with personal relationships when things are a little less controlled and more touchy.

Of course, it is very difficult to classify someone in a certain way because in different conditions people behave differently. They behave differently when they are tense and uptight than when they are relaxed and feel everything is under control. And this will affect the way they deal with the group.

### **Which type performs better under stress?**

We generally find that the task-motivated person performs better under stress. Relationship-motivated people are too concerned with the relationship and worried about stepping on other people's toes. And, of course, in situations which are highly stressful, the job has to be done, even if you have to step on people's toes.

### **How do you determine which type of person you are?**

We have developed a test to determine this. It is called the Least Preferred Co-worker Scale, LPC. We ask the person to think of the one individual whom he or she could work least well with, from either the past or the present. This is the person with whom you have the most trouble getting a job done, not necessarily the person you like the least.

The person is then asked to rate that co-worker in terms of different adjectives such as pleasant or unpleasant, cold or warm, considerate or inconsiderate.

The way in which the least preferred co-worker is described determines

whether the person is task-motivated or relationship-motivated. Although we use a scale to determine this, you can do the same thing informally.

For example, somebody who describes the least preferred co-worker in very negative terms says, in effect, "Look, I can't work with you, and therefore nothing else about you is good." Being a co-worker with this individual is so devastating to an individual that he can't say anything good about him. That person can't differentiate the leader as a role occupant from the leader as a personality. He is a low LPC, task-motivated person.

Those who see the least preferred co-worker in a more favorable way are saying, in effect, "Yes, it's true you are a poor co-worker. You may be stupid, but you're pleasant. You may be boring, but you're helpful."

In other words, this person looks at the individual and realizes he can't work with him but he may be able to play golf with him or have a nice dinner with him. He looks at the person as an individual rather than just as a co-worker. This person is a high LPC and can be considered relationship-motivated.

High LPC leaders get their major satisfactions from good personal relations with others. In fact, they need good relations in order to feel at ease with themselves and be able to complete their tasks.

Low LPC leaders get major satisfaction not from good people relations, but from getting things done. They get more self-esteem from concrete achievement than from the opinions of others.

### **How does a leader use this information about personality to his or her advantage?**

Effective leadership requires that you match the situation to your particular leadership style. We have found, for instance, that task-motivated leaders perform best in situations of high control or low control, and relationship-motivated leaders perform best in situations of moderate control, without a high amount of stress.

A high control situation is one in which the leader has a predictable environment — that is, he has the support of the group as well as a task that is highly structured so that everyone knows exactly what to do and how to do it.

In a high control situation, the leader also has a relatively high position power that enables him to back up his authority with rewards and punishments. This type of situation is best for the task-motivated leader. As long as everything is under control, he is pleasant, considerate and able to get the job done.

In a moderate control situation, there is a mixture of problems. Leaders may



have the support of their group, but the task may be relatively ambiguous and unstructured and position power may be weak. Or the task may be structured and clear-cut, and the power may be high, but the group may be nonsupportive.

The leader, therefore, has to be diplomatic and concerned with the feelings of the group in order to get its cooperation. This is best for the relationship-motivated leader. If there is conflict, the relationship-motivated leader can work around it.

Low control situations are very difficult, more challenging and often quite stressful. The task is unstructured, the group is usually not supportive, and there is little formal power. Task-motivated people enjoy the challenge of a low control situation.

If your leadership style and the situation are properly matched, your performance as well as the group's output should be good. If they are mismatched, the results will be less successful.

#### How would you describe President Carter's leadership style?

I could only speculate on that, since that is really a situation about which I don't have all the details. But my guess is that Jimmy Carter is a highly task-motivated leader, and what is getting him into trouble is that his leadership

situation is not controllable to the extent to which he may like.

Lyndon Johnson, undoubtedly a very relationship-motivated person, performed exceptionally well when he had moderate control. During that time, he was able to get through Congress the civil rights legislation. But in later years, during Viet Nam when his control as President was very low, he became very ineffective and decided not to run for reelection.

Just the opposite happened to Presi-

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### All leadership is manipulative. That's the name of the game.

---

dent Nixon, who barely squeaked into office. He had a very unfavorable situation when he was first elected, winning by a small margin and having a Democratic Congress to deal with. But he performed well with little control because he was a task-motivated leader. As he gained more and more control over the bureaucracy, he performed less well.

**What happens when your situation changes from one of low or moderate control to one of high control? What**

#### happens when you go from a committee chairman to an elected officer?

You have two choices: You can either change your personality or you can change the situation. It's almost impossible to change your personality. But may be very easy to change the situation.

Our Leader Match training program shows that this can be done very quickly, in four to six hours, by reading our manual, *Improving Leadership Effectiveness*. We teach people to diagnose the situation, and then we teach them how to "engineer" their job situation to fit their own personality.

#### Can you give us an example of job engineering?

Actually, people do this all the time without knowing it. For example, when I was in the army, they used to tell us that you should never volunteer for anything. But that warning is nonsense.

If you volunteer for things you like, you prevent other people from volunteering you for jobs you don't like. And if you like the job, chances are you are successful at it. You have engineered your job situation.

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can you do this on the job?  
 You can ask your boss to give you  
 what are challenging and unstruc-  
 l, or you can ask your boss to give  
 jobs that are relatively structured  
 clearly defined. You can volunteer  
 the long-range planning committee,  
 you can volunteer to help in the  
 -raising drive.  
 You want to change your leader-  
 ber relations to improve the sup-  
 you get from the group and make  
 situation more controlled, you can  
 at by making yourself more avail-  
 You can set up some brown bag  
 nes where you can socialize with  
 loyees. Or you can decrease in-  
 al relations by using telephone  
 rather than face-to-face conversa-  
 s or discourage socializing with  
 loyees.

is is nothing new. It's been done  
 ears. As any good manager knows,  
 e are some people to whom you  
 specific instructions: You tell them  
 to do step one, step two, step  
 e, and when you get to step four,  
 e and see me.  
 here are others to whom you say,  
 re is the job. You organize it, you do  
 nd tell me when it is completed."  
 re are some you have to hold hands  
 , give strokes and constant emo-  
 al support, and others with whom  
 should be very businesslike.

Does job engineering differ from  
 leadership training programs?  
 This program differs from others and  
 ks because you are really not asking  
 ple to change themselves. You are  
 ng them to diagnose the situation  
 make some changes in the way they  
 ract with a group.  
 hat is relatively easy to do. It isn't  
 d to close your door or open your  
 r in order to change your leader-  
 ber relations.  
 Moreover, most training programs  
 designed to help you gain more  
 rol over your situation. But we  
 w that more control is not neces-  
 ly good for everyone. In fact, many  
 ple do better with less control.  
 en someone asks for a challenging  
 , it means he wants less control, not  
 re.  
 ome people like the excitement of  
 s control. But others do better in a  
 ctured, predictable environment.  
 ese are personality predilections.  
 d what we are saying to these people  
 find the environment or make the  
 ironment that provides the proper  
 dership for you."

That doesn't mean changing the  
 ole organization, just your relation-  
 p with your immediate subordinates.  
 ou like a more structured task, you  
 break the job down into smaller  
 nponents to be more manageable.  
 hers may want to take the job in big  
 es.

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### Are task-motivated people and relationship-motivated people usually at odds working together?

No, not necessarily. We usually find that if you have a whole organization of task-motivated people, there are problems. And usually you wouldn't select people on the basis of getting all of one type. Heterogeneous groups are better than homogeneous groups.

### What happens when the chief elected officer and the staff executive of an association are two different types? How do they avoid conflict?

There is no reason to expect conflict. They must first diagnose the situation and find out what type of person they are and then fit their situation to their own personality. Both of them can make some accommodations in the way they interact with each other.

Most people don't realize that there really are options if they only learn how to take advantage of them.

Most of us think that the organization is rigid and people are malleable and that all you have to do is tell people something and they will change. But that isn't true.

Most people are very fixed and rigid.

It takes a long time to change personalities, but organizations change all the time. You get a new elected leader, you have a new task, and so on. You can change your situation to fit your leadership style.

### Isn't that manipulative?

All leadership is manipulative. That's the name of the game. Leadership is the use of power and influence in order to accomplish a task.

And it is the use of power and influence almost always with the consent and full cooperation of those who are followers. You very rarely get a situation in which somebody can be a leader over people who do not consent to be led, not even in the military.

### What advice would you give to new leaders?

If you avoid situations in which you are likely to fail, then you ought to be a success. And if your organization runs well, don't fix it. 🗣️

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Unforgettable moments from  
Toastmasters' 1980 International Convention.

# The Spirit of Milwaukee

Jeff Young was still looking toward the top when he claimed his second place trophy in Toastmasters' International Speech Contest two years ago. He knew he could do better. And this year — at Toastmasters' International Convention in Milwaukee — he proved it.

He won the "World Championship of Public Speaking" with a stirring message that held special meaning for the convention audience. "True motivation comes from within. It can't be provided by an external force," he said. "We can't be made to perform at our best, but we can be made to feel sorry for coming to the end of our days and having lived in the shadow of what we might have been."

Jeff didn't need to explain that

**"This organization  
is more important now  
than it's ever been."**

message to the more than 1000 Toastmasters in his audience. It was the hope of meeting his challenge — the desire to reach their full potential — that brought them to Toastmasters' 49th Annual Convention in August. Jeff's words — and his refusal to settle for second best — reflected the spirit that made Milwaukee '80 one of the most thrilling conventions in Toastmasters' history.

It was, above all, an exhibition of great speakers who showed Toastmasters' students of public speaking what it takes to reach the top. Their inspirational messages led many convention participants to assess past failures and accomplishments and set new self-development goals. But that personal introspection didn't stop them from exploring each other, starting and

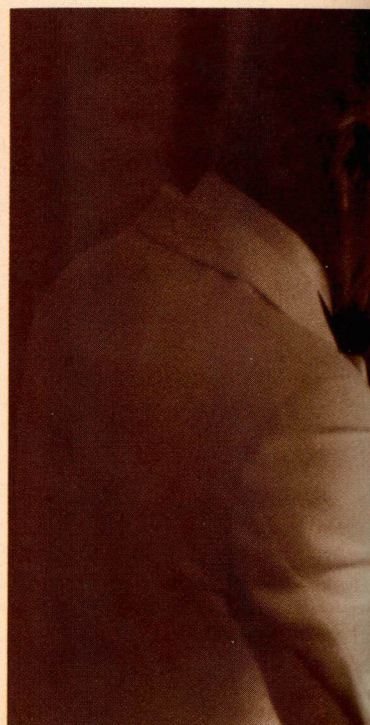
renewing friendships that are sure to strengthen ties between clubs around the world.

While all that was happening, a foundation was being laid for Toastmasters' success as an organization in the coming year. International officers developed plans for increasing membership and expanding educational programs, and they won the enthusiastic support of the convention crowd committed to making the '80s a decade of growth for Toastmasters.

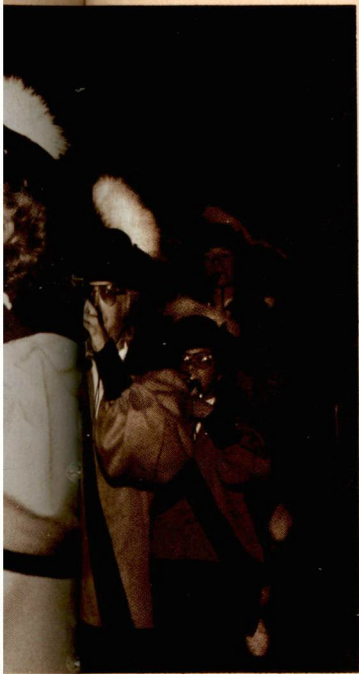
The excitement started at Milwaukee's elegant Marc Plaza Hotel with a rousing opening ceremony complete with marching band, color guard and an international parade of flags symbolizing the unity of the Toastmasters clubs in 45 countries throughout the free world. Eric Stuhlmüller, DTM, Toastmasters' 1979-80 International President, welcomed delegates to the four-day convention with these optimistic words: "From all over the world, we have come together to share, to learn, to experience and to motivate and inspire ourselves to keep moving in the right direction. This is a time to draw upon our inner strength, to draw upon our membership and continue to carry the message of Toastmasters to as many people as possible. Let us never forget that the strength of our organization depends on the interest and dedication of its individual members. I believe in our future because we have the men and women to put it all together."

Executive Director Terrence McCann reflected on 1979 as a year of growth and opportunity for Toastmasters. "We have chartered more clubs and added more members than in any other year during the past decade," he said. He identified five critical strategies for developing and maintaining strong clubs in the '80s:

- Use the Club Management Plan, a







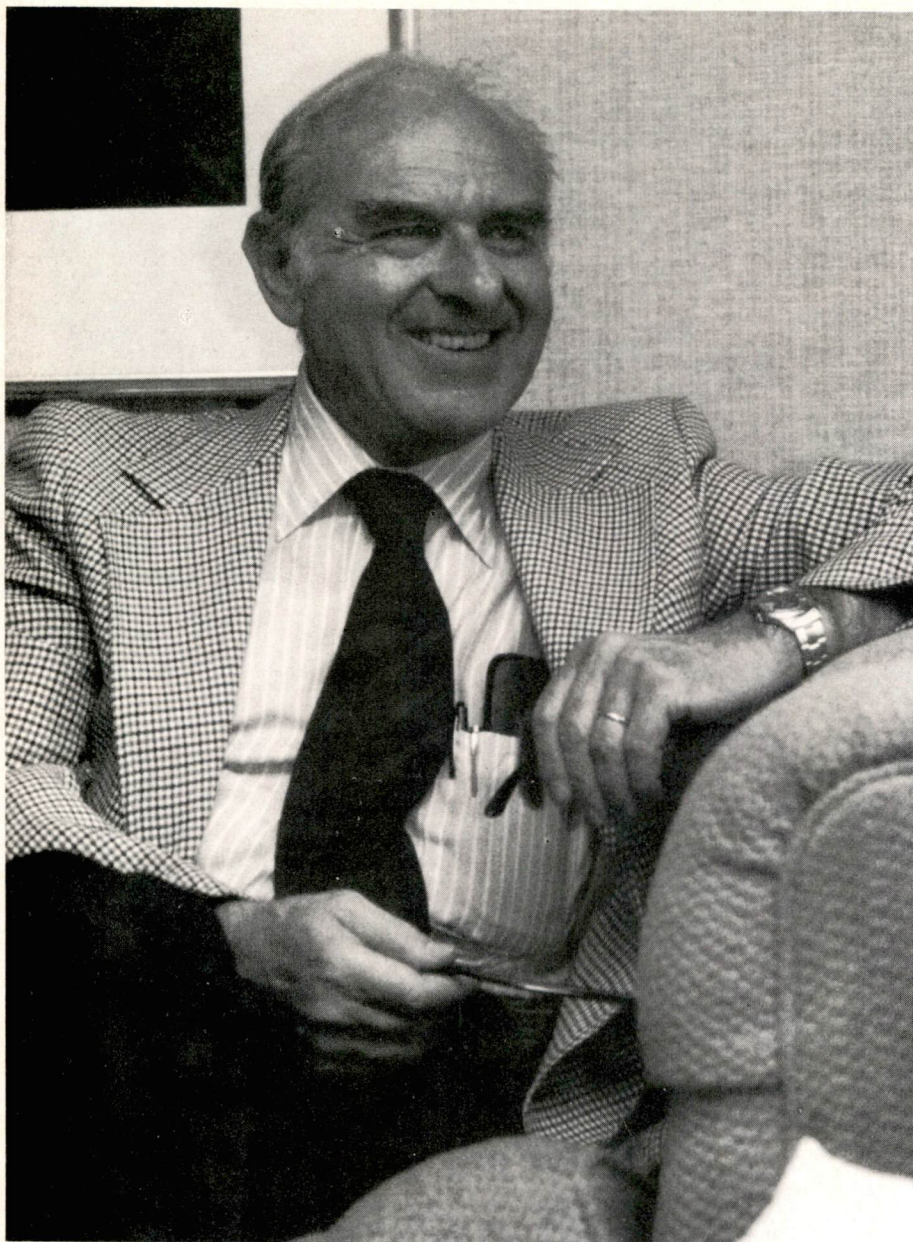
Photos by Gene Selig, DTM



**CONVENTION POLITICS** — The election of new international directors and officers was the main item on the business agenda. After two days of campaigning, the delegates cast their votes, making Patrick Panfile, DTM, Toastmasters' 1980-81 International President (bottom, left). He was installed by Immediate Past President Erik Stuhlmüller, DTM (left).

**TOP SPEAKERS** — Dr. Kenneth McFarland (top, right) this year's Golden Gavel recipient, headed a lineup of renowned public speakers who entertained the convention audience while providing practical tips on effective communication.





politician in winning votes but, once elected, a poor leader in guiding the country back to economic strength.

In short, there is no such thing as a perfect leader for every situation. But there is a way of structuring your position for success, says Dr. Fred Fiedler, professor of psychology and director of the Organizational Research Group at the University of Washington in Seattle.

He has published more than 150 articles and papers and five books on the topic of leadership and organizational behavior. He also has served as consultant to numerous government agencies and private institutions.

What he and his associates, Dr. Martin Chemers and Linda Mahar, have developed through their research is a training program for teaching leaders how to be more effective. Their most recent book, *Improving Leadership Effectiveness: The Leader Match Concept*, is a self-help workbook whose theory has been

tested and proven in more than a dozen real-life leadership situations.

Its philosophy is simple: Learn to avoid situations in which you are likely to fail by diagnosing your leadership style and matching your situation to fit your style.

You can't change your personality, but you can better understand your leadership situation in order to fit it to your personality and leadership style. Applying Dr. Fiedler's philosophy to your own situation will help you improve your leadership effectiveness and help you select others for leadership positions.

#### **Dr. Fiedler, what is the difference between a manager and a leader?**

I define a leader as someone who directs and manages people, whether it is an elected or an appointed position.

Managers do a wide variety of tasks in their jobs — making phone calls, going to meetings, writing reports.

That part of a manager's job that concerns supervision of people is leadership.

Most managers have leadership functions, but some, such as the manager of a stockroom, may not. And there are leaders who may not have a manager's functions. They just perform leadership jobs, such as being the captain of a basketball team.

#### **What makes an effective leader?**

You really can't talk about leadership like that. Leadership isn't something that you have inside you like a gall bladder or a liver. It is a relationship between a person and other individuals.

A person might be a brilliant leader in one situation and ineffective in another. For instance, General George Patton was a very effective combat tank division commander, but I doubt he'd be much good as chairman of the PTA. And many good PTA chairmen might not be very good tank division commanders.

Effective leadership is really judged by the interaction between the leader's personality — what he or she brings to the situation — and the degree to which the situation gives the leader control and influence.

#### **So a committee chairman may not make an effective chief elected officer of an association?**

You really can't generalize like that. Leadership is a very complicated issue that people have been worrying about ever since the time of Plato.

In any leadership relationship, what we are concerned with is how much control and influence the leader has in a group or an organization. Some people do well with control, and others don't.

#### **How do you measure control and influence?**

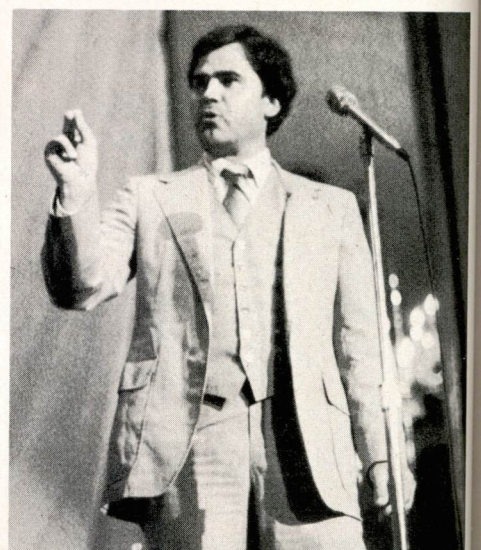
There are three basic components in any relationship that give the leader control and influence. First, and most important, is the leader-member relationship — that is, the degree to which you can trust and rely on your group or board members.

If you can rely on them, you obviously have much more control and influence than if you can't. If you are afraid that they might stab you in the back at any moment or sabotage your efforts, then your control is considerably less, and your leader-member relationship is weak.

The second element of leadership is the task structure. By that I mean the degree to which the goal is clearly defined, the degree to which there is only one way of doing a task, or the degree to which you can clearly specify how something is to be accomplished.

When you have a committee whose task is to write a position paper, that is highly unstructured task. There are many different approaches you could







# Milwaukee

management and learning tool designed to help clubs establish and reach their goals.

- Make club programs dynamic by conducting workshops and seminars on public speaking, holding speech contests and experimenting with discussion groups and TV interviews.

- Encourage members to give manual speeches.

- Promote a friendly social atmosphere that fosters the development of high self-esteem.

- Aggressively pursue growth in membership by sharing the benefits of Toastmasters with as many people outside the organization as possible.

## Insights from Speakers

While organization leaders offered ideas and incentives to help convention participants strengthen their clubs, the guest speakers provided insights on how to achieve personal success.

"The only way in the world to success is through failure. A pro has to be willing to lose in order to win," said John Wolfe in his keynote address on "The Pride of a Pro."

Wolfe, a former Toastmaster and one of the nation's leading experts on sales motivation, said a pro also has to be willing to learn and to work in order to succeed.

"The success you get in speaking or whatever else you do is not an accident," he said. "So often we suffer from a kind of lethal disease which I call 'if-only-itis.' We wait for some external influence to float down out of the blue

**THE CHAMPIONS** — *The highlight of the convention came when nine finalists vied for the "World Championship of Public Speaking." The winner of this year's International Speech Contest was Jeff Young, ATM, (top and center, left) a member of Glendale Club 8-52 in Glendale, California. In second place, was Len Baker, (center, middle) of Park Central Club 3527-3 in Phoenix, Arizona. The third place award went to Bucky Sutton, DTM, (center, right) of Yarn Spinners Club 2965-58 in Greenville, South Carolina.*

**THE HOSTS** — *Special thanks for the smooth operation of this year's convention went to John Turck, ATM, host district chairman (bottom, left) and Ed Schrang, DTM, District 35 governor, who is pictured in his authentic German "Oktoberfest" costume with his wife, Agatha (bottom, right).*

and bail us out. You and I know that's not how it is."

Dr. Kenneth McFarland, this year's Golden Gavel recipient, offered this advice for speakers: "Go out and sell what you have. Sell all the time because you're talking to a parade. It's always moving. You never get your story told."

Dr. McFarland, America's dean of public speaking, accepted Toastmasters' top award for excellence in communication with a salute to the organization.

"I have enormous respect for Toastmasters International," he said. "This organization right now is more important than it's ever been, and it can do nothing in the future but get more important. I'm humbled and truly honored to receive this award. It's something I'll cherish always."

In addition to McFarland and Wolfe, the convention featured J. Terryl Bechtol, a former Toastmaster who is now chairman of the board of the U.S. Jaycees; Dr. Arnold Abrams, a widely

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## "We have a history of success — and a spirit to continue it."

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recognized expert on non-verbal communication; and Dr. Donald Kirkpatrick, a professor of management development and author of *No-Nonsense Communication*.

Many of Toastmasters' top speakers also appeared, including Dr. Dick Ward; Bob Leiman, DTM; Will Johnson, ATM; Hubert E. Dobson, DTM; and Durwood English, DTM. A special "Communication Showcase" gave six other Toastmasters a chance to show off their speaking skills. That event featured Bob Gelfand, DTM; Dr. Randal Womack; Adelle Elkins; Al Friedrich, DTM; Joe Eden, DTM; and Michael Aun II. Three other Toastmasters — John Maclaren, DTM; Jim Medeiros, ATM; and Norm Maier, DTM — participated in a panel discussion titled "The Roles People Play."

## Choosing New Leaders

While many Toastmasters attended the convention primarily to hear what those speakers had to say, others were more deeply involved in another exciting part of the convention — the election of officers and directors. They did their own talking behind the scenes, campaigning for the candidates they felt were best qualified to hold international leadership positions.

When all the ballots were counted, the following list of 1980-81 officers was announced: Patrick Panfile, DTM, International President; William Hamilton, DTM, Senior Vice-President; William Miller, DTM, Second Vice-President; Eddie Dunn, DTM, Third Vice-President.

Convention delegates also elected nine Toastmasters to two-year terms on the International Board of Directors. They are: Marvin Kline, DTM, Idaho Falls, Idaho (Region I); Ray Brooks, DTM, San Francisco, California, (Region II); John Slyker, DTM, Midland, Texas, (Region III); Ruth Kraft, DTM, Omaha, Nebraska (Region IV); Russell Collins, DTM, Muncie, Indiana (Region V); Nate Parries, DTM, Cleveland, Ohio (Region VI); Jack Kiuru, DTM, Halifax, Nova Scotia, Canada (Region VII); Billy Jack McKinney, DTM, Chattanooga, Tennessee (Region VIII); John Fauvel, DTM, Auckland, New Zealand (Director-At-Large).

The business meeting agenda also included two by-laws amendments. The delegates adopted a proposal that clarifies eligibility requirements for the International Board's Director-At-Large. According to this amendment, the office is open to candidates from districts outside the United States and Canada who have either:

- 1) Served as chairman or chief officer of a non-district administrative unit during the entire administrative year immediately before the unit became a district or provisional district, or
- 2) Served as such an officer and as District Governor during the entire administrative year in which the unit became a district or provisional district.

The delegates rejected another amendment that would have increased voting participation at the International Convention by allowing district governors, or designees, to cast proxy votes for clubs that haven't appointed delegates or proxies or officially abstained from voting.

Soon after the elections were over, the convention delegates made a quick transition from business to pleasure. They traded their campaign hats and buttons for traditional — and not-so-traditional — German costumes, capturing the true spirit of Milwaukee in an evening Oktoberfest. They were entertained by Comedian Billy Kelly and the Castle Family Singers, and then



# Milwaukee

they entertained themselves by dancing and talking into the early hours of the morning.

## Welcoming New Officers

The next night — after a full day of educational sessions — it was back to the ballroom, but this time the dress was formal and the dancing was preceded by an official ceremony — the installation of the 1980-81 Board of Directors. It was also Patrick Panfile's turn to speak, and he started his one-year term as International President with a moving address that challenged all Toastmasters to embrace a spirit of success as they work toward personal and organizational goals in the coming year.

"We have an opportunity to build on the outstanding accomplishments of those who came before us, and to indelibly record our contributions so that those who succeed us will have a firm base on which to continue building during the '80s," he said.

"We can feel very confident that we will achieve our goals. That confidence comes from knowing that our goals are consistent with the needs of our members. It comes from knowing that our educational materials and programs are the finest that exist. It comes from knowing that we have extremely talented and dedicated leadership at every level of our organization. And it comes from knowing that we have a history of success — and a spirit to continue it."

## The Speaking Championship

President Panfile's speech seemed to bring the convention to a dramatic close, but the biggest thrill — the event that makes Toastmasters' convention truly unique — was still to come.

More than 1000 people jammed the Marc Plaza ballroom Saturday morning to hear nine finalists vie for the "World Championship of Public Speaking." In a room across the hall, an overflow crowd watched the event on closed circuit TV. Everyone in the audience was given a judging form on which to evaluate the speakers. But in the end, only the official judges' scores counted.

Jeff Young, ATM, took first place with a speech titled, "To Stand Before Kings." A former member of Sharps-town Club 2243-56 in Houston, Texas, he is now active in Glendale (California) Club 8-52. Second place went to Len Baker, of Park Central Club 3527-3 in Phoenix, Arizona; and Bucky Sutton, DTM, of Yarn Spinners Club 2965-58 in Greenville, South Carolina, took third.

The speech contest generated so much enthusiasm that the convention seemed to be beginning instead of ending as the contestants were congratulated. But many convention delegates were already thinking about next year's convention, which is scheduled for August 19-22 at the Hyatt Regency Hotel in Phoenix, Arizona.

When those who are already planning to attend next year's convention were asked to stand, few remained seated. District 3's Phoenix Toastmasters say they started making plans six months ago. With that kind of enthusiasm, they're bound to put on another outstanding communications event. But those who left the 1980 Convention full of new ideas, goals and plans are sure to agree — Milwaukee will be hard to beat!



**John Wolfe: Keynote Speaker** — "We talk a lot about speaking techniques and we work on them in Toastmasters. Techniques are fine, but they're a means to an end. The end is how we affect other people. And that's how we need to measure our success."



**Dr. Kenneth McFarland: 1980 Golden Gavel Recipient** — "A good speech is one that renders a service to people. It ought to give them information that they can put to immediate use. And it ought to motivate and inspire them to put it to use."



**J. Terryl Bechtol: "The Great Lesson of Life"** — "It's not how many times you get down in life that counts, it's how many times you get up . . . You must become more before you can have more. It's time to stop trying and start doing."





**Arnold Abrams: "Body Language — Are an Open Book" — "Don't practice a speech in front of a mirror. It makes you self-conscious and cause you to overcompensate with too many gestures. You've got to be yourself. Don't emulate others, because they have different styles that might not work for you."**



**Dr. Donald Kirkpatrick: "No-Nonsense Communication" — "The word 'communicate' means to create understanding. One of the most serious communication problems is the tendency of people to pretend to understand when they don't. If we could improve our ability to communicate, we'd have fewer mistakes and a lot better relations between people."**



**Eric Stuhmueller, DTM: 1979-80 International President — "There are those of us who say that the energy crisis and current economic conditions might curtail our growth in the years to come. I believe that the leadership potential and enthusiasm that prevails in our organization will help us overcome those obstacles."**



**Dick Ward, DTM: "The Art of Listening" — "Hearing is automatic, listening is a skill you need to develop and work at and painstakingly if you're going to be a good communicator. Listening to yourself and others is a way of becoming more person. It adds depth to our lives. It makes us rich."**



**Patrick Panfile, DTM: 1980-81 International President — "As leaders, we have an obligation to keep our vision clear and remain sensitive to the changing needs of our organization and our membership. We will be very successful this coming year by maintaining the spirit of success that has become our heritage."**



**Terrence McCann: Executive Director — "The need to express oneself so that a person's ideas are heard, understood, considered and acted upon is critical. Speaking today is more vital than ever . . . I see the '80s as a challenge and a period full of opportunities for Toastmasters International."**



says, "Anwar Sadat is one of the most respected men in the world today and it's due, primarily, to his impeccable dress at all times."

### Universal Mediocrity

What's responsible for the slovenly speech and rude manners we find in today's leaders? Part of the blame belongs to the "I'm just a pore 'ol country boy" facade many politicians project. As they address their constituents from speaking platforms and television screens in unbuttoned suits without ties, they seek to reassure voters that they are no better than the constituents they are wooing. A country founded on the premise that everyone has the opportunity to rise above

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## To ignore quality is to eliminate competition and destroy incentive.

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humble beginnings has become the capital of universal mediocrity.

Our schools are losing respect by consistently lowering standards so everyone can pass basic tests. The city council of New York is now being pressured to lower grading standards for literacy tests given to policemen and firemen from an eighth grade level to a point where "everyone has a chance." We are advised that no one should have to "feel bad" because they can't read or write.

This lack of quality has invaded every aspect of our lives. Much of today's interior design resembles either the superficial glitter of Coney Island or the sterility of a scientist's laboratory.

What is this intangible we call *good taste*? Can quality be defined? By what standards can it be measured? How can you instill it in your children? Walter Hoving, chairman of the board of Tiffany's, is widely recognized as a man of "impeccable taste." He frankly states that he has worked hard all of his 82 years to develop it.

"Nobody is born with good taste," Hoving says. "It has to be learned. Some people have an aptitude for sports and some for acting, so that particular subject comes more easily to them. How-

ever, even though you have an aptitude, you must still be trained. When I first started in merchandising as a young man, I realized I didn't have enough background in aesthetics. So I took evening courses twice a week for five years until I had gone through every facet of art appreciation. *Then* I had a basis for something."

Even presidents have been known to struggle for an understanding for this elusive point of view. John F. Kennedy once asked Tiffany's to make some small calendar plaques for his aides — in Lucite. "I suggest silver," Hoving told him. "We don't make anything out of plastics. If you want them, you'll have to go somewhere else, although I don't think you'll like them in Lucite." Kennedy did go somewhere else, didn't like them, and went back to Tiffany's to have them made in silver.

Essayist William Hazlitt said, "Man is the only animal that laughs and weeps; for he is the only animal that is struck with the difference between what things are and what they ought to be."

We inherently sense certain things. A character in one of our classic Southern novels points out, "Them's quality people."

### Quality is:

- Serving tea in a china cup, never a mug.
- *Real* flowers on a tablecloth for a family dinner (because our priorities are straight and the family *is* Number One).
- Giving your finest presentation when the audience turns out to be only 12 people.
- Giving the other speakers on the program the respect you'd like.
- Recognizing when to present a formal speech and when it's all right to be informal.
- Having one quality coat instead of three cheap ones.
- One original painting rather than five prints.
- Classic design. Conservative taste.
- "Sunday Best" for church, to denote our deepest respect.

### Quality is not:

- Las Vegas Strip wedding chapels with neon signs.
- Television commercials for

hemorrhoid remedies.

- Attempting to justify a poor piece of merchandise on the grounds of price. (Price is not a measure of quality.)

- Speakers who resort to "jokes" that insult the audience because they aren't getting the response they want.

- The number of speeches you give or the offices you hold, but the extent to which you give your best to each.

- A \$6000 car that's a "lemon."
- Buttons that fall off and seams that split on new clothes.

- Packaged food mixes and TV dinners.

- A tuxedo without a tie.

- Discussing personal matters in public.

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## "Nobody is born with good taste. It has to be learned. . ."

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- Gum chewing. Artificial flowers, fruits, fabrics. Anything plastic. . .

George O'Brien, vice president of design for Tiffany's says: "Anyone can follow a daily, painless course in learning how to recognize good design and quality. Visit museums. Keep your eyes open everywhere you go. The eye must be trained so it has a basis for comparison. Look at nature, paintings, sculptures, buildings, furniture, clothes, people. Digest what you see and attempt to determine why certain things have quality and others don't. Look at the object as you would a person: Is it interesting and exciting? Is it honest and sincere? Or is it just insipid, dull and boring?"

Speakers who are constantly improving their presentations are observing others and evaluating themselves on the basis of this same criteria. Are you staying on top of your subject or are you still presenting the same speech you gave in 1956? Is the speech you just completed always your finest?

### Accepting Parental Values

Many parents admit being troubled by the difficult task of passing on to their children the values they cherish. Why do some children make parental values an integral part of their lives



## Workshop Helps Editors Produce More Effective Club Bulletins

Toastmasters is best known as a public speaking organization, but our members are well aware that good communication involves the effective use of the written word as well as speech. That has been uniquely demonstrated by Toastmasters in Greenville, South Carolina, who held a workshop to help bulletin editors produce more effective publications.

**Marcia Taylor Barney**, DTM, a member of Northwestern Toastmasters Club 2946-37, led the workshop on how to start, write and edit a club bulletin. She asked each participant to write an article on a topic of interest to Toastmasters and, with assistance from District 58 Governor **Dick Taylor**, DTM, she combined the stories into a sample club bulletin so the participants could see their writing in print.

The workshop stressed the standards that are used in the judging of entries in the Top Ten Bulletin program. Although bulletins should be appealing to the eye, content is the most important criteria for evaluation, so the workshop focused on the need for quality writing and a balance of material including educational articles, club business reports and profiles of members.

Toastmasters everywhere can encourage excellence in the production of bulletins by organizing educational workshops such as the one sponsored by the South Carolina Toastmasters. If possible, allow enough time to give workshop participants an opportunity to practice designing and putting together a bulletin as well as writing articles. Perhaps you can convince a local newspaper editor or reporter to conduct the workshop or at least to offer suggestions that an experienced bulletin editor can pass on.

When planning your workshop, remember that the club bulletin is one of the most significant communication tools in our organization. A good bulletin motivates members to participate fully in club activities, boosts club morale, helps individuals reach their self-development goals and builds membership. Whatever you do to promote the production of effective bulletins, your time will be well spent.

## Selling Toastmasters Through a Powerful Visual Publicity Tool

Is your club suffering from a lack of identity in your community? It's a common problem — and one that can be easily solved through a variety of publicity techniques. One of the best tools for gaining publicity — a device that's frequently overlooked — is now being used successfully by the members of CB Communicators Club 2114-24 in Council Bluffs, Iowa. **Douglas Schema**, ATM, and **Howard Parks**, ATM, report that their club has turned to "sign language" in a concerted effort to attract new members.

They're not talking about the hand gestures used to communicate with the deaf, but the kind of signs we see posted along highways everywhere. The Council Bluffs Toastmasters have made a name for themselves in their town by erecting a road sign that announces the day, time and location of their meetings. For information on sign posting regulations, club members consulted the U.S. Department of Transportation. They found a manufacturer for their custom-made sign by surveying an industrial index, the *Thomas Catalogue*, and a journal, the *American City and County*. Although you may also want to have your own sign made, a faster, simpler route is ordering the Highway Sign (363) from Toastmasters' Catalog. It can be purchased from World Headquarters for \$18.

Don't overlook this simple and effective way to tell others about Toastmasters. As Schema and Parks point out: "Each club possesses an image it wants to portray. Why not tastefully display the Toastmasters emblem to command attention and guide would-be new members to your club? Why not use some sign language?"

while others cast them aside? Good manners, one measure of a person's quality, must be a part of daily training early enough in life to make them automatic. "When I was a boy," a friend told me, "I used to help my grandpa in his carpentry shop. He would often say, 'Johnny, I can always depend on you. And you're not afraid of hard work.' I grew up thinking that these were important things to be."

A successful business woman says, "It still runs through my head constantly. Whenever I was discouraged, my mother would say, 'An Olson never gives up!'"

These statements, repeated often, help to reinforce whatever values you want your child to have. But the best teacher is still a good example.

One of the greatest historians of our time, Will Durant, says, "If the family loses structure, discipline, form, no amount of law can replace that . . . Individualism by itself is insanity."

"The world . . . is only beginning to see that the wealth of a nation consists more than anything else in the number of superior men that it harbors," said William James at Stanford University in 1906.

There are types of excellence that involve doing something well and types that involve being a certain kind of person, but it all makes up the whole. Greatness doesn't happen by accident, but because someone was unwilling to accept second best. In our generation, standards have declined to the point where we find enthusiasm imitating originality and freakishness being mistaken for creativity. Where are today's Rembrandts and Beethovens?

A fine musical composition or literary work will remain in fashion forever because quality has no relation to faddishness. Fashion represents passing, contemporary values in speech, manners, clothes and furnishings. Fashion is often loud and vulgar, cheap and shoddy — the gimmick designed to startle for the moment, to make the quick sale or impression.

To ignore quality is to eliminate competition, discourage individual aspirations and destroy incentive. These are the ideals for which this country claims to stand. Society is bettered not only by those who achieve excellence, but by those who keep trying. Robert Browning said it well, "Man's reach should exceed his grasp, or what's a Heaven for?"



*Dorrine Anderson Turecamo is a New York management consultant, speaker and talk show hostess.*



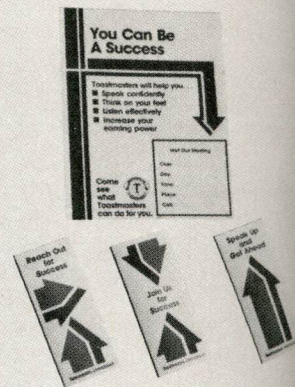
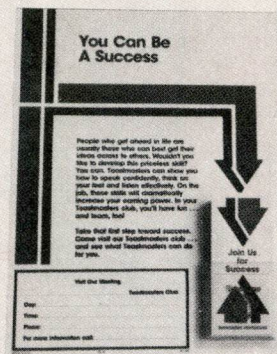
# Spread the Word About Toastmasters!

Toastmasters can lead you to greatness. And that's no secret. So why not tell everyone about it? Starting today — with these appealing promotional tools. . .

**367-368. New TI Posters.** These eye-catching works of art will help you get your message across quickly and eloquently. Two sizes available. The smallest (367), is 11" x 14". The color scheme is navy blue and white and there's space for your club's name, meeting time and place and phone number. Set of 10: \$2. The large red, white and blue poster (368) is 22" x 17" and comes with a plastic stick-on brochure holder. Set of three: \$4.

**99-101. New Brochures.** Toastmasters has completely revised its promotional brochures, giving them an attractive design that complements the new posters.

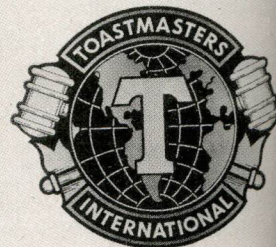
The new brochures include *Reach Out For Success* (99), which tells prospective members what Toastmasters is all about; *Join Us For Success* (100), which includes statements from prominent persons who have been helped by Toastmasters; and *Speak Up and Get Ahead* (101), which is tailor-made for company clubs that want to promote their programs within their organizations. Clubs may request up to 25 of the above brochures at no charge. Additional copies are 2 cents each. Contact World Headquarters' order department for details on quantity prices for orders of 1000 or more.



**267. Communication Achievement Award.** Now your club can honor a local dignitary for outstanding communication achievements and gain valuable publicity at the same time! Comes complete with a handsome award plaque ready for engraving and a helpful "how to" booklet with valuable tips on who to select, how to present the award and how to gain the needed publicity. \$15.



**363. Highway Sign — 22".** Features the Toastmasters emblem in weatherproof paint with reflecting Scotchlike "T." Provides an excellent way to publicize Toastmasters — and your own club — in your community. Pre-drilled holes make this sign easy to attach. \$15.



**376. Membership and Extension Slide Presentation.** This unique 40-slide show provides a great way to introduce Toastmasters to a civic group, business association or prospective club. The show comes with professionally prepared slides and a script booklet. \$15.



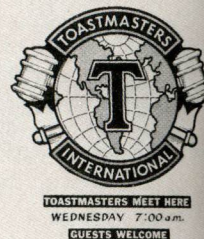
**377-378. TV, Radio Public Service Announcements.** Let Earl Nightingale work for you! These 30-second television and radio public service spots will go a long way toward making the Toastmasters program better known in your community. Information sheets with tips on how to use the tapes are included. Television spots (377), \$25; Radio (378), \$5.



**369-370. TI License Plate Frames and Bumper Stickers.** Carry Toastmasters with you wherever you go . . . or give these popular items as gifts. Let everyone know how proud you are to be a Toastmaster. License Plate Frames (369) sold only in sets of two — \$2.50, plus \$1 postage and handling (U.S.). Bumper Stickers (370) come in sets of two — 70 cents each.



**384. Official Club Meeting Plaque.** White plastic plaque, 10" square. This attractive plaque makes an effective promotional tool to hang in restaurants, auditoriums, business rooms . . . wherever your club meets. Includes pressure-sensitive decals for posting the day and hour of your meeting. \$3.50.





## Keys to Conducting Effective Workshops

**Q** I have recently been asked to present a workshop for some 50 credit executives. Can you offer any guidelines to help me make this event successful?

**A** Advance planning is the key to success in presenting any kind of workshop. Following are some specific suggestions to get you started in the right direction:

- Make a dry run of your presentation first. Practice will increase your sparkle and give you the confidence to speak with authority.
- Be careful not to exceed your allotted time. There is a speaker's code of ethics which says, "Be courteous to others on the program as well as to your audience."
- Your talk should match your program title as closely as possible. Audiences like surprises, but an inaccurate title is not one of them.
- If you ask questions of your audience, be sure they can answer them. Rhetorical questions that only the speaker can answer have inspired many daydreamer.
- Use the terminology which is standard for your company, industry or trade. Nothing can devastate a workshop more than an argument over conventional terminology that distracts the audience from the main points of your presentation.
- Keep to a minimum the number of unplanned remarks by both you and audience members. These steal valuable time, often forcing you to make a hastier conclusion than you would have wanted.
- If you have handouts or samples, bring more than enough for your expected audience size. You don't want to be troubled with mailing copies to participants who did not receive a set.
- Retype any of your older handouts. No one appreciates a faded xerox of a . . .
- If possible, use an overhead projector instead of a blackboard. The blackboards generally available for conferences often aren't large enough to be visible to everyone in the audience.
- There will be one spot on which to stand, adjacent to the overhead projector, that will minimize the number of individuals whose view of the screen you obstruct with your body.
- Try to use a microphone, if at all possible. This way you can control the direction of the discussion when and if the audience interacts. However, be sure that the sound system will not

hinder your presentation through static, cords that can easily be tripped on or poor location of microphones or amplifiers.

- If you feel you need to gesture with a pointer, use it as sparingly as possible. Such instruments can be distracting.

- If you use a slide projector, check your slides to make sure they aren't upside-down or backwards, and make sure an emergency bulb is available. If you have a disaster, such as spilling your slide tray on the floor, try to act as professionally as possible as you reorganize it.

- Don't ever assume that the audiovisual equipment you need will "just appear." Reserve it many days in advance, and have an alternate source available in case you need a replacement projector at the last minute.

- When using charts, slides or transparencies, keep them simple. Keep phrases brief, one point per phrase. Too many slides or ideas may confuse the viewers.

- Keep a rein on other sources of distraction, such as excessive pacing across the front of the room, jingling keys or change in your pocket, unusual facial expressions and pet phrases or statements.

- Don't assume that your audience knows all the articles, formulas and methodologies upon which your talk is based. As a matter of courtesy, acknowledge anyone in the audience who has made a significant contribution in the area you are discussing.

- Most important, appear genuinely interested in both your topic and your audience. Your enthusiasm will not be forgotten.

*These suggestions were contributed by Dr. John J. Rasmussen, a workshop coordinator and management expert based in Novato, California.*

## Essential Terms for a Speaker's Vocabulary

**Q** I've heard a number of different definitions and interpretations of the following words: *symposium, conference, assembly, convocation, convention, workshop, meeting, seminar.* As a Toastmaster I'd like to be an authority on their meanings in order to use them properly. Can you clear up my confusion regarding their definitions?

**A** Since these words are an integral part of a Toastmaster's vocabulary, we too think it is important to maintain a clear understanding of their meanings. Though some of the words are similar in definition, each is distinct enough that to simply interchange one for another would be to lose the precision of thought

that is so important in good communication.

A *symposium* or *symposium forum* is a staged discussion in which two or more speakers talk from 10 to 20 minutes. In the process, they develop individual approaches or solutions to a problem or present different aspects of a policy, process or program. The symposium is an excellent device for informing an audience and crystallizing opinion. It generally provides the listeners with the information needed to arrive at decisions, policies and value judgments and to achieve better understanding of a given topic.

The term *conference* has more than a single application in reference to speech communication. A conference may be a meeting that occurs between only two people consulting or arguing with one another or a large meeting of unlimited size made up of people with a similar interest for a specific purpose, such as a training conference.

An *assembly* is a gathering of people for such purposes as worship, instruction or entertainment. The term also applies to the formation of military ranks.

A *convocation* is a message that gives a group a sense of unified purpose. It also functions as a summons to a shared or common interest and usually carries religious or academic overtones.

A *convention* is a large gathering of people who are involved in a series of meetings, seminars, workshops and frequently trade show exhibits of products related to a particular industry or organization.

The *workshop* is an effective teaching and training method in which group participants discuss and investigate a problem. Responsibility is placed upon the group leader to promote and guide the discussion among the members.

A *meeting* is a gathering of people of various numbers. Its purpose is to provide for the following functions: to give information, to receive information from participants or to solve a problem.

A *seminar* is a presentation and discussion that is usually educational and oriented toward a specific purpose and a specific group of participants. Most seminars involve the audience in some kind of learning exercise such as role-playing or question-and-answer sessions.

*Send your questions to Toastmasters International, Publications Department, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711, Attention: Speakers Forum. Please send your name, address and club and district number with your question. —Ed.*



By reaching for higher standards, we can rise above mediocrity and restore quality to our lives.

# Are We Losing Our Taste for Quality?

by Dorrine Anderson Turecamo

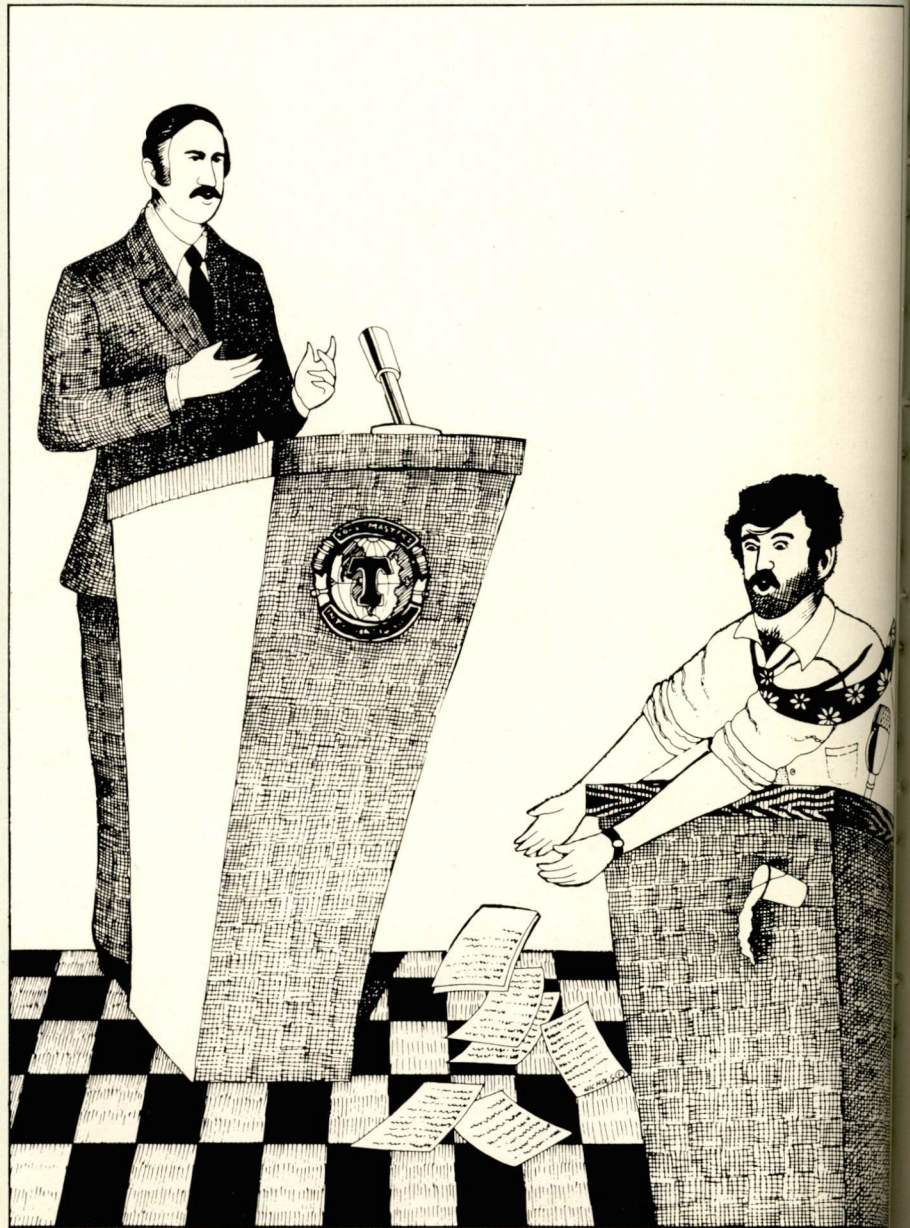
Queen Victoria was struggling with a decision over an important state matter. She discussed the problem with Alfred Lord Tennyson. A profound spokesman for the values of his times, Tennyson replied, "Lady, be loyal to the royal in thyself."

"The royal" — the quality or good taste a man or woman stands for — is an integral part of the whole person. It's a devotion to what is finest, a sense of self-respect, a compulsion to give the best of yourself to others. It's recognizing what's worthwhile and never being satisfied with less.

Alfred Lord Tennyson was a hero in his day, a person with humble beginnings who was looked up to and imitated. Patrick Henry, Thomas Edison, Henry David Thoreau and Theodore Roosevelt were heroes to our grandfathers. Today, however, there's an immediate impulse to discredit anyone who might become a hero, and it's considered smart to tear down heroes of the past. From George Washington to Thomas Jefferson to Benjamin Franklin, no one has been spared. By exposing their flaws, we are better able to *relate* to them, we're advised. But with all our heroes being destroyed, who do we have to look to for guidance and inspiration? Surely not the "stars" press agents manufacture.

"It used to be," says Alistair Cooke, "that people aped the top people. This is healthy. It means there's a standard you're trying to approach. There aren't many ideals today, though, because ideals (along with heroes) are held in contempt. For the first time, fashion is taking its direction from the bottom up, instead of the other way around. A vast amount of rubbish has been dumped on us as a part of this generation's breaking away from standards."

Andy Warhol, self-styled spokesman for today's decadent rich, proclaims that "the top is the bottom." We see it born out by news pictures of government department heads "swinging" at infamous discos and presidents of our country meeting in shirt-sleeves with other — properly attired — heads of state. Edward Moore, East Coast manager of the Vidal Sassoon salon,





Techniques for building rapport and understanding in one-to-one conversations.

# COMMUNICATE WITH EMPATHY

by Howard Waters

I can talk to a room full of people a lot more comfortably than I can handle a one-to-one situation." Have you ever felt that way yourself? A good many people with management responsibility have (and do!). If you tense up in a one-to-one conversation, it may be because you're focusing too much on yourself. With all the advantages for real communication the one-to-one encounter affords, remarkable things begin to happen when your concentration is shifted 180 degrees outward.

If we are to communicate effectively in such a situation, we must be able to assume the other person's role, to temporarily redefine ourselves. We must try to put ourselves in other people's shoes, to perceive the world as they see it. After all, they may be uncomfortable, too.

Role playing, or empathy, requires a considerable amount of effort, but it enables you to make valuable inferences or predictions about how others will respond to you. Your goal, then, should be the temporary merging of yourself with others, enabling you to anticipate and behave in accordance with joint needs. It follows, then, that the more you can find out about the others in advance, the better your chances of real communication will be. What kind of work do they do? How long have they been at it? What are their long-range goals? Do they have a family? What are their outside interests? Knowing such things can help you more than you might think.

Even where such homework isn't possible, you can still handle the person who approaches you on short notice or no notice at all. Under almost any circumstances, there are techniques that can make both of you feel at ease and put you in relative control when you need to be. What is needed is instant, on-the-spot rapport building. Surprisingly enough, a warm, personal feeling and an atmosphere of mutual trust can be created on very short notice with only a little effort. Human courtesy, for instance, can give you both a nudge in the right direction. If

possible, walk over to the person with whom you will be talking and greet him or her rather than waiting to be approached. Does this sound elementary? How many people do you know who take the time to do it? Once up, relax and smile, saying something appropriate like, "It's good to see you" or "I've looked forward to meeting you." You're getting your mind off yourself already and your visitor has probably already started warming up to you. If it's appropriate, offer a firm handshake (but don't break any bones!). No one, man or woman, likes a limp-wristed handshake.

Very important in the psychology of one-to-one communication and good rapport building is calling the other person by his or her first name. Just this one point can bridge much of the distance between you. After all, your

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## Your goal should be the temporary merging of yourself with others.

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own name is one of the sweetest sounds in the language.

### Physical Barriers

The physical arrangements of your conversation can also be an important element of rapport building and subsequent communication. In fact, physical arrangements are extremely important in a one-to-one relationship. If a desk separates you from the other person, it can easily act as a barrier to communication since it is openly symbolic of your authority. On the other hand, sitting on the same side of the desk with the other person may imply equality but can cause embarrassment or at least discomfort for one or both parties. If you arrange to seat the other person by the side of your desk, however, so that only a corner of it is between you, you'll have the security of being partially behind the desk, and it won't interfere with your effort to communicate.

Now that you are finally ready to

begin the conversation, what do you say? You might start with a topic that will help you establish rapport, perhaps a news item that would interest both of you. You might also refer to the name of a mutual friend, to the status of the individual to whom you are talking ("You're a cost accountant, aren't you?"), to what you were doing just before he or she arrived ("I was just going over the staffing report.") or even to the weather. Obviously, these are only ice breakers. They should take no longer than a few minutes of a conversation. If this kind of talk continues much longer in a business setting, the situation can get more than a little strained. What you want to accomplish is the "I've been waiting for you, my time is yours" attitude.

Once the purposeful conversation has begun, be interested in it. Don't be too preoccupied with your facial expression, but be aware that it is a pretty fair interest barometer. You can turn someone off very quickly with a bored expression. Additionally, the tonal quality and inflection of your voice can communicate a message of impatience or acceptance. We've all met the perpetual smiler whose voice inevitably gives away his real feelings.

It helps to lean forward a bit, still sitting comfortably, to demonstrate interest. Some non-verbal cues to avoid are: yawning, fidgeting, grasping the arms of the chair tightly enough to leave fingerprints, looking at your watch and failing to maintain eye contact with the other person.

### Learning from Feedback

One of the greatest advantages of one-to-one communication is the principle of immediate feedback. Can you guarantee that every person in a large audience understands what you mean? With a little practice, you can almost guarantee such two-way communication and understanding in a one-to-one relationship. Feedback, of course, enables you to alter your message or mode of delivery to meet needs as they become apparent. Remember the time your jokes fell flat in front of a large audience? That deafening silence





## Build Your Platform Power!

Are you prepared to meet the challenges of leadership? The first — and most important — step toward becoming an effective leader is developing your speaking skills. That's why you can't afford to miss Toastmasters' new Advanced Communication and Leadership Manual — **Speeches By Management**. It's a practical — and motivational — guide to success in any leadership role.

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Any three of these manuals will be sent to you upon request when you have submitted your CTM application to World Headquarters. You will not be charged for the first three manuals. Additional manuals are available for \$1.25 each plus 20% for postage and handling. California residents add 6% sales tax.

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should have told you something. How about the time the jokes went over even better than you had hoped? There again, immediate feedback kept you on course.

The kind of feedback you get in a one-to-one situation usually isn't available when you're addressing a large audience. Some responses — the nod and the smile, for instance — are non-verbal, but the best ones give you a little additional insurance that you are communicating. We've all had the uncomfortable experience of thinking we understood what someone said only to find out the hard way that we didn't. (What do you mean you did the wrong report!) Clarification could have avoided that problem. Clarification should be used to determine whether you have gained an accurate and complete understanding of someone else's statement. If a statement is totally confusing, you might clarify it by repeating what you heard and asking for further explanation. Clarification can also be used to briefly summarize a series of statements or events that the other person has been talking about — "Then you think factors A, B and C are all related . . ." When seeking clarification, make sure you are genuinely asking and not telling the other person what he or she means. Always give others the opportunity to respond to the way you clarify their remarks.

Reflection is another good feedback technique. Here, you attempt to "mirror" another individual's statement so you will be sure you understand it correctly. When using reflection, you simply feed back the essential content in fresh words — "Uh huh. You feel the departmental budget needs reappraising"; "As I get it. . ."; "You think. . ."; "In other words. . ."; "You want to. . ." Note the use of the pronoun *you* in all these examples. The message implied is that I am feeding back to *you* the words and feelings that *you* have very recently conveyed to me. Reflection is one of the most important techniques for promoting a feeling of understanding to another individual. It heightens your own self-assurance, too. Certainly, there would be infinitely fewer communication breakdowns if this one principle were employed even in routine conversations. Mostly, it makes you listen to what others are really saying, rather than simply waiting for them to take a breath so you can jump in with your own ideas.

### Selective Silences

Speaking of letting others catch their breath, even silence can be a communicative tool in a one-to-one encounter. It may seem strange to recommend silence as a technique for building a relationship, perhaps because, in our culture, we haven't learned to communicate through conversational

pauses. However, you can accomplish much by using *selective* silences. A comfortable pause can help less articulate people feel accepted, taking a lot of "performance pressure" off their shoulders. There is also an anticipatory type of silence. You simply pause, expecting the other person to respond to what you've said. Another type of silence is that which allows others time to collect their thoughts. Don't try to speed them up; let them get their own thoughts straightened out. Watch for the awkward silences, however, when the other person has reached the end of an idea and is merely wondering what to say next. This situation is usually easy to spot, and the other person will usually be grateful to you for picking up the thread of conversation at this point. Remember, the pace of a conversation often speeds up in direct proportion to the anxiety level of the people involved. A little silence can do wonders.

Finally, be careful how you handle the problem-solving aspects of the conversation. Even though you think you have the answer to the problem, give others an opportunity to participate in the decision-making. Usually, the "What would you think of. . ." approach is better than "I want you to. . ." In

## Selective silence can be a powerful communication tool.

other words, lead others to the solution; don't drive them to it. Often, you can lead them into saying what you had in mind in such a way that it seems to be their idea. They'll probably be more enthusiastic about implementing a solution they helped formulate.

After even a short trial period, you will find that these techniques are catching. People with whom you converse will be reflecting and clarifying your own thoughts back to you. Then you will have real *empathic* one-to-one communication going. Even when you become the "other person," these methods will still apply. You will have forgotten your self-consciousness, mutual understanding will increase and you will like yourself better as a manager. 🗣️



Howard Waters is an associate professor of psychology and communication arts at Porterville Community College in Porterville, California. The author of more than 20 published articles, short stories and humorous sketches, Waters is awaiting publication of his recently completed novel.



## How a Toastmaster Turned a Handicap into a Speaking Victory

There is an encouraging touch of irony in the election of Frank Capparola as president of DPSC Toastmasters Club 3403-38 at the Defense Personnel Support Center in Philadelphia.

Capparola communicates with ease. He's dynamic in casual conversation as well as at the lectern. Which is what you'd expect of a Toastmasters club president. But Capparola, who recently won a speech contest in which six Philadelphia-area Toastmasters clubs competed, has no voice box. His larynx was removed in a cancer operation in 1968.

After the operation, doctors weren't sure Capparola would ever be able to speak again. He couldn't make any sound at all for three months. But that didn't stop him from returning to his job at the Defense Personnel Support Center, where he works as a buyer of food, clothing and medical supplies for America's armed forces.

"I had to learn to talk all over again," recalls Capparola. "I had to learn each word individually." He discovered that the average person uses only a small core group of



Frank Capparola

words in his or her daily routine. These were the first words Capparola practiced and mastered by bringing air into his esophagus through an opening in his throat and mouthing the words as though the air was being supplied through the larynx.

With Toastmasters' help, Capparola has since gone far beyond that level, reaching a degree of skill that enables him to compete successfully against speakers who have no physical handicap.

"I feel I can still get better," he told a reporter in 1974. At that time, he'd already made remarkable accomplishments. But he did get better. And he's still improving, demonstrating a determination that would make him a tough competitor in any speaking match.

## New Book Promotes TI's Training Program

We all know how important Toastmasters' program is to the development of effective speaking skills, but is that word reaching people outside our organization? Apparently so. In his new book, *The First-Time Manager*, Loren Belker writes: "It seems appropriate at this point to mention a nonprofit organization that I believe will help you learn how to be a capable public speaker. I'm referring to Toastmasters International, a self-help organization dedicated to the concept of developing skills in listening, thinking and speaking . . ."

Belker points out that Toastmasters are a group of people who help one another. But, most important, he notes, "You'll probably gain benefit in direct proportion to the effort you put into it."

The fact that a non-member can speak that strongly on behalf of our organization is a good sign that Toastmasters are doing an excellent job of communicating.

## A Rich Resource for Speechwriters

A new monthly newsletter containing a wealth of ideas and facts for speechwriters has begun publication.

*The Effective Speaker* includes summaries of corporate executive speeches, examples of speechwriting techniques, quotes from and reprints of exceptional speeches and a keyword index to all speeches on file.

"Speeches by corporate executives represent some of the most thoroughly researched and carefully written statements on economic issues, business practices, management philosophies, government policies and social problems," says R.O. Skovgard, editor. "The Executive Speaker will provide access to this base of valuable information."

Subscriptions, normally \$60 a year, are available to Toastmasters through December 31, 1980 for a discount price of \$50. A sample issue is available on request. Write to *The Executive Speaker*, P.O. Box 2094, Dayton, OH 45429.



Birney Pease, DTM

## Uniting European Clubs

This year, for the first time ever, Toastmasters clubs on the European continent have formed a federation.

Called the Continental Council of Toastmasters Clubs, it represents 24 clubs in 10 countries: Austria, Belgium, France, Iceland, Italy, Luxembourg, The Netherlands, Spain, Switzerland and West Germany.

The Continental Council's first chairman was Klaus Uhl, a German railway executive from Heidelberg. Birney Pease, DTM, will serve as the 1980-81 chairman. Pease, a former District 29 governor who was transferred last year to West Germany by the U.S. Air Force, is optimistic about the future of Toastmasters in Continental Europe. "Our goal is to have 50 clubs and become a district," he says.

Meanwhile, by joining together, these European clubs will gain better communication with World Headquarters, more opportunities for organizational growth and a greater sense of belonging for their members.



# Hall of Fame

## ATMs

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

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**W. David Joye**  
Newport Beach 1300-F, Newport Beach, CA

**Max F. King**  
Leisure World 2230-F, Seal Beach, CA

**Marlene J. Schick**  
Knotts Speak Easy 2495-F, Buena Park, CA

**Art Hays**  
Huntington Park-Bell 14-1, Huntington Park, CA

**Nick Salazar**  
Huntington Park-Bell 14-1, Huntington Park, CA

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TransAmerica 46-1, Los Angeles, CA

**George G. Kunze**  
TransAmerica 46-1, Los Angeles, CA

**Timothy M. Preis**  
Associates 141-1, Los Angeles, CA

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**Nell E. Clement**  
San Jose 2369-4, San Jose, CA

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**Thomas D. Norman**  
Paul Bunyan 922-6, Brainerd, MN

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Lakehead 2003-6, Thunder Bay, Ont., Can

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WNWL 3107-6, Minneapolis, MN

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Clatsop Co-Eds 1516-7, Astoria R, OR

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MAC 3681-7, Portland, OR

**William R. Newgent**  
O'Fallon 994-8, O'Fallon, IL

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Phillips 66 3266-16, Bartlesville, OK

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Rotunda 1099-18, Baltimore, MD

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East Story County 504-19, Nevada, IA

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Jay Cee 625-19, Des Moines, IA

**Howard B. Porter**  
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Cranbrook Ladies 731-21, Cranbrook, B.C., Can

**John K. Dungle**  
Cariboo 786-21, Prince George, B.C., Can

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DRA 867-21, Victoria, B.C., Can

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North Shore 1085-21, North Vancouver, B.C., Can

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**Richard J. Schicker**  
Revellers 1796-24, Omaha, NE

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Saly Creek 2742-24, Lincoln, NE

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Garland 1207-25, Garland, TX

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Main Tower 3549-25, Dallas, TX

**Robert G. Boatfield**  
Sheraton Westgate 996-28, Toledo, OH

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Merrimack 508-31, Lawrence, MA

**Rocco G. Baglio**  
Raytheon Equip. Div. 2621-31, Waltham, MA

## New Clubs

**153-1 CSC Communicators**  
El Segundo, CA — Wed., noon, Computer Sciences Corporation, 650 N. Sepulveda Blvd. #604 (678-0811). Sponsored by Blue Flame 2717-F, Costa Mesa.

**4318-3 Tri City**  
Scottsdale, AZ — Wed., 8 p.m., First Federal Bank Building, 7201 East McDowell. (971-8261). Sponsored by Single Desert Voices 441-3, Phoenix.

**4304-4 Sunset**  
Menlo Park, CA — Thurs., noon, Sunset Lane Publishing Company, 85 Willow Road (321-3600). Sponsored by Lee Emmerson Bassett 33-4, Palo Alto.

**4314-4 Southern Pacific**  
Burlingame, CA — 1st & 3rd Thurs., noon, Southern Pacific, 1600 Old Bayshore Blvd. (692-5600). Sponsored by Mill-Braers 2168-4, Millbrae.

**4316-4 Islanders**  
San Francisco, CA — 2nd & 4th Thurs., noon, Treasure Island (765-6941). Sponsored by Commissioned Officer 133-57, Alameda Naval Air Station.

**4309-15 Northwest Energy**  
Salt Lake City, UT — Tues., 4:45 p.m., Northwest Energy Company, 315 E. 200 S. (534-3584). Sponsored by YMCA 719-15.

**4321-16 Early Birds**  
Midwest City, OK — Mon., 6:30 a.m., Rose's Restaurant, 7550 S.E. 15th St. (272-9641). Sponsored by Mid-Del 2257-16.

**4302-21 Sparwood**  
Sparwood, B.C., Can — Mon., 6:30 p.m., Black Nugget, General Delivery.

**4322-22 Santa Fe**  
Topeka, KS — 1st & 3rd Mon., 5:30 p.m., Hanover Pancake House, 1034 Kansas Ave. (234-4947). Sponsored by Topeka 361-22.

**4300-24 UNMC Speakeasies**  
Omaha, NE — Wed., noon, Nebraska Psychiatric Institute, 602 S. 45th. Sponsored by CB Communicators 2114-24.

**4311-28 Toledo Area Couples**  
Perrysburg, OH — Alt. Fridays, 7 p.m., Ramada Inn, Route 20 (639-2943). Sponsored by Motor City Speak Easy 1660-28, Plymouth.

**1093-36 Rockville**  
Rockville, MD — 1st & 3rd Mon., 7 p.m., Rockville-Giant Food Inc., 11820 Parklawn Dr. (774-6399).

**4301-36 Matthews Memorial**  
Washington, D.C. — 1st & 3rd Fri., 7:30 p.m., Matthews Memorial Baptist Church, 2616 Martin Luther King Jr. Ave., S.E. (889-3709).

**4307-36 Monumental Speakers**  
Washington, D.C. — 1st & 3rd Thurs., noon.



Cemetery Service Conference Room, 9th Floor, 941 No. Capital St., Union Center Plaza (275-1459). Sponsored by VA Gaveliers 2920-36.

#### 4308-36 INS Naturalizers

Washington, D.C. — Alt. Wed., noon, Room 6013, 425 Eye St., N.W. (633-3278). Sponsored by Justice 2937-36.

#### 4310-36 DOL Eagles

Washington, D.C. — Alt. Fridays, noon, NDOL 54215C, 200 Constitution Ave., N.W. Sponsored DOL Gaveliers 3028-36.

#### 4320-36 MNCPPC

Riverdale, MD — 2nd & 4th Tues., noon, Auditorium, Parks and Recreation Administration Building, 6600 Kenilworth Ave. (699-2555). Sponsored by Montgomery Village 1212-36, Gaithersburg.

#### 4324-37 Kernersville

Kernersville, NC — 2nd & 4th Mon., 7 p.m., Paddison Community Center, 103 E. Mountain St. (996-3215). Sponsored by Forsyth 1278-37, Winston-Salem.

#### 3104-38 James

Philadelphia, PA — 2nd & 4th Tues., 11:30 a.m., Fred S. James & Company, Inc., Public Ledger Building (928-4600). Sponsored by Delaware County 3204-38.

#### 4319-46 Burns & Roe

Woodbury, Long Island, NY — 2nd & 4th Mon., 5:15 p.m., Burns & Roe, Inc., 185 Crossways Park Dr. (724-6442 or 677-2346). Sponsored by Burns & Roe 3789-46, Oradell.

#### 1884-49 HMSA

Honolulu, HI — 1st & 3rd Wed., 4:30 p.m., HMSA Employees Lounge, 1504 Kapiolani Blvd. (944-2308). Sponsored by Honolulu 119-49.

#### 3357-53 Greenwich

Greenwich, CT — 1st & 3rd Tues., 7 p.m., Cinquante Cing Restaurant (variable), 55 Arch St. (686-3013).

#### 4305-53 DCASMA, Hartford

Hartford, CT — 1st & 3rd Wed., 11:30 a.m., DCASMA, Hartford, 96 Murphy Rd. (244-2872). Sponsored by Aetna Life & Casualty 3610-53.

#### 4312-56 H.E.B. Southwest Rattlers

Laredo, TX — 2nd & 4th Thurs., 7:30 p.m., Sheraton Motel Inn, 7060 N. San Bernardo.

#### 400-57 California Starship

Oakland, CA — Sat. (6 meetings annually), 6 p.m. Location rotates throughout District 57. (533-6708).

#### 4293-57 Blue Cross

Oakland, CA — Thurs., noon, Blue Cross of Northern California, 1950 Franklin St. (645-3898). Sponsored by Oakland Uptown 1676-57.

#### 4289-64 Rockspur

Stony Mountain, Man., Can — Wed., 7 p.m., Rockwood Institution, Box 72 (453-5541/365). Sponsored by Lord Selkirk 3977-64.

#### 4303-65 R.I.T.

Rochester, NY — 1st & 3rd Tues., 7 p.m., R.I.T. College Union, Room 1829, 25 Andrews Memorial Dr. (461-4128). Sponsored by R.T.C. 1342-65.

#### 4286-66 B & W

Lynchburg, VA — Wed., noon, B & W Office Building, Old Forest Rd. Sponsored by Lynchburg 562-66.

#### 4306-66 Friendship

Norfolk, VA — 2nd & 4th Sun., 4 p.m., Spurgeon Baptist Church, 5520 Tidewater Dr. (587-5452). Sponsored by Tidewater 1469-66.

#### 4315-68 Cleco of Cenla

Pineville, LA — 1st & 3rd Tues., 6 p.m., Ramada Inn, 2211 MacArthur Dr., Alexandria (445-5681 or 445-8211). Sponsored by Downtown 2455-68, Baton Rouge.

#### 4317-70 Nowra

Nowra, N.S.W., Aust — 1st & 3rd Wed., 7 p.m., Bomaderry, R.S.L., Bunberra St., Bomaderry (044-23958). Sponsored by Wollongong 2456-70.

#### 4313-U MAHARLIKA

Manila, Philippines — Sat., 7 p.m., Philippine Columbian Clubhouse, Plaza Dilao, Paco (99-55-85).

#### 4323-U Hiroshima

Hiroshima, Japan — 2nd & 4th Fri., 6 p.m., Kamiya-cho Bldg., Conference Room 2-2 Kamiya-cho, 2-chome, Naka-ku (0822 81-1211 x2235).

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As a regular member you're automatically covered by \$10,000 Travel Accident Insurance at no extra cost, — part of which includes 24 hour accident protection, even while at home.

### No charge American Express Foreign Checks

Travel Card members can make unlimited cash purchases of American Express Foreign Travelers Checks by mail (you receive a free kit with your membership) or at any of the Mutual of Omaha Tele-Trip

Counters, located in airport terminals throughout the North American continent.

### Free currency conversion

Also, through special arrangements with Tele-Trip, Travel Card members can exchange foreign currency at no charge either by mail or at any one of the Mutual of Omaha counters in airports throughout the U.S. and Canada.

### 30% Rental car discounts

Member cardholders receive discounts of up to 30% at thousands of Hertz, Avis, National and 20% at Budget-Rent-A-Car counters worldwide.

### Rand McNally Road Atlas

New members get a free Rand McNally Pocket Road Atlas with their membership kit. This Atlas features 53 pages of full color maps of all 50 states, Canada and Mexico.

### You take absolutely no risk

Once your membership kit arrives you have fifteen (15) days to check it out, to make sure the Travel Card and its privileges are all you expected. If you are not completely satisfied, return the kit and your membership card for a full and immediate refund. The Road Atlas remains yours to keep free, with our best wishes.

### CREDIT CARD ORDERS CALL TOLL FREE:

800-874-4400 EXT. 1622

IN FLORIDA:

800-453-8777 EXT. 1622

Inquiries call (904) 399-8300. Sorry no collect calls.



American Hotel & Motel Association  
ALLIED MEMBER

## THE INTERNATIONAL TRAVEL CARD MEMBERSHIP APPLICATION 1622

**MAIL TODAY FOR FREE 15-DAY TRIAL**

Yes, enroll me as an ITC member for the term I've checked below under your 15-day satisfaction guarantee.

One-year membership \$35.00  Two-year membership \$49.50 (save \$20.50)

Tax-deductible, business travelers may deduct the full cost of their ITC card as a business expense.

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

Zip \_\_\_\_\_

Signature \_\_\_\_\_

Beneficiary \_\_\_\_\_

Payment Enclosed

Charge to my

Master Charge

VISA

Diners Club

American Express

Card # \_\_\_\_\_

Expiration Date \_\_\_\_\_

### ASSOCIATE MEMBERSHIPS

Associate membership cards are available for immediate members of your family for only \$10 each (a 60% savings off the regular annual fee). Your spouse and children can also enjoy the same savings as you do, while traveling on their own.

Name \_\_\_\_\_

Relationship \_\_\_\_\_

**Mail to International Travel Card, Post Office Box 5080, Des Plaines, IL 60018. Please allow three (3) weeks for processing, personalizing and mailing. ©1980 United Travel Systems, Inc.**