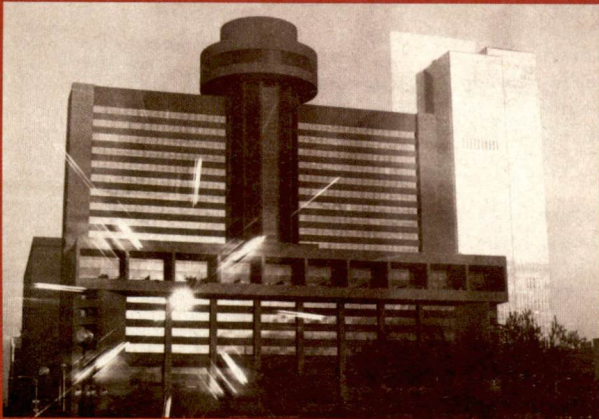


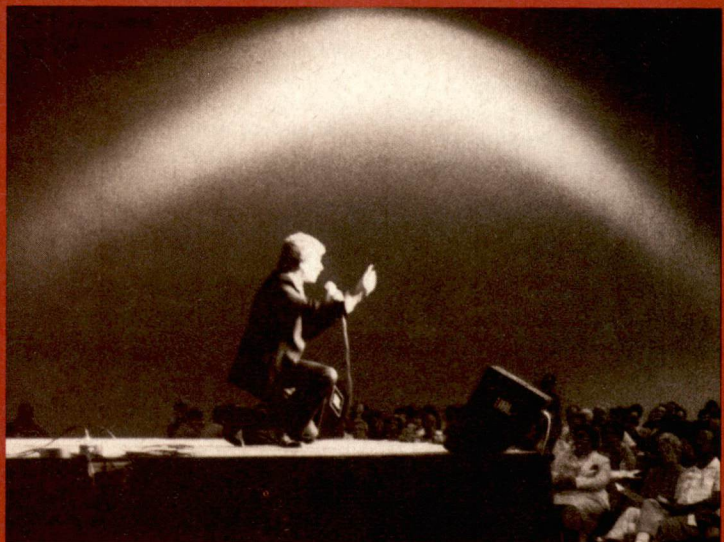
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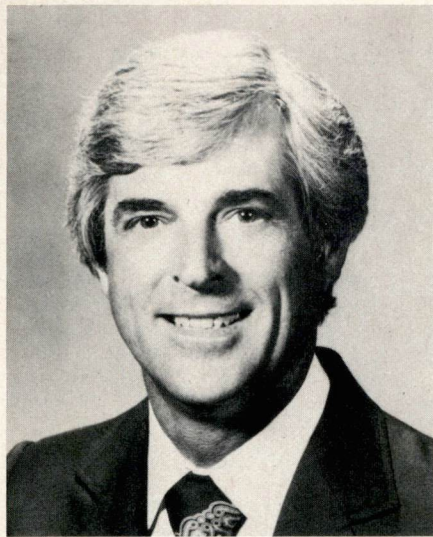
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PHOENIX 1981

Highlights from
the 50th Annual
International Convention,
see page 16





Learning + Enjoyment = Achievement

A few days ago a friend asked me, "Bill, what motivated you to become President of an organization like Toastmasters International? Was it simply a desire for ego satisfaction?"

I answered that Toastmasters is an educational organization and serving as its President is, for me, an exciting opportunity for self-development. It's also a chance for me to put something back into an organization that has been a beautiful part of my life.

When I first joined a Toastmasters club 13 years ago, I needed to improve my speaking skills. As a fledgling member, I found club meetings both stimulating and enjoyable. The enthusiasm of my fellow members lifted my spirits and made me feel good about myself. And thanks to the "learn by doing" educational format, my presentation skills soon improved significantly.

Over the years, my personal needs have evolved, yet Toastmasters has continued to meet them. As I felt the

need to develop my leadership ability, I discovered that Toastmasters offers many opportunities — first within the club, then at the district level and beyond.

Throughout my 13-year association with Toastmasters, I have continued to enjoy myself and to grow. The benefits, both personal and to my professional life, have been incalculable.

That's why I've selected as my presidential theme, **TOASTMASTERS ... LEARNING + ENJOYMENT = ACHIEVEMENT.**

Several years ago Dr. Abraham Maslow organized human needs into five levels: basic physical needs, safety and security needs, affiliation needs, ego-fulfillment needs and self-actualization needs.

For me, Toastmasters has helped to fill the three top levels:

- *Affiliation* ... Toastmasters is a "belonging" organization — one that makes us feel part of a movement that is worthwhile and important.

- *Ego-fulfillment* ... In Toastmasters we can learn to be leaders, to motivate others to higher achievement. Nothing is more satisfying.

- *Self-actualization* ... This is our highest need — to realize our potential, to become the best that we can be.

What could be more valuable than an organization that fills the human needs of the highest order? It is Toastmasters' ability to meet these needs that makes our great organization so successful.

In my opinion, the key to this success is at the club level. If our clubs provide their members with opportunities for learning and enjoyment, those members will achieve. They will grow, their personal and professional lives will be enhanced, and they will gain the tremendous satisfaction of meeting their ultimate needs as human beings.

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12101 Hunters Lane, Rockville, MD 20852

Second Vice-President

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1010 Calle Ortega, San Dimas, CA 91773

Past President

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78 Stoneleigh Court, Rochester, NY 14618

Executive Director

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2200 N. Grand Avenue, Santa Ana, CA 92711

Secretary-Treasurer

Donald E. Smith
2200 N. Grand Avenue, Santa Ana, CA 92711

Directors

A. Edward Bick, DTM
635 North Menlo, Sioux Falls, SD 57104

Ray E. Brooks, DTM
33114 Lake Garrison Street, Fremont, CA 94536

Russell L. Collins, DTM
R.R. 2, Box 93A, Daleville, IN 47334

Don Ensck, DTM
410 Del Norte Road, Ojai, CA 93023

John A. Fauvel, DTM
P.O. Box 3114, Auckland 1, New Zealand

Richard P. Flis, DTM
181 Kirk Drive, Thornhill, Ontario, Canada L3T 3L7

Albert H. Friedrich, DTM
7406 Galanis Drive, Annandale, VA 22003

Ralph W. Joslin Jr., ATM
7810 E. 77th Street, Tulsa, OK 74133

Louis M. Kiriazis, DTM
1329 S. 61st Avenue, Cicero, IL 60650

Jack Kiuru, DTM
5959 Spring Garden Road, Suite 1207
Halifax, Nova Scotia, Canada B3H 1Y5

Marvin E. Kline
529 Sykes Drive, Idaho Falls, ID 83401

Ruth M. Kraft, DTM
4930 California Street, Omaha, NE 68132

B. Jack McKinney, DTM
16 Canterbury Drive, Orange, TX 77630

Nate A. Parries, DTM
1599 Iveydale Road, Cleveland Heights, OH 44118

Marcia L. Peters, DTM
1092 Salmon Drive, Roseville, CA 95678

John V. Slyker, DTM
2812 Marmon Drive, Midland, TX 79701

M.B. Sutton, DTM
212 Dove Tree Road, Greenville, SC 29607

Magazine Staff

Editor

Debbie Horn

Editorial Assistant

Michelle Cabral

Art Director

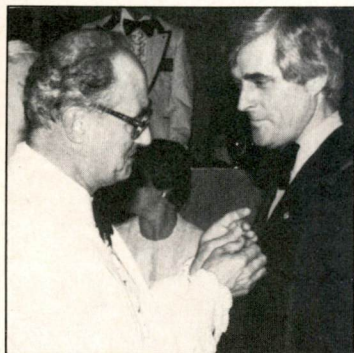
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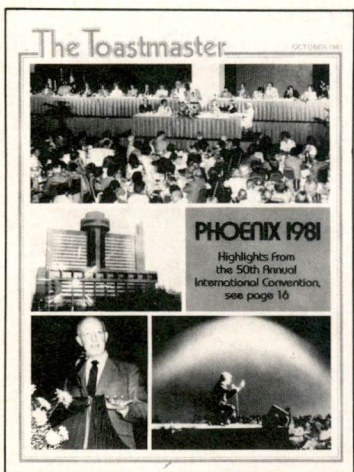
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COVER

Toastmasters' Annual International Convention is one of the most unique communications showcases in the world. This year's convention was the best ever, attracting a record-breaking crowd of more than 1500 Toastmasters from all over the world. For four action-packed days, they heard, saw and met top speakers and organization leaders who shared with them the secrets of success. They also chatted with old and new friends and enjoyed the atmosphere and fun of the Old West. Never before has a convention inspired such enthusiasm and fellowship. Experience it for yourself in the special convention report on page 16!

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Sharing Skills

Recently as chairman for the semi-final and final international speaking contests at the Carnegian Convention in Minneapolis, Minnesota, it was my duty to procure competent, unbiased and trained judges for the speaking events.

Being a Toastmaster myself, I contacted District 6 officers, who solved my problem by finding members willing to serve as judges for the contests. The Carnegians Inc. and I would like to express our appreciation to these Toastmasters who freely gave their time and talents as judges for the semi-finals and finals of all the contests: Win Stiefel, Pat Larson, Doug Ward and Dr. Jerry Burtle.

It is indeed a tribute to Toastmasters International that these members were so willing to share with others the training, evaluation skills and leadership they had developed through membership and activity in the Toastmasters program and organization.

*John M. Kavanagh, ATM
Port Charlotte, Florida*

Inexperience Is No Excuse in Contests

Any speaker who enters a contest with the "realistic knowledge that there isn't a chance to win" should not be wasting his or her time. The goal of a contestant should be to win.

Neophytes in Toastmasters have as equal a chance to win a speech contest as any of the long-timers, but they just have to work harder to do it. All Toastmasters know when contests are to be and have an equal time to prepare. All Toastmasters have the same time limits and in each contest they face the same judges and the same standards. That is equality.

If a Toastmaster does not have the ability of some who have been in our organization longer, there is one proven method for overcoming this handicap — rehearsal. The only contestant who doesn't have a chance is

the contestant who has failed to prepare.

Our club is young but involves speakers in all ranges of ability. In no way could anyone pick the best speaker of any particular meeting based on the experience level of the individuals presenting talks. Meeting after meeting the winner varies. Often a new member giving an ice-breaker will be motivated slightly by fear of the unknown and the desire to make a good first impression and will win the trophy, even when going against some speakers working on their ninth or tenth speeches.

Contests are set up to establish a standard of excellence to which Toastmasters aspire. Implementing another strata of contests for inexperienced speakers will only lower expectations and dilute the limited time Toastmasters have to devote to the organization.

*Dick Puffer
Hartsville, South Carolina*

A Call for Aid

Help! As area governor I'm overwhelmed with the amount of material I must handle. Don't misunderstand — I love it, but I just can't figure out how to file it in a manner which permits me to retrieve it easily.

Surely, some Toastmaster has prepared a workable filing system at one time or another. Would he or she be willing to share it with a Toastmaster who needs it badly?

*Fred Eboch
Cincinnati, Ohio*

Editor's Note: Any area governor who can help Fred, please write to him at 10892 Willfleet Drive, Cincinnati, Ohio 45241.

Using Correct Words

In his article "How to Understand Workers" in the June issue, Raymond Schuessler wrongly interchanged the words "needs" and "wants" several times.

Needs and wants are not interchangeable; they are two different things. People's needs are those

things required to sustain life, such as air, water, food, shelter and clothing. Wants, on the other hand, are the things which people believe, rightly or wrongly, will improve their personal situation in a given environment.

"Recognition, opportunity, security and belonging are important to everyone," states Schuessler, and this is probably true for nearly everyone. However, those things are wants which have to be rewarded. They are not needs.

I understand what the author is trying to say because I have personally experienced many of the situations he describes. Correct definitive nouns should, however, be used.

*John D. Reynolds
Joppa, Maryland*

Flawed Speech

The cover article in the June issue, "Reagan's Inaugural Address: A Guide to Speechmaking," is wrong-headed and silly.

The author, Thomas Montalbo, placed Reagan's inaugural speech on a plateau with those of Woodrow Wilson, F.D.R. and John F. Kennedy. How can he place such a weak speech on such a level?

Montalbo lauds Reagan's use of such tired devices as "three-in-a-row clauses" and repetition. He praises Reagan's "catch phrases" such as "exemplar of freedom" and "beacon of hope," exhorting us to do likewise! What? Load our speeches with catch-phrases and cliches? He even lauds Reagan's phrase, "the giants on whose shoulders we stand!" Did Reagan's speechwriters have to drag that old metaphor off the dust heap of English literature?

The Toastmasters organization is an arena for the practice and development of thinking and expressing. Let us not be afraid to trust our own critical faculties when it comes to the media-hype and pomposity that pass for "greatness" nowadays.

*Peter Garland
Alameda, California*

Telling your audience a joke or funny story takes talent
and, more importantly, good judgment.

PODIUM HUMOR IS NO LAUGHING MATTER

by Barney Flagg

Wishing to remain in step with fellow Emmy Award winners who all profusely thanked their supporting writers, directors and producers, the late Bishop Fulton Sheen began his acceptance speech by thanking his "writers" — Matthew, Mark, Luke and John. His joke was one of the highlights of the evening.

Such nuggets of charming wit can greatly endear you to an audience and improve your image and effectiveness. Light humor can also serve to emphasize a point, ease the strain of the initial moments before a group or disarm adversaries in a debate forum. But no matter how funny a particular comment or tale is inherently, several basic elements must be present for a speaker's humor to hit the mark.

- *The right audience.* Some groups, depending primarily on their purpose for assembling, are "all business" and turned off by any attempts at humor. Telling an uproariously funny story, perfectly delivered on a non-offensive topic, to such a group is always a costly mistake. For them, no time is the right time. A speaker should respect this attitude. In these cases the listeners alone establish the rules governing behavior and tone.

Many years ago I addressed a political science student group at a large, affluent campus on Long Island, New York. In my opening remarks I noted that college students enjoy a "suspended animation" type of existence, tending to remain highly idealistic politically before they become stewards of a family, mortgage or full-time job. To that I added, "It has been said that if you are not somewhat liberal at 20, you have no heart, and if you're not somewhat conservative by age 35, you have no brain." The remark was very well received. The same series of comments

made before students of an inner-city, community college, however, elicited no response. They were "all business," and wanted to have their serious intent respected.

Before planning to inject any form of humor into a talk, research your audience and their reason for gathering. Bear in mind that the power of humor will often cause your comments to be repeated outside the walls of the hall in which you speak initially. Thus, a famous telegram for Joseph Kennedy to his campaigning son John was received initially with great laughter when read before a press club luncheon: "Run this election with as little money as possible, I'll be damned if I will pay for a

Listeners alone establish the rules on behavior and tone.

landslide!" The same telegram, however, is viewed with disdain by average working citizens because of its elitist connotations.

Insensitive Remarks

- *The right time.* Unless you have reason to believe that you are a master of comedy, you should exercise restraint in the quantity and frequency of humor in talks, including those with groups who have enjoyed your quips in the past. Some event of the day may have clouded their receptivity to humor and made them temporarily the wrong target for a joke. Heaven help the speaker whose opening "funny" remark treads on the raw, open nerves of this audience at this time.

Early in my career, I received a letter

of introduction to the principal owner of a major amusement park for a presentation on a new development. In my inexperience I was overly confident, assuming the letter which preceded me into the man's office would make the sale for me and that any approach I took was safe.

Banking too much on the letter's strength, I entered the office as though I had already received license to speak freely. Two radiators were hissing furiously, making the temperature close to 100 degrees. After a preliminary comment or two, I said casually, gesturing toward the radiators, "Are you growing tropical plants in here?" With immediate and resigned indignation, the prospect informed me that a pressing volume of work had caused him to come to work despite a severe case of the flu. His doctor had advised him to keep the office temperature as high as possible.

Despite the blazing heat, the atmosphere in our relationship was arctic. My "funny" comment constituted an attack on the man's dedication to his company and associated me with his stress and discomfort. I made no sale on that call. Simply stated, one must view the use of humor as a license that must be renewed each time you encounter an audience.

Humor should also be restricted to those times when it serves a pointed communicative purpose. Your aim is to communicate, not entertain. On their own, all the funny stories in the world will not perform the task of transmitting thoughts for you. No one can or should try to be funny all the time. Realistically, effective humor is based on qualitative rather than quantitative values.

- *The right topic.* Utterances concerning religious or ethnic background which are meant to be funny always act

Finding Humorous Anecdotes For Your Speech

by Stewart Marsh

A professional golfer spoke to members of a golfing society on the theme of "Golf Courses." During his address, he told about some of the strange rules that some clubs have. On a golf course in Louisiana, golfers are forbidden to wade into a pond to retrieve their golf balls because of alligators. An Arizona club has the rule that if the ball comes to rest near a rattlesnake, the golfer is entitled to drop it a club's length from the snake. And in Africa there is said to be a sign on a golf course bearing the legend, "Elephants have the right of way." These amusing rules tied in with the speaker's theme and the interests of the group members. They were on target.

Where do you find humorous anecdotes like these for your speeches? It's not easy. You should look for jokes that are amusing to you, that you believe you can tell effectively and that you feel comfortable about telling. Less obviously perhaps — but not less importantly — they should be suitable to your topic, the group and the occasion.

Sometimes you can dredge them up out of your memory — maybe a personal experience which ties in with your topic or a funny story you heard that made you laugh. If you're the type of person who forgets jokes easily, though, you need to learn how to improve your memory. When you hear a joke that you find hilarious, repeat it to yourself later. Then tell it to friends or acquaintances at the first opportunity. You'll be able to recall it quickly once you get into the habit.

Scanning the Media

Many magazines and newspapers have a humor page or column containing some witty sayings, stories or verse which you may want to use. You may also find a number of usable funny items in the advice columns in newspapers and magazines. A speaker commenting on the changing times opened his speech with an anecdote from a popular advice column in which a father wrote to the editor, "My daughter is sixteen. Shall I discuss the facts of

life with her?"

The editor replied, "By all means. No doubt you will be greatly helped."

You may run across humor items in the day's news, too. It may be the escape of some monkeys from the zoo or a comic incident that happened at a meeting of the city council. These happenings can be funny and timely.

The sports pages of the newspaper sometimes contain news of humorous incidents. In one story, a golfer hit a ball which came to rest on the grassy overhang of a bunker. Realizing that it would be a difficult shot, he leaned over to take a close look at the lie. At this moment, however, he sneezed, causing his dentures to fall out and knock the ball down into the sandtrap! This incident would be ideal for a speaker talking about life's frustrations.

In the library you'll find a number of books listed in the card catalog under the heading "Wit and Humor." Some are written by such well-known humorists as Art Buchwald and Erma Bombeck. Others are joke-books. When perusing such books, though, it's easy to reach the saturation point. After awhile nothing seems amusing. Spend relatively short periods of time on such reading, then come back to it later.

What about television? Bob Hope and Johnny Carson give some of the best one-liners on television. Unfortunately, many people in your audience will already have heard the quips. But you may be able to change the joke around in order to make it fresh.

Reviving Old Jokes

"Switching" is taking an old joke and changing it to suit your purpose. The story about the sea captain is easily adaptable to a variety of situations. Every day when the captain went to the bridge of the ship, he unlocked a drawer, withdrew a slip of paper and carefully studied it. Then he replaced the paper and locked the drawer. The next in command became convinced that the message must be of great importance, possibly even the reason for

the captain's success.

When the captain died, his assistant eagerly opened the drawer and pulled out the slip of paper. It read, "Starboard is right; portside is left."

The characters, setting and nonsensical message of this story can all be changed to suit a particular group or theme while still maintaining the humorous effect. It might be a famous tennis player who, prior to a big match, always withdraws from his locker a piece of paper and reads it. On his death his protege opens the locker and reads, "Love-all refers to a score of nothing to nothing."

One-liners, too, can be changed around to fit the occasion, group or topic. Consider the quip attributed to a student when asked if he was in the top half of his class. "No," he said, "I'm one who makes the top half possible."

Some possible adaptations of this story are: "I'm not one of the top seeds in the tennis tournament — I'm one of the clods that make the top seeds sprout," or "I'm not one of the top brass in our organization — I'm one that helps make them look polished." Switching takes a bit of practice, but it's fun to try.

Filing System

You should also start your own joke file if you do not already have one. Write down the anecdotes on index cards, classifying your jokes according to subject matter. Index them liberally. For example, if you run across a joke suitable to the talk on improving memory and suitable also in responding to some introductions, file it under "Memory," but in your index give it a double listing of "Memory" and "Openers."

After you've compiled a joke file, keep adding to it. Also, look through it from time to time. You may need an impromptu story or quip some day. The file may even assist you in everyday conversation, too, allowing you to call up an appropriate joke at will.

Stewart Marsh is a former psychology professor and college dean who lives in Pasadena, California.

to the detriment of the professional communicator. Your listeners may laugh at the moment, but long after the laughter ceases and the joke is forgotten, they'll remember you as bigoted or slanderous. Avoid these subjects.

Any joke about a particular political philosophy can be almost equally dangerous for the speaker. In business settings, I've always made it a practice to avoid indulging in conversations revolving around partisan politics, sometimes accomplishing this through humor. Whenever a discussion tended toward specific political persuasions among business associates, I relied on the classic Jack Paar gem: "I never vote anymore. It only encourages them."

Natural Skill

- *Execution.* Telling a joke or story well requires a special talent and technical ability. If you have that talent and your judgment of such matters is unobstructed, you're usually aware of it. If, on the other hand, storytelling is not your forte, dismiss any negative thoughts about the matter. The successful orator is a composite of many positive personal traits. The talent for comedy is but one of many possible characteristics available to us. It's far more counter-productive to misuse

Your aim is to communicate, not entertain.

humor than to refrain from using it.

- *The desire to share.* Never force an attempt to be funny. If you feel good about your audience and wish to share a humorous idea with them, the idea will surface under its own power. That's the secret and the wonder of humor. It's a natural, instinctive force with its own mysterious generator. The key word in its use is "sharing." Humor's effectiveness depends ultimately not only on our desire to tell a story, but on the degree to which it will be shared by listeners. Most professional comedians are not trained, but begin their careers out of a natural need to evoke and share laughter with others. A visitor to our country once noted that Americans would admit to treason before admitting to a lack of a sense of humor, but it is imperative for speakers who do not feel this natural instinct to let the opportunity pass.

If you want to win your audience with wit, make it heartfelt and non-offensive. Most importantly, make sure you tell your jokes to the right audience at the right time. Podium humor is a serious business. 🎤

Barney Flagg is a free-lance writer based in Orlando, Florida.

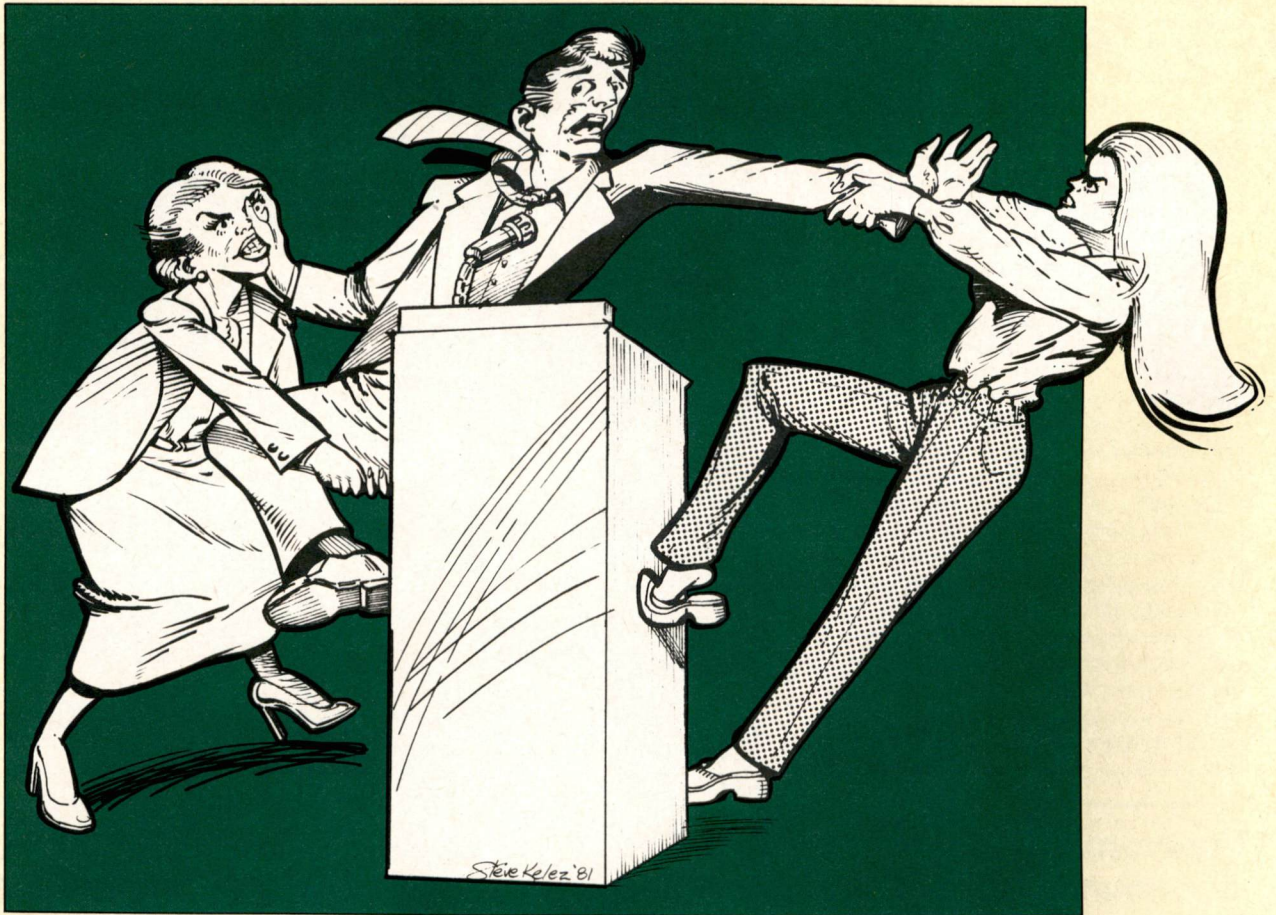
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Coping With Sexist Language

by Tom Montalbo, DTM

Today's speakers and writers face a dilemma in handling so-called sexist language — those words and phrases that seem to discriminate against women. The dilemma is this: if they stick with standard English, they may offend the feminists; if they switch to common-gender language, they may draw potshots from the purists. Either choice may irritate the listeners or readers and distract them from the message.

In his book *Live for Success*, John T. Molloy writes, "Every one of the successful people who answered said *his or her* life was influenced by forces beyond *his or her* control. Here lies the key to failure. When a person denies responsibility for the movement and direction of *his* life, *he* almost automatically fails." (Italics added.)

The duo-sexual phrase "his or her" may not be noticed when used only once in a sentence, but when repeated it jumps out and breaks the reader's chain

of thought. Speakers find the same reactions. The sound of the awkward expression so closely repeated is harsh to the ear and jars listeners.

When the context requires several repetitions, the phrase "his or her" sounds monotonous and even con-

Purists find common gender words offensive to the ear.

fusing or ridiculous. Perhaps that's why Molloy slipped back to conventional English in the third sentence of the excerpt quoted above. Otherwise his sentence would read, "When a person denies responsibility for the movement and direction of *his or her* life, *he or she* almost automatically fails." That would

add up to four repetitions of double pronouns in two sentences. Conceivably, a single sentence might require "his or her" and "he or she" half a dozen times.

To overcome this third-person-pronoun problem, certain feminists propose common-gender pronouns. One advocate, for example, suggests combining "his or her" into a new single word, "heris," and "him or her" into "herm." Such coined words are in the experimental stage, however, and must yet prove serviceable and acceptable for general usage.

Another area of language the feminists complain about is the group of words with feminine endings. Many fell into disuse before the new feminist movement began. But some words with feminine endings have endured over the years and are widely used even today, among them "actress," "comedianne," "hostess," "stewardess" and "waitress." Feminists urge speakers and

writers to drop these words from their vocabulary because they emphasize the sex and segregate women from men in the same jobs. This implies inequality between the sexes and makes women feel inferior to men, say the feminists. They explain sex is irrelevant in such cases because, regardless of sex, an actor is *one* who acts a part; a comedian is a comical *individual*; a host is *one* who greets guests; a steward is *one* who attends passengers; and a waiter is *one* who serves a table.

But how else can we differentiate women from men in those jobs? "That's just the point — we don't want to differentiate," answer the feminists, who would rather use common-gender words. They say "actor," "comedian" and "host" by definition include both sexes; "attendant" takes the place of "steward" and "stewardess;" and "server" covers "waiter" and "waitress." If it's ever necessary to identify the sex, feminists suggest that you modify the common-gender words with appropriate pronouns or the adjectives "male" or "female."

Other words and phrases of concern to feminists are those used to mean human beings collectively or people in general: "mankind," "manpower," "the average man," "the common man" and many others. Such usage, say the feminists, ignores half of the human species and is unfair to women. Not so, say the purists, who contend everybody understands that those words and phrases are used in the universal sense to represent both men and women.

What are the alternatives? "None, nor do we need any," say the purists. On the other hand, feminists offer these common-gender expressions as useful alternatives: "Humankind" or "humanity" for "mankind;" "human resources" or "work force" for "manpower;" "work-hour" for "man-hour;" or "ordinary person" for "the average man" and "the common man."

Because the purists and feminists apparently have agreed to disagree, the sexist language problem persists. That leaves the solution up to the speakers and writers themselves. You may want to consider these guidelines:

- **Steer a middle course between standard English and feminist language.** This won't please everybody but will keep you from being linked to either the purists or feminists. By taking a position between both extremes, you achieve a balance of conflicting interests. For example, though purists want you to use the traditional terms "man years" and "the condition of man," you find it reasonable to agree with the feminists on substituting the nonsexist expressions "work years" and "the human condition." These choices are desirable because they show you're willing to base your decision on reason-

ing rather than following tradition blindly. Besides, while pleasing the feminists you haven't offended the purists' sense of what's right and proper.

- **Reconstruct sentences to avoid using pronouns for male and female.** Here are several techniques for recasting:

Pluralize the entire sentence. You can then use "they" and "their" instead of "he or she" and "his and her." Molloy's quotation cited above could be rewritten to read, "All the unsuccessful people who answered said their lives were influenced by forces beyond their control. . . . When persons deny responsibility for

One feminist suggests combining "his or her" into "heris" or "herm."

the movement and direction of their lives, they almost automatically fall." In substituting plurals for singulars, be careful you're not changing your meaning or making it unclear. If you say, "Each expert will give his or her opinion at the meeting," the meaning is clear. But if you say, "The experts will give their opinions at the meeting," the meaning is uncertain: will they report as a group or as individuals?

Omit entirely the third-person pronoun. One device is to replace them with nouns and articles. Instead of saying, "He and his audience," say "The speaker and the audience." Another technique is to repeat the noun. Rather than saying, "it's not so much what he or she said as the way he or she said it," recast your sentence like this, "It's not so much what the speaker said as the way the speaker said it." Still another way is to use the pronoun "one," as in "When one is poor, one can't help it."

Address audiences directly. Use "you" as singular or plural, as in this example: "If you are poor, you can't help it."

- **Avoid nonsexist language if it's ungrammatical.** Nobody can fault you for using correct grammar, which gives language orderliness and coherence. Without grammar, we would be lost in a linguistic wilderness. Be grammatical not merely for grammar's sake, however, but because breaking the rules calls your listeners' attention to the errors and draws it away from your message. For example, feminists suggest you can use "they" and "their" as singular pronouns instead of "he or she" and "his or her," as in "If a person is poor, they can't help it," or "Each person did their job." The purists correctly point out that a plural pronoun with a singular subject is ungrammati-

cal. Yet feminists say this presents no problem because the same construction has been used by well-known authors like Shakespeare and George Bernard Shaw. True enough, these writers used that construction in rare instances, but fame gave them poetic license. The chances are, however, that your audiences won't excuse *your* bad grammar.

- **Avoid newly-coined words in which "person" replaces "man."** "Chairperson" instead of "chairman" is a good example. *Robert's Rules of Order*, the National Association of Parliamentarians, and the *New York Times Manual of Style and Usage* all say that "chairman" includes both sexes. And H.W. Fowler's *Modern English Usage* tells us we can treat words like "craftsman," "sportsman" and "spokesman" as of common gender unless there is need to distinguish the sexes, as when we are asked to vote for the sportsman and sportswoman of the year."

With the support of such universally recognized authorities, why use "chairperson," "craftsperson," "sportsperson" or "spokesperson"? While "man" words seem natural to say, the "person" words sound strange. Compare "manhood" and "personhood" or "foreman" and "foreperson." Rather than risk the wrath of either the feminists or the purists, you can compromise by using parallel words such as "chairman" or "chairwoman;" "manhood" or "womanhood;" "foreman" or "forewoman."

What the solution to the sexist language problem is — or whether there's a problem at all — is a source of disagreement between feminists and purists. In their efforts to replace standard words with common-gender expressions, feminists propose changes that antagonize purists who find them offensive to both the ear and to their sense of an orderly language.

Language changes constantly, though so gradually that the shifts and innovations are almost unnoticeable. Some changes vanish just about as soon as they appear. But new ones crop up. And eventually certain changes come into common use. That takes a long time, however, since language develops by natural evolution.

Meanwhile, with no quick or easy solution in sight, you must cope with the sexist language problem to make sure your audiences understand you without being irritated. Using the above guidelines will help you. 🗣️



Thomas Montalbo, DTM, is currently a member of Sparkling Toastmasters Club 3602-47 in St. Petersburg, Florida. A former financial manager for the U.S. Treasury Department, he is a frequent contributor to *The Toastmaster*.

TALK WRITE

by Stephen Turner

Most people do not write as they speak. Men and women who have little difficulty expressing themselves orally too often stare dumbly at the page when called upon to write a letter, a memo or a report. Or, if they do manage to overcome their fear of the clean white page, they are often dissatisfied with the result. They recognize that their writing lacks the sparkle and verve of their speaking.

And yet writing is merely a system for recording speech. Thus, if one knows the system — that is, knows how to form letters, spell words, punctuate sentences — one ought to be able

Too many writers are aware of only one purpose — to impress.

to write as effectively as one speaks.

But the sad truth is that most people cannot. Thoughts and ideas which come trippingly to their tongues trip over their pencils to sprawl face-down in the dust of dullness or incoherence.

Why is this so? What can we do about it?

Probably the greatest impediment to good writing is the false notions many people hold.

Many people don't know what good writing is. And they don't understand the actual writing process.

Good writing is writing which accomplishes its purpose and does that in a pleasing manner. (The same can be said of good speaking.) The purpose of a piece of writing may be to explain how a machine works or how a sales campaign

was conducted. Or the purpose may be to persuade a personnel manager to hire you, or it may be to tell an interesting story or to make a friend laugh.

The point here is that good writing always has a purpose related to the desired effect on the audience. The problem is that too many people are aware of only one purpose, and a bad one at that — to impress people.

Too many aspiring writers, perhaps without conscious awareness, work hard — not to explain, not to persuade, not to entertain — but to impress.

Attempting to fulfill this false purpose, many writers neglect their real purpose. And the result is that they neither impress nor persuade nor entertain.

Why has this false and dangerous purpose taken hold of so many people? I believe it has to do with the models people are offered as well as the type and quality of writing instruction in our schools.

Using Pretentious Words

Many students come to my classes each semester complaining that they need to enlarge their vocabularies. Why? I suspect it's so they can sound like Howard Cossell. But Howard Cossell is not a good communicator. He frequently baffles where his aim should be to illuminate. He uses words to impress others with his intelligence, not to express his observations, thoughts and ideas. In *Uptaught*, Ken Macrorie calls Cossell's type of English "Engfish." Engfish is "bloated, pretentious language. . . . A feel-nothing, say-nothing language, dead like Latin, devoid of the rhythms of contemporary speech. A dialect in which words are almost never 'attached to things,' as Emerson said they should be."

So, we have a name for what we don't

want — Engfish. The question is, how does Engfish get itself written and how can we avoid it and write real English?

I suspect Engfish gets written when a writer, sitting at his desk, experiences uncertainty. He has an idea but can't quite express it or, if he can express it, he's not confident of the expression. So, what does he do? He begins to recall how others have expressed themselves — his teachers, his leaders. He imitates those he admires. And since professional teachers and politicians are among the worst Engfishers, he ends up writing Engfish. Like this, which was written by a vice-president of a college and quoted by Richard Mitchell in *The Underground Grammarian*: "If upon appeal to the Committee on Academic Policies and Procedures, it is judged that the student is not making unsatisfactory progress but his/her progress toward the degree is still less than satisfactory, said students will be placed on probation."

If college vice-presidents sound like this, the apprentice writer tells himself, I should too.

But such a writer misses the mark completely. Instead of trying to sound like others, he ought to be trying to sound like himself. Every human being has his or her own distinctive speaking voice (barring physical problems) as unique as fingerprints. And we must assume that people like their voices; otherwise, would they not work as hard to change them as obese people do to lose weight or bald people do to grow hair?

And yet, when they write, they do not try to sound like themselves, and they should. Indeed, they must. ". . . Whatever your job, whatever your level, be yourself when you write. You will stand out as a real person among the robots," writes William Zinsser, one of the finest writers currently working in the United States.

Some years ago, dissatisfied with the type of writing instruction I was offering my students, I began to analyze how I wrote. After all, I told myself, I was a good writer. I had worked as a newspaper reporter and a free-lance editor and had published many articles, essays and short stories. So, I thought, perhaps if I had a better understanding of how I wrote, I could more effectively teach my students how to write.

My analysis came to this: first, I became as familiar with my subject as possible. I discussed my ideas with others before I wrote them down. This allowed me to try various ways of expressing an idea before the writing down of that idea locked me into one mode of expression.

Then, when I sat down to write, I began by speaking a sentence or two under my breath (or, when the going was very tough, aloud). With my inner

ear, I listened to what I had said. Perhaps I changed it, tinkered with it, if it didn't sound right. Then I wrote it down. Then I spoke (or sub-vocalized) another group of words. I tinkered with that group and then wrote it down. I did this until I had finished. When the writing was going really well, my biggest problem was getting the ideas down before I forgot them.

Writing Exercises

I told my students about this new way of writing. (Later, I found that many other writers I knew worked in the same way, so it wasn't really so new.) And I encouraged my students to try my way. They did, and their writing improved immediately. Still, because of their past experiences with writing instruction, many students got bogged down by an excessive concern for correctness. But we worked on it and you can, too. Here's your first exercise.

Take several sheets of paper and a pen. Begin writing. If you have nothing

Don't stop to worry about spelling, grammar and punctuation.

to say, write that. Write for five minutes without stopping to correct, to re-read or to revise. All that should be done in your head before you commit words to paper. The temptation to revise will be great, but don't give in to it. Do this once a day for thirty days. Or as often as possible for as long as you feel like it.

As you perform this exercise, you should be getting in touch with your voice. But anyone who has ever heard a tape recording of his or her voice knows that we often don't sound like we think we sound. What this means is that getting in touch with your own voice is easier said than done.

So, let's try a second exercise. This one you can do while driving to work, washing the dishes or walking the dog. The exercise is called "Play-by-Play."

Whenever you are doing something that occupies your hands but not your mind, try describing your actions (under your breath) to yourself. Do this diligently and make sure you actually form the words in your throat and mouth. Listen to yourself carefully as you speak. Don't let anyone see you talking to yourself.

In addition to actually hearing your own voice, you must be able to remember what you've said long enough to write it down. After all, you can say things much faster than you can write them. And many a good idea is lost because the getter of that idea can't

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write it down before it disappears. Ideas are evanescent. You have to make a quick record of them in at least rudimentary form before they vanish. This means that you don't stop to worry about spelling, grammar and punctuation — the mechanics of writing — while doing the first draft. You get it down on paper first. Worry about the mechanics later.

And, incidentally, if an unconnected idea strikes you while you are writing, jot it down. It may be more important than you know. This hint, for example, occurred to me five or six paragraphs back. I took a chance and made a note of it. On a small sheet of paper, I wrote, "unconnected ideas." Otherwise, it might well have been lost.

Remembering Ideas

But how do you improve your memory, your ability to hold a phrase or sentence in mind long enough to get it down on paper? The best way is to practice this skill. The more you do it, the easier it becomes, partly because your memory improves and partly because you become a better listener. So, practice is the main thing, but there are exercises that can help. Here's one.

Compose a sentence mentally. Revise

it mentally. When you are happy with the way it sounds, write it down. When you have done this several times, try composing two sentences mentally. Try revising them mentally. Write them down. Keep raising the number of sentences until you can no longer remember them to write them down. Your unit of composition will probably be two or three sentences at most. But, hey, that's good.

Here's a second memory exercise. Well, maybe it's more a habit than an exercise. But it will improve your memory.

Memorize poems you like. This practice not only improves your memory but can also make you the life of the party if — like me — you memorize bawdy limericks.

Writing is simply not that tough. If you can say it with style and grace, you should be able to write it so — if you can remember it long enough to write it down and if you can spell and punctuate. 📌

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

I'M YOUR NEW BOSS

by David K. Lindo

You may be able to make that announcement some day soon. But will you be ready to take full advantage of the opportunity when it comes? Will you be able to assume your new duties quickly and efficiently?

You should recognize that your announcement may startle a lot of people — the previous supervisor, peers and members of the group you will lead, all the people whose cooperation and support you will need in your new job. That's why you should establish rapport with them now. They are the people that will help you succeed — or fail. If you have developed good working relationships with them already, with a little careful planning the rest of the transition should go smoothly.

Assuming Command

The first step you should take in your new position is to list your priorities, performance standards and authorization limits for your employees. You must let subordinates know what you expect from them. Don't think anyone will automatically know what you want. Don't leave out any special rules. Telling your subordinates at the beginning what you expect will eliminate needless rework and argument later. Some of your requirements might be:

- All letters going outside the company must be error free.
- Any customer complaint must be referred directly to you.
- All purchases over \$100 require your approval.
- A copy of every memo must go to you.
- Sales discounts over \$50 require your approval.

Be sure your performance standards include quantity and quality of work. Be specific. Point out that you want: *x*

keystrokes per hour at 99 percent accuracy; *y* units produced at 98 percent acceptance, or *z* customers contacted with a 20 percent success ratio. Tell subordinates that you require strict conformance to work rules — but identify when you will make exceptions.

Next, develop a questionnaire covering the data elements you believe you need from each employee. What specific information do you need to better understand him or her? Some supervisors don't seem to want any. They merely dictate orders and sit back, apparently expecting the "best"

Don't think anyone will automatically know what you want.

will automatically occur. The more successful leaders try to match department requirements to specific employee interests and skills. Then try to capitalize on the generally accepted fact that people do their best work on assignments they like.

The more you know about your employees, the more you can understand them. Asking them the following questions can help you better utilize their skills and help them achieve their goals and get satisfaction from their work:

- What are your career path objectives?
- Are you involved in an education program?
- What do you like best about this job? Why?
- What are your hobbies and outside interests?
- Do you generally like people-oriented or data analysis assignments?
- How much related experience do you have?

- Are you a self-starter?

Of course, you can add other questions to this list. But the point is to take time to personalize each subordinate in your mind. In one way or another, each can help you succeed. But for that to happen, you've got to help them find the best way to do it.

The Interview Plan

The third step is to establish an outline to follow in interviews with your subordinates. This outline is every bit as important as the one you'd use with a new job applicant. The only difference is that you have a great deal of flexibility in questions you can ask "old" employees. Some questions you might want to ask are:

- What cost saving suggestions have you made in the last year?
- What other departments do you regularly work with?
- Who do you feel is the top employee in this group? Why?
- What's your biggest on-the-job problem? What have you done to solve it?
- If you could improve one part of your job what would it be?
- What bothers you the most about your job?
- What's the best thing I could do to help departmental morale?

You won't get answers to all these questions and you won't be able to use some of the answers you'll get. However, this type of questioning will demonstrate your interest and concern for those under you.

After you've developed your performance standards, questionnaire and interview outline, you're ready to set up the informal interview. It's unusual for a new supervisor to take an hour or two to individually meet each subordinate. Be unusual. Talk to each one. Get acquainted, put a face with every name and let the people have a chance to meet you, too, in your new

role. These meetings should be on neutral ground — not in your office or theirs. That way it's less threatening to the employees. This meeting is really a get-acquainted session. Although you're in a new role, you can still be friendly. Work hard to maintain and build rapport.

The session will be easier for both of you if you're both prepared. Distribute a copy of your standards and job objectives to the employees about a week before the scheduled interviews, to give each subordinate a chance to prepare for the meeting. In turn, you should study each employee's personnel file to identify accomplishments, individual strengths or weaknesses, experiences, etc. Also study the comments of other supervisors. If you can, carefully compare two or three write-ups for trends in performance, education or traits. You may be able to identify problems that require early resolution. For example, one woman was performing below her ability because she was upset. She'd received a promotion without notice — one that cost her money. The pay raise resulted in a net pay lower than the pay she'd been receiving before the promotion. (She was working 10 hours a week overtime, paid at time and one-half.) She was doubly upset because her hours worked went up, too. Her reaction was to become less productive — trying to get "demoted" back to her higher paying job.

In another case a supervisor gave a low rating to a woman because she had been missing deadlines. The supervisor apparently didn't notice that her workload was 50 percent higher than that of the man sitting next to her. He consistently received a higher rating because he was always finished on time.

In the personnel file you may also find a job description. Job descriptions are evolutionary and are seldom up-to-date. Discuss these with your subordinates, giving each a chance to update them so you can measure progress. In addition, require an annual update. It aids in communication and adds to your understanding of what each person is doing.

Before you meet with each employee you should personalize your standard interview form with individualized questions to it. Jot down key data, make notes and list items you want to discuss. This saves you time at

The interview gives you the chance to relieve the employee's fears.

the meeting and makes the conversation flow easier, too.

Conducting the Meetings

In an effective get-acquainted session, you will be able to completely cover the following points:

- Standard questions.
- Specific position descriptions.
- Recognized individual accomplishments.
- Current job objectives.
- Need for a continuing education program.
- Demonstration of your interest in helping each person meet or exceed goals.

• Strengths.
You can also discover a number of side benefits during the interview, including learning about:

- Individual career expectations.
- Areas of empathy.
- Common interests shared by members of the group.
- Any discord that may exist between members of the group, between

your department and others or with you.


- Priority conflicts. You may find that your high priority jobs are done as time is available because no one knows your priority system.

- Existing departmental problems.
- The informal leaders in the group.
- How you feel about each person.

Another benefit of the interview is that it gives you an excellent opportunity to relieve the employee's fears. You can do that by non-critically listening to the employees' comments, allaying any concerns about where the employee stands with you and by restating your goals and their effect on him or her. You can also discuss how the employee can earn a salary increase and point out where he or she fits into your plans for the department (believe it or not, some three, four and five-year veterans never have known where they fit).

During your first 30 to 60 days on the job, use your time to meet, interview, study, question, evaluate and learn. Don't feel you must make changes.

Sure, you can change minor work items, like rearranging seating to alleviate noise or space problems or reassigning work from an overloaded subordinate. But don't do anything major until you really understand the effect.

Your planning of your first few steps as supervisor will pay dividends as long as you have your new position. You've proved you are the boss. You've demonstrated to your employees that you're concerned about them. You've set the stage for bigger changes. And you've paved the way for future promotions. 

David K. Lindo has over 20 years of practical management experience with three Fortune 500 firms and has published over 50 articles on management and financial topics. He is also the author of Supervision Can Be Easy, published by AMACOM © 1979.

A MATTER OF USING THE BRAIN

by Alice W. Chen, Ph.D.

Through news media and textbooks, we are well-acquainted with the discovery in recent years of the two sides of the brain, the analytical left and the intuitive right. The most intriguing discovery is that those who emerge as leaders, be it in scientific or humanistic disciplines, as a teacher or an executive, share a unique quality: they use both sides of their mental capacity to a greater extent than the average person. They not only are able to use their analytical abilities, they are also competent in using their intuitive sense.

Improving leadership skills means using our brains more fully.

John Wooden, a long time coach of UCLA's basketball team, the Bruins, is an example. He not only was successful in actually producing a winning team, but he has a broad philosophy on the meaning of success and how to achieve it.

Improving our leadership skills in any field has a lot to do with using our brains more fully. And in order to understand how we can do this, we need to understand how our brain works.

Our brain is divided into two parts. The left side of the brain is involved in intellectual pursuits: the recognition and use of symbols such as the alphabet and numbers. The right hemisphere of the brain engages in non-verbal functions, primarily dealing with visual and spatial relationships and emotions. This left-right specialization is based on right handers. Left handers are less consistent.

The right side of the brain isn't rigidly organized; it is rather randomly and loosely woven. It operates through feeling, sensing and perceiving. The left functions in a precise cause-and-effect fashion. Thus, the two sides of the brain work from opposite polarities in thinking. The left acts as an "intellectual sieve," focusing on something specific and eliminating the irrelevant information. The right side is like a magnetic field, scanning and bringing together disparate thoughts. The left is a deliberate and conscious mind. The right tends to drift subconsciously, reaching into our inner world of experiences and imagery.

How can we use the analytical and intuitive parts of our brain? We can use the mind's analytical, subtracting abilities to pinpoint our goals by focusing, structuring and testing, looking only in one direction to reach the solution. We can use its intuitive, adding abilities to search for possibilities by associating ideas in open-ended divergent thinking.

Even the writing of a speech can involve both parts of our mind. Go over the draft several times. The first time review it analytically, asking yourself, Am I repeating the message in a monotonous way? Would it be more effective to cross out some passages, sentences or words? Then try the opposite approach, asking, Is the idea too abstract? Would adding realistic examples illustrate the idea? Would humorous anecdotes make the message more appealing to the audience? Work persistently on the draft until you're satisfied with it both analytically and intuitively.

The ability to use both parts of the mind is an asset to an executive for whom policy-making is an important part of his or her job. In making policies, decisions often have to be based on incomplete information. Having a broad perspective in addition to detailed knowledge of the situation frequently makes the difference between making a good policy and a bad one.

Success is never just a brush of luck. Look at the efforts behind the achievements of people you admire. Extensive and persistent use of the two modes of thinking can often be observed.

Many analytically minded scientists who have made invaluable contributions use the visual capacity of the right brain more than other people. One of the most vivid accounts was given by D.I. Mendeleev. After struggling to discover a way to organize the chemical elements according to their atomic weights, he went to bed exhausted. "I saw in a dream a table where all the

Scientists use the brain's right side more than other people.

elements fell into place as required," he wrote later. "Awakening, I immediately wrote it down on a piece of paper. Only in one place did a correction seem necessary." We still use his periodic table of chemical elements today.

The mind's ability to continuously work on a task by using both brain hemispheres, whether in writing a speech or directing a complex business, gives us enormous power in thinking. Using this power is the way to solve our problems and improve our leadership abilities. 🎤



An instructor in gifted education in Rochester, New York, Alice W. Chen has had articles published in Roeper Review, Momentum and Home Life.

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Ralph Smedley said, "We learn best in moments of enjoyment." In our entertainment oriented society, people want to laugh, they need to laugh. The ability to simply tell a joke will open up more doors for you as a communicator than a lifetime of knowledge. People don't just buy knowledge, they buy knowledge through a personality. Regardless of your message, humor is one of the most powerful tools for selling you, the messenger. This comprehensive course features over 20 top professional speakers and comedians showing you not only "what to say" but "how to say" it to make people laugh! It's time to get serious about being funny.

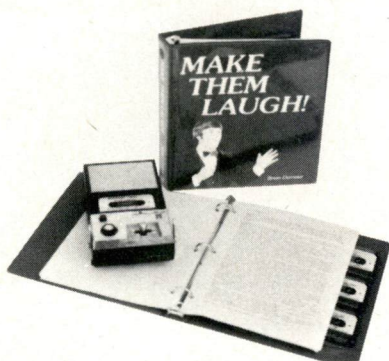
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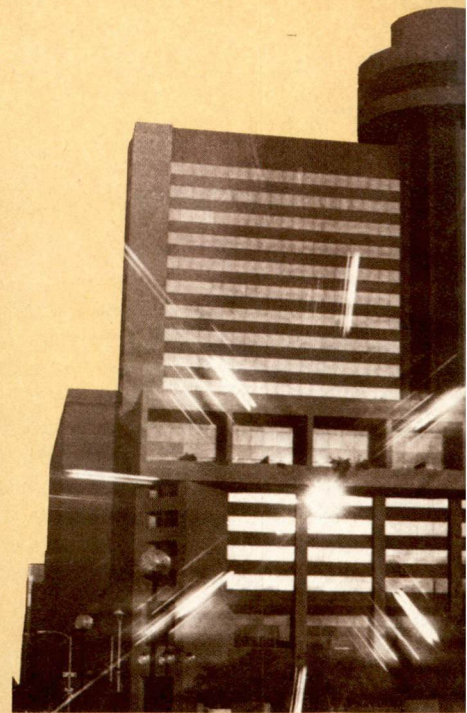
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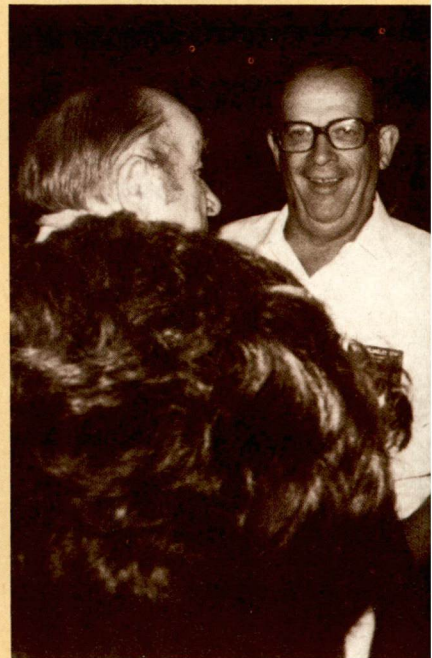
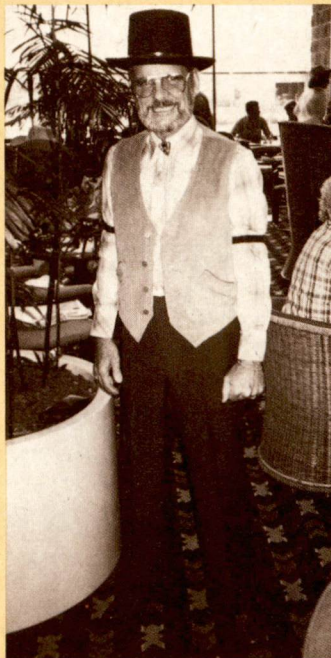


Photos by Gene Selig, DTM

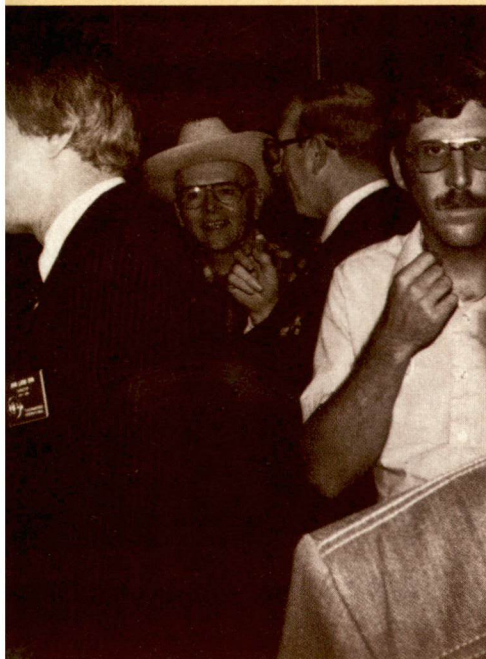


NEW LEADERS — The election of new officers was the main item on the Annual Business Meeting agenda. After days of campaigning, delegates elected William D. Hamilton, DTM, Toastmasters' 1981-82 International President. He was installed by Immediate Past President Patrick Panfile, DTM (top, left). Newly-elected Third Vice-President John S. Latin, DTM, was congratulated by fellow Toastmasters (below, right). This was Latin's second race for the seat.

THE CHAMPION — James R. Joelson (left) delivers his stirring speech, "Defend, Even the Rights of Your Enemies," which won him first place in this year's "World Championship of Public Speaking." Second place winner was Mike Loth (center). Dale O. Ferrier (right) won third place.



PHOENIX 1981



The businessman who entered the elegant Hyatt Regency Hotel in Phoenix, Arizona, thought he had surely wandered into the wrong place as he watched men and women of all ages striding about in their ten-gallon hats, western-style boots and jeans and colorful bandanas. A cowboy convention at the Hyatt?

No, he was just observing Toastmasters from all over the world gathering to "go for the gold" at Toastmasters International 50th Annual Convention, the largest ever in the organization's history. And the more than 1500 Toastmasters found the "gold" in this western desert city

"Helping people grow is the best work in life."

in the form of friendship, new ideas, educational enrichment and just plain fun. For four days Toastmasters attending the convention saw, heard and met top public speakers. They also listened to our organization's leaders report on our past successes and plan how to keep our enthusiasm and motivation alive so we can continue growing in the upcoming year. And convention-goers got to renew old acquaintances, make new friends and celebrate Toastmasters International's achievements of the past year.

"This has been an outstanding year," President Patrick Panfile told the crowd during the convention's gala opening ceremony. "We have in Toastmasters International more new

members, more new clubs, more total clubs and we've added more ATMs and DTMs than ever before in our 57-year history. And that's all due to you. We were successful this year because we had a total team effort. Everybody was contributing. We have this marvelous spirit that permeates this great organization of ours."

Executive Director Terrence McCann noted in his address, that "Helping people grow is the best work in life. And that's what we do in Toastmasters — help people grow. We help them become the happy, fulfilled people they deserve to become. We help them climb the success ladder and become more productive in their careers as well as in public life."

But he pointed out that if our organization is to continue to grow and help others, Toastmasters everywhere must work hard to maintain the momentum. He told us we can do this by following a few basic rules:

- Don't stop promoting our organization. We need to build clubs and recruit members so we can all enjoy the privilege of belonging to Toastmasters.
- Remember that you are the sales force. Four out of five new members are recruited and introduced to a club by a fellow member.
- Make it easy to join. If we are to continue to grow and prosper, we have to make it easy for people to join our ranks. Extend a hand.
- Tell them what's in it for them. Explain to people how they will change, grow and meet their potential by joining our organization.
- Make certain the member achieves. Our function is to help people develop professional speaking and leadership skills. We must help members reach these goals.

PHOENIX

"If we are to realize the 'spirit of the 80s', if we are to truly fulfill our destiny, we have to take advantage of our strengths and eliminate our weaknesses," McCann concluded. "Help us to do this by continuing to motivate our clubs toward excellence. Only then will we continue to succeed."

Guest Speakers

The importance of developing speaking skills, improving oneself and setting and achieving goals were the predominant themes of the guest speakers, who offered their advice and guidance to the eager-to-learn crowds that filled the rooms during the convention.

Renowned orator Millard Bennett told the audience in his keynote address that in order to succeed, a person must be able to use his or her speaking skills to persuade others to take action.

"The real essence of all power lies in your ability to get other people to participate with you," proclaimed Dr. Bennett. "Rarely, if ever, do people act because of knowledge, logic or understanding . . . The action itself springs from feeling and emotion, not from reason. Therein lies the secret of motivating others to favorable action — emotional arousal."

At the age of 87, Dr. Bennett is a Toastmaster, active professional speaker and author of five books. He was also the recipient of Toastmasters International's "Orator of the Half Century" award for setting the highest standards of oratorical quality for speakers.

"Words are important," Dr. Bennett said. "You and I as speakers, like an artist with paintbrushes paints on canvas, must paint on the canvas of others' minds a picture which tells them that what we are saying is important for them to listen to."

James L. Hayes, president of the American Management Associations and this year's Golden Gavel recipient, spoke about the problems facing leaders in any organization today and the importance of good communication.

"We've lost track of the supervisory system in today's organizations," Hayes said. "Supervision to me means that people who are in responsible positions get out of their offices periodically and roam down through the organization, talking to people, watching them at work, listening and finding out what the message is right down there at the bottom. We're not doing that in our large organizations today."

The convention featured many other top public speakers and communication experts, all wanting to share their ideas on how to become better speakers and leaders. Those appearing included

humorous speaker Dr. Charles Jarvis, professional speaker Joel Weldon, management training seminar leader R. Dean Herrington and Bill Johnson, executive director of the National Speakers Association. Accomplished Toastmasters also were on hand to give tips on making dynamic speeches, including Len Baker, Jeff Young, ATM, Tom Deniston, Phyllis French, Terry Bellamy, Brian Dameier, Chris Gratsinopoulos, DTM, Michael Aun II and Dr. Nina Harris, DTM. Joel Weldon, Dr. Nina Harris, DTM, and Bill Johnson conducted a lively panel discussion on how to become a professional speaker. And to show Toastmasters how dynamic programming can make both a club and its members successful, Park Central Toastmasters Club 3527-3 of Phoenix presented a demonstration meeting during which they shared the secrets that have made them one of the better clubs in our organization.

Another feature of this year's convention was the final judging for the Accredited Speaker Program. This new program recognizes those Toastmasters whose speaking skills are of professional caliber. Those who earn the title must demonstrate proficiency and

"Our future contains great promise . . . I see a future that is secure."

experience in a variety of speaking situations during two stages of judging. Three finalists gave presentations which earned them the title of Accredited Speaker: Dr. Ferdinand Chen, ATM; David P. Lewis, ATM; and Hubert E. "Dobby" Dobson, DTM.

International Elections

Of course, many of those attending the convention were not only there to learn, but to elect Toastmasters International's leaders for the upcoming year. After three days of vigorous and exhausting campaigning, delegates at the Annual Business Meeting elected William D. Hamilton, DTM, as Toastmasters 1981-82 International President; William O. Miller, DTM, as Senior Vice-President; Eddie V. Dunn, DTM, as Second Vice-President; and John S. Latin, DTM, as Third Vice-President.

Convention delegates also elected eight Toastmasters to two-year terms on the TI Board of Directors: Marcia L. Peters, DTM, Sacramento, California (Region I); Don Ensch, DTM, Ojai, California (Region II); Ralph Joslin, Jr., ATM, Tulsa, Oklahoma (Region III); A. Edward Bick, DTM, Sioux Falls, South Dakota (Region IV); Louis M. Kiriazis,

DTM, Cicero, Illinois (Region V); Richard P. Flis, DTM, Thorn Hill, Ontario, Canada (Region VI); Albert H. Friedrich, DTM, Annandale, Virginia (Region VII); and M.B. (Bucky) Sutton, DTM, Greenville, South Carolina (Region VIII).

In other action during the business meeting, delegates approved a membership dues increase. Per capita annual dues will increase from \$18 to \$24, effective October 1, 1981. The new member fee will be raised to \$12, the new club charter fee to \$75 and dues for undistricted clubs will be \$18 a year for each member. The district's allocation of per capita payments will go up to \$6 a year for each member.

The additional revenue from the increase, the first since 1974, will enable our organization to provide more and better services and educational programs. It will also help offset the steadily rising costs of paper and supplies, published material, labor and postage.

Welcoming New Officers

After days spent attending educational sessions and business meetings, convention participants were eager to relax and enjoy themselves at the many scheduled evening events. Wednesday evening convention host District 3 organized a special trip to the old western town of Rawhide, where visitors enjoyed a live western show and cowboy steak dinners cooked outside under the desert stars. Thursday evening convention-goers once again donned their western duds for an evening of fun, dancing and special entertainment at the "Wild, Wild West Party." And on Friday night they gathered in the ballroom for the formal dinner and installation of the 1981-82 Board of Directors, during which newly elected 1981-82 International President William D. Hamilton gave his inspiring inaugural address.

"Our future contains great promise because of the developments of the present," he said. "Today rapid growth is occurring not only in Canada and the

POTPOURRI — Convention participants enjoyed a mixture of business, education and fun throughout the four days. Toastmasters' legal counsel Joseph P. Rinnert (top, left) and Second Vice-President Eddie V. Dunn listened to committee reports during a Board of Directors meeting. During one of the educational sessions, the Park Central club demonstrated how dynamic programming can enliven club meetings (bottom, right). Later, everyone relaxed at the "Wild, Wild West Party," which featured comedian Johnny O'Brien (center, left) and the music and dancing of the "Strummin' Amigos" (center).

AWARDS — (Center, right) President William Hamilton presented Accredited Speaker awards to Hubert Dobson, DTM (center) and Dr. Ferdinand Chen, ATM (left) the first Toastmasters to enter the new program. Yoshiko Burke of Japan was on hand to accept her first-place award for the International Taped Speech Contest (bottom, left).



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United States, but in lands across the seas, where dedicated Toastmasters are striving to build new clubs. I see a future that is secure. My positive feeling is generated by the enthusiasm exuded by every Toastmaster I meet — enthusiasm for our great movement and how we are assisting 90,000 people attain a higher level of personal and professional involvement.

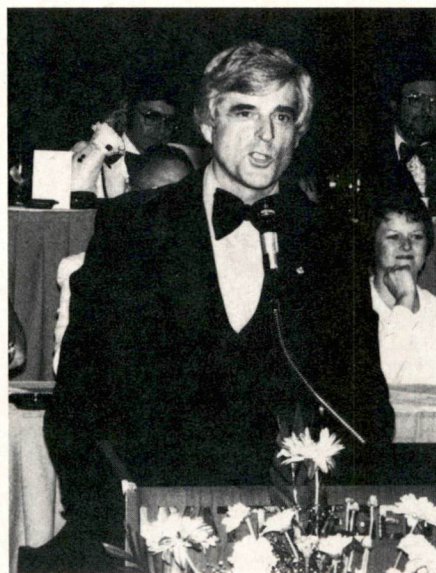
"People everywhere have a burning desire to succeed, but they are rendered silent by the devastating fear that only the Toastmasters program can overcome. Therefore, our goal must be to provide a learning environment in which our members feel comfortable sharing their strengths and weaknesses, successes and failures, tears and laughter. I can't do it alone. It requires a commitment by every member, all officers at the club, area and district level, each member of the Board of Directors and the total staff at World Headquarters. This commitment includes the responsibility of moving this organization forward at all times by setting and achieving goals designed to improve yourself and your club."

The Grand Finale

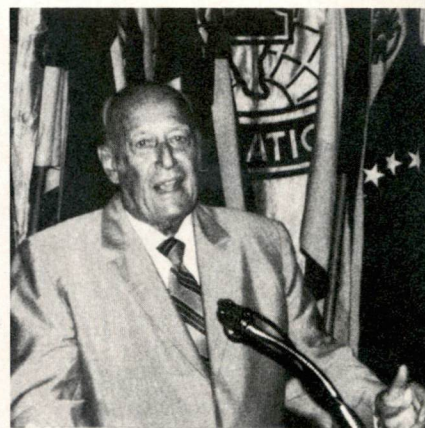
The highlight of the entire convention, though, came early Saturday morning. Despite the long hours of the previous days, more than 1700 Toastmasters (the largest crowd ever) met in the Phoenix Convention Center across the street from the hotel for the International Speech Contest, the "World Championship of Public Speaking." Nine contestants competed for the title. Jim Joelson, a member of Sierra Sunrise 2318-39 and Ad Lib 3780-39 in Reno, Nevada, took first place with his speech, "Defend, Even the Rights of Your Enemies." Second place went to Mike Loth, a member of Sleeping Giant 1296-26 in Steamboat Springs, Colorado, who spoke on "The Wax Lip Syndrome." Dale O. Ferrier, a member of Early Bird 3293-11 in Fort Wayne, Indiana, was third place winner. Ferrier's speech was titled "Do More Than Try — Triumph."

Although the convention formally ended after the speech contest, the enthusiasm and excitement continued as Toastmasters lingered on, recounting the events of the week and discussing new plans and ideas. But as they finally reluctantly bid old and new friends goodbye, many Toastmasters made arrangements to meet again at next year's convention, scheduled for August 18-21 at the Franklin Plaza Hotel in Philadelphia, Pennsylvania. As elevator doors slid shut and taxis drove away, the same cry was heard over and over:

"See you in Philadelphia!"



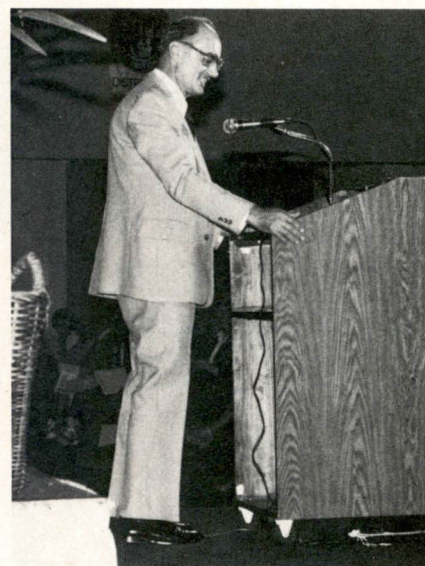
William D. Hamilton, DTM: 1981-82 International President — "This year, with everyone's help, we will drive our membership beyond the 100,000 mark. But to do this, we must promote the fact that our educational programs are designed to meet the needs of people from all walks of life."



Dr. Millard Bennett: Keynote Speaker — "Set aside 30 minutes every day to read something by an outstanding authority in an area in which you are interested. At the end of five years, you'll have read about 200 books and will be an authority in that subject."



James L. Hayes: 1981 Golden Gavel Recipient — "It's important for managers to posture themselves as problem preventers. The world has suddenly become merged in a problem-solving syndrome, and when that happens, we're in trouble. The more you emphasize the single objective of solving problems, the more you find you must create problems to get recognized."



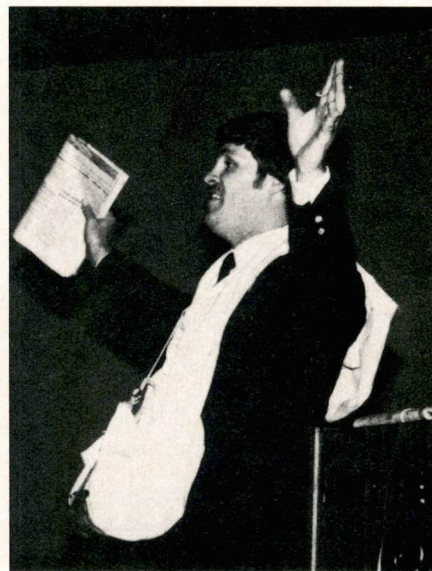
Patrick Panfile, DTM: 1980-81 International President — "If Toastmasters International is going to continue to be a very successful organization . . . if we are going to continue to help people be better than they are . . . if we are going to reach our ultimate destiny . . . it will be because you the member want that to happen."



Michael Aun II: "Preach What you Practice" — "Set an achievable goal — not just high, but almost too high. Set that goal and then follow through. You can be anything that you want to be. Part of our problem is that we don't follow through on our goals and dreams."



Dr. Charles Jarvis: "Humor Workshop" — "Humor is tragedy separated by time and space. What defects do you have that you can let them laugh at? Do you have the maturity to laugh at yourself first?"



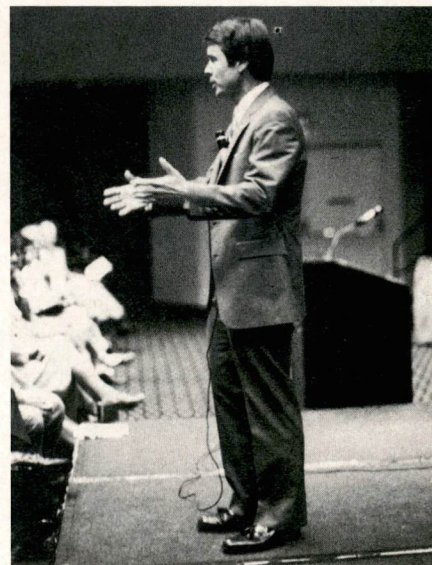
Brian Dameier: "Make Them Laugh" — "Confidence in speaking comes from knowledge and experience. You've got to get out of your comfort zone and gain experience."



Dr. Nina Harris, DTM: "Professionally Speaking" — "Your success as a professional speaker depends on your business skills. If you don't know how to run a business, surround yourself with people you know, love and trust who can help you."



Joel Weldon: "Elephants Don't Bite" — "Throw yourself into your work with reckless abandon. Forget the time! You'll get paid for everything you do . . . eventually. What every organization needs today is the man or woman who will promise a lot then deliver more!"



Len Baker: "A Humorous Approach to a Happier Life" — "The aim of learning is not just knowledge, it's action. The reason people put things off is because of fear. Do it now. You can't afford to wait. Fear is the greatest people-stopper of all time."

Criticism, when handled badly, can be very destructive to human relations. But when handled well, it is an indispensable tool for the organizational leader or the professional executive.

The quickest way to identify a skilled leader is to examine the way he or she criticizes others.

Suppose you are a Toastmasters district governor and you've noticed one of your area governors has not visited any

Often criticism is so indirect or subtle the person misses it.

of the clubs in his area even though he has been on the job six months. In this situation criticism is warranted because the area governor has been neglecting one of his more important duties. For you to ignore this situation would be to ignore one of your own responsibilities.

What do you do?

The experts say you should proceed directly to the point of the criticism. Tell the person what is expected of him or her and how he or she has failed to

Are you burying your criticism in contradictory behavior and words?

THE ART OF PROFESSIONAL CRITICISM

by Robert P. Savoy, DTM

accomplish it. State precisely what should be done to correct the situation and that you expect that he or she will do better in the future. Leave the person with the thought that you have full confidence that his or her performance will be corrected.

Many people avoid the direct approach out of fear of hurting others' feelings. These people use indirect techniques that can be misunderstood. Often the approach is so indirect and subtle that the person simply misses the point of the criticism. Or other signals the criticizer sends may confuse the recipient.

My supervisor, Jim, feels strongly that employees should be at work on time every morning. But my co-worker, Frank, arrives 15 to 20 minutes late every morning. Jim frequently criticizes Frank for his lateness but has been unable to alter Frank's behavior. Why?

For one reason, the organization for which we work is responsible for the development of sophisticated technical systems. Many of us possess advanced degrees and are highly experienced in this unusually sophisticated area. Because of our professional background, the management will tolerate minor deviations from the established working hours as long as we are performing our job at an acceptable level of competence and as long as we put in a minimum of 40 hours each week. In light of this management tolerance, Frank can't see why Jim is so insistent on arriving promptly. After all, Frank is a competent performer and always puts in his minimum 40 hour week.

Confusing Behavior

Jim is also a friendly, amiable fellow who frequently lunches with Frank and generally believes a manager should be friends with his subordinates. This friendly approach makes Frank think Jim doesn't really mean it when he says that his subordinates should be at work on time. After all, friends are supposed to be tolerant of each other's faults, aren't they?

Finally, Jim frequently visits Frank's office during the day and leads bull sessions on such non-work-related subjects as hobbies and weekend plans. These visits also confuse Frank. Why should 15 to 20 minutes at the start of the day be so important when Jim's daily talk sessions seem to indicate Jim doesn't really think 15 to 20 minutes out of the day are so important?

It's important to avoid creating confusion like Frank's when we give criticism. If we wish to communicate our message clearly we must avoid giving the recipient conflicting messages. That's why we shouldn't use humor when we criticize anybody. Sometime's the recipient can't tell whether we're serious or just kidding.

I once heard a manager say, "Always

pat a man on the back before you kick him in the behind." Evidently this manager believes that one should lead off with praise and appreciation, then deliver the negative criticism. The difficulty with this approach is that employees are always waiting for the bomb to drop. They soon learn that when the manager starts off by praising them it's only a matter of time before he'll let them have it. They'll become confused and nervous by this tactic. An equally bad approach to avoid is the "sandwich" technique, where the criticizer "sandwiches" in the negative remarks between beginning and ending words of praise.

But there's more to criticizing than being direct.

It's also important to criticize performance only, not personality. Don't bring up personality unless it, too, is an issue. Also, criticize only one element of performance at a time. If too many items are brought up at once, the recipient will be overwhelmed. If any other problems need to be discussed, make a separate phone call or visit to talk about them a few days later. Criticism is best handled by telephone or a visit, not by letter — written criticism

Don't gloss over self-defeating behavior.

can seem unusually cold and harsh. Criticism should also be given privately to avoid embarrassing the recipient.

No discussion of criticism is complete without the classic example of professional criticism displayed in the following letter written by Abraham Lincoln. Written during the Civil War when Lincoln was frantically trying to find generals capable of quickly defeating the Southern military forces, the letter is a case study in effective criticism and has been quoted by a number of authors who write books and articles on criticism.

Dear Gen. Hooker:

I am placing you in charge of the Army of the Potomac.

However, there are some aspects of your performance with which I am totally dissatisfied. Let me mention only one of them.

Hooker, you have been too ambitious for command. In this fashion you have done a great disservice to your brother fellow officers and to the United States Army.

Now, Hooker, beware of unbridled ambition. But you are brave, you are skillful, you do not mix politics with your profession as a soldier, for which I admire you.

Now, Hooker, beware of unbridled ambition,

but go forward and give America its desperately needed victories.

Abraham Lincoln

Let's examine Mr. Lincoln's style. He came quickly to the point, placing Gen. Hooker in charge of the Army of the Potomac. Just as quickly he states he's dissatisfied with Gen. Hooker on a number of points, one being that Hooker is too ambitious for command. Mr. Lincoln does not cite the evidence that he has looked at to make this determination. But since he has given Gen. Hooker command of the Army of the Potomac anyway, presumably it's because Hooker is also brave and skillful and doesn't mix politics with his profession.


Clear Messages

The main point is that President Lincoln has let Gen. Hooker know where he stands. This is the point of criticism — to let others know where they stand with us as accurately as we can describe the relationship. We should then let them know what we regard as important and unimportant. We should not gloss over self-defeating behavior.

Be specific when you criticize. Don't tell an area governor, "You are not doing your job." Instead say, "You're not visiting the clubs in your area as you should." Or, "You haven't set up your area speech contest according to the district schedule for area speech contests."

Try for promptness in your criticism. Don't pounce on a person the instant he or she makes a mistake. Wait a day or two for emotions to cool before criticizing. But don't wait a week, a month or a year before doing it, either. To be effective, criticism must be delivered in a reasonably prompt manner.

Replay situations of criticism in your mind. Remember times when you have been criticized by a superior and review them (it may be wise to wait a day or two for emotions to cool before doing this). Go over the situation in detail, asking yourself, Was the criticism fair? Was the criticism tactfully done? Was I given a chance to explain my side of the issue? Will the criticism help me do my job better tomorrow? The answers to these questions should help you to do a better job of criticizing the next time you try it. And while you're replaying situations of criticism, don't forget to include examples where you have delivered the criticism.

Effective criticism is the hallmark of any leader. We should strive to be effective in delivering criticism. Following these suggestions may help us all to become more proficient at the art of professional criticism. 

Robert P. Savoy, DTM, is a past District 31 governor and has been a frequent contributor to The Toastmaster.

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How to Sponsor Distributors

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You have just discovered that you truly love to speak. Maybe it dawned on you when you won your first Toastmasters' trophy and came home with applause still ringing in your ears. All of your friends had slapped you on the back, saying things like, "Harry, that's the best talk I've ever heard."

So you've been thinking, "Hey, I want to do this full time," you say to yourself. "Maybe I should quit my job at the telephone company. My father-in-law can loan me enough cash to make it through the first two or three tough months." Perhaps you've even designed a brochure, proclaiming you as "Harry, America's number one speaker!" As soon as the word gets around, you think, the phone will start ringing.

Creating a second career for yourself as a public speaker isn't as simple as that. Speaking is a business, just like the one you're in now, and it requires a business-like approach. But with good planning and hard work, you *can* create that second spot for you.

Oddly enough, most great speakers did not start out to be professionals. Dr. Charles Jarvis, a fantastic humorous speaker, was a very successful dentist for many years. He began to do some speaking on the side just for fun. After years of practice, his speaking proficiency made him very much in demand. Finally he simply had to make a choice: "Am I going to be a dentist or a public speaker?" He chose the latter.

Dr. Kenneth McFarland gave some very simple and potent advice to an aspiring speaker: "If you want to speak, then speak."

What did he mean by that?

He meant you should get out in front of the public and practice speaking. No one begins a speaking career as a professional. You must *learn* your techniques, your style and your skills. Nearly every successful speaker has taken advantage of free experience. You must remember that your second career as a public speaker needs time and practice to mature. No successful business can grow without a proper foundation. And for a public speaker, the keystone is experience.

About five years ago, when my own hairstyling business was still a fledgling, I began my speaking career giving gratis talks to hairstylists for a hair products company as a representative. I would share my business acumen with other hairstylists while giving demonstrations of what I called, "The \$55 Haircut for a Whole Lot Less."

Gradually I developed talks for barbers, realizing at the same time that my general business enthusiasm, management and motivational philosophy were just as important to my audiences as my hairstyling techniques.

Enjoying speaking as much as I did, I



So You Want To Be a Professional Speaker

by Patricia Fripp

joined Toastmasters and combined the skills I learned there — such as talking without notes and stacking ideas — with personal techniques I learned earlier in a Dale Carnegie course.

One day a client invited me to speak to the Golden Gate Breakfast Club, a group of 200 San Francisco businessmen. I gave a talk entitled, "It Seemed Like a Good Idea at the Time," about my reasons for coming to America. I also talked about men's hairstyling in a

very entertaining, non-commercial way, relating anecdotes which had happened to me as a hair stylist. The club liked my talk and recommended me to another breakfast club, which later sent me to a realtors meeting.

All of this was great promotion for my hair styling business. Many gentlemen who had heard me speak later came into the shop as new clients. By merely investing a few hours of my time, I was getting better exposure than

I could have had from any other media. And I was enjoying myself, learning to speak along the way. As I spoke, I would ask my audiences about the other business clubs to which they belonged, such as Rotary or Kiwanis. Soon I was on the circuit speaking to all of them.

Following Advice

One day, my speaking hero Chris Hegarty heard my presentation at the San Rafael Optomist Club. Afterwards, he said, "Patricia, five years ago I was doing the same thing you're doing now. You must go to the National Speakers' Association Convention."

Well, one of my credos is that if someone you admire gives you advice, don't ask what it costs — just go and do it. I did go to the NSA Convention, and was never sorry for a moment. I met professional and would-be speakers, booking agents and other people in the industry and became wrapped up in their enthusiasm. I even had the opportunity to speak for 15 minutes and got several bookings as a result.

On my way home to San Francisco, I realized I wanted to speak for my living. I knew I had to practice even more.

I began to create my own situations where I could speak. I worked hard in the Toastmasters organization, winning several speaking contests. I decided I would really like to speak at Toastmasters International's convention. I aimed for that goal.

The first year I lost a local level contest, so I reset my goal: Over the next 12 months, I would work on a talk and win at all levels so I could end up in Vancouver at the convention. I visualized myself in Vancouver and began working on my speaking skills.

A very few months later a gentleman from Toastmasters International called me. "How much would you charge us to speak at our international conference?" he asked.

I was flabbergasted! Not only did the organization pay my way for the entire Vancouver convention (had I been a contest winner, I would have had to provide my own transportation), but he paid me to speak! Plus I received worldwide promotion and landed several other speaking engagements as a result.

Since those early days, I have developed my speaking career into a viable and exciting second business. At first I spoke for free, but soon people offered me higher and higher honorariums as a professional speaker.

Now, before I speak, I send out a professional press kit complete with photos, letters of recommendation, newspaper stories and a demo tape. It projects me as a professional and gives people a good idea of who they are getting when they have me speak for their organization.

An important concept for you as a beginning public speaker is to be realis-

tic about how good a speaker you really are. It's easy for our friends to say to us, "That's the best speech I've ever heard." But how many of your friends have listened to the top people like speaker Zig Ziglar?

To this day, well-known humorist and speaker Jeannie Robertson tapes every one of her talks. Then later, at home, she and her husband give it a hard-core critique. It's her way of always improving herself with every speech she gives.

Keeping Informed

Many successful speakers just started out to be speakers, and were very good at it from the beginning. But if you're planning to give talks to the business community, it's best to be a successful businessperson first. People won't immediately demand your time and pay you for it without your having some background which establishes you as an informed person on your subject.

I'm busy these days with both my speaking career and my hairstyling shop. People often ask, "Why do you continue to cut hair?" I reason that I can relate much better to sales and marketing executives if I have had to sort out my own business management prob-

It's easy for our friends to say, "That's the best speech I've ever heard."

lems. And when I speak to public service employees, I can commiserate with them on the daily difficulties of working with the general public.

From a woman's standpoint it's important to be successful in your own right as a businessperson. Many men and organizations still do not consider women to be management experts. I have to be able to prove my efficiency with my own successful business.

As one of the first major female speakers, I personally feel a large responsibility whenever I stand before an organization. Many of my audiences have not heard a woman give a speech before. This puts me in a special light. In essence, I represent all women speakers to them. If I do a bad job, that organization will never again hire another woman speaker. I know that if a man made a poor speech, he personally would not be asked back, but the organization would not hesitate to hire another male speaker.

For the moment, women speakers still must make some of their own opportunities. But some day women will be as polished and as good as the established men in the business because they'll have had equal experiences.

Then women will enjoy the same opportunities as men presently do.

Fortunately for me, when speakers are being considered, I am often on the list. I'm chosen partly because people now need women speakers; they simply cannot ignore the many women in their organizations. And because I am a good speaker, people are talking about me. They're glad to have me as a guest because they know they'll get a professional appearance.

Whether you're a woman or a man, you must be a pro in your presentations. When people pay us fees to speak, they have a right to expect the best.

Like any other, a speaking career requires a growth plan and definite goals. You'll have to re-invest a lot of your own money at first into promoting yourself as a public speaker.

Most importantly, if you do want to become a professional speaker, find some way in which you can practice speaking while promoting your present industry. Very often you can be paid as a company spokesperson while learning and expanding your speaking skills.

You can also learn much about speaking by studying the experts, listening to what they say and reading the books they recommend. Devour books. They are one of the best ways you can learn about any subject.

Be Yourself

With as much information as possible under your belt, through books and your own business experience, you'll find it's much easier to be original.

That's a very important facet of successful public speaking. Pro speaker Cavett Robert once raced into a convention and gave an afternoon speech to an obviously uncomfortable audience. Later, the program chairman said to him, "I hate to tell you, Mr. Robert, but our luncheon speaker gave us the exact same talk." It seems the earlier guest had purchased one of Robert's cassette tapes on speaking and memorized it word for word!

It's essential to be original. Learn to develop your own natural style. Even if the subject matters of the stories you relate are similar to others', told in your own manner they can be a memorable experience for your audiences.

When Dr. McFarland gave his famous advice to the then beginning speaker, Bill Gove, he didn't mean, "if you want to speak, only do so for \$500 fees." He meant to practice, practice, practice at every opportunity. Practice perfects any skill. Combined with hard work and planning, it can lead you to achieve your second career goal as a professional public speaker. ♀

Patricia Fripp is a motivational speaker and owner of Miss Fripp's/Markham Hairstyling Shop in San Francisco. She is on the Board of Directors of the National Speakers Association.

A Guide For The Aspiring Professional Speaker

by Pete Johnson

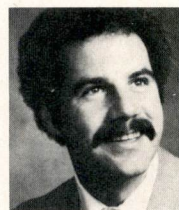
Starting your career as a professional speaker takes a great deal of careful planning and thought. The following tips will help you promote yourself as a professional speaker and get your business headed towards success:

- Establish a business address and telephone answering service.
- Print business cards, thank you cards with picture, letterhead stationery and envelopes.
- Select topics on which you have earned the right to speak and which are marketable.
- Develop and practice your speech outline, keeping it modular for flexibility.
- Prepare handouts with your letterhead, making sure they are something of value which will be kept, copied and passed on to others (book lists, time management tips, sales closes, etc.).

- Prepare forms for client and self-evaluation.
- Prepare an outline of your talk to be used as preview material or as a handout following the presentation.
- Write articles for exposure. Getting into print provides credibility as well as useful reprints.
- Prepare a preview tape incorporating 15 minutes of a live, high-powered performance and a 10-minute presentation on your topics in general. This also enables you to study your delivery.
- Give practice talks for local service clubs to perfect material and gain exposure.
- Maintain a portfolio of reference letters.
- Prepare a brochure illustrating your product and service, rather than merely giving a testimonial on how great you think you are. Use

live action photos instead of staged pictures.

- Tape all talks to evaluate your performance. Select a high-quality, live performance for a saleable product.
- Develop tape and book programs as soon as possible to supplement your speaking income.
- Co-author a book to add credibility and supplement your income.
- Constantly interact with other successful speakers to get their input and guidance.



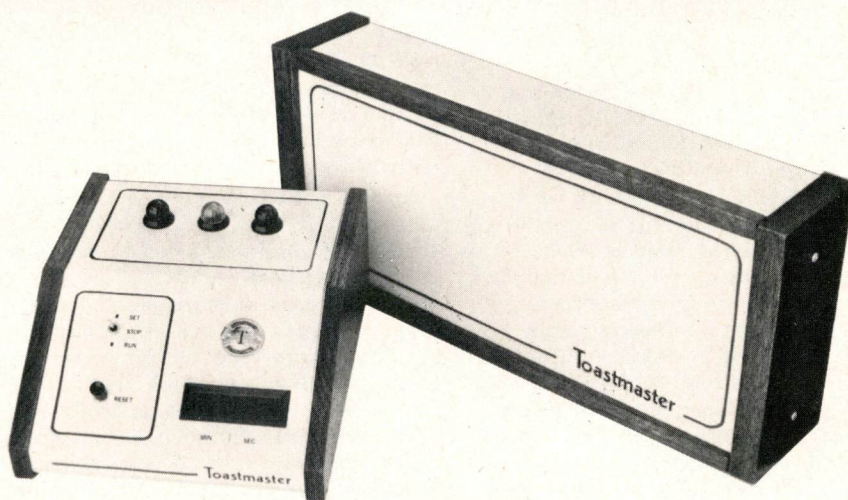
A resident of Newport Beach, California, Pete Johnson conducts seminars and learning development programs for businesses interested in improving productivity and effectiveness.

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Hall of Fame

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

- Ethel I. Curtis**
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- Arvid L. Faudskar**
Metropolitan 1696-6, St. Paul, MN
- Evelyn Burd**
Tri-Cities 274-9, Pasco, WA
- Gordon Square-Briggs**
Demosthenes 972-9, Yakima, WA
- Edwin B. Childs**
Garland 1207-25, Garland, TX
- Vincent B. Daal**
STC 4071-26, Louisville, CO
- Edwin M. Brown**
Findlay 1563-28, Findlay, OH
- Tim Abeyta**
Kla-How-Ya 1181-32, Port Orchard, WA
- Dan B. Chatfield**
University 1499-35, Milwaukee, WI
- George W. Huang**
Ishi 3316-39, Chico, CA
- Somasundaram Addanki**
Rockwell 214-40, Columbus, OH
- Remy Z. Riborozo**
Ala Moana 3701-49, Honolulu, HI
- William John Punter**
Podium 2303-60, Toronto, Ont., Can
- Richard A. Brown**
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- Peter A. Kuhn**
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- Louise G. Schatzman**
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- Leslie Franklin Warren**
Newport Center 231-F, Newport Beach, CA
- Wilbur A. Wagner**
Downey Space 513-F, Downey, CA
- Ruthie Buchanan**
Rohr 1351-F, Riverside, CA
- Edward C. Cargile**
Blue Flame 2717-F, Costa Mesa, CA
- Lucinda L. Sparks**
TRW TM Club 990-1, Redondo Beach, CA
- Joseph R. Murashie**
Golden Bell 2211-2, Bellevue, WA
- Gilbert L. Duffy**
Burien Breakfast 2543-2, Burien, WA
- Harry Rowe**
Overlake 2889-2, Bellevue, WA
- Charles L. Green**
Leading Knights 3666-2, Burien, WA
- John Kamps**
Tempe 1715-3, Tempe, AZ
- Milton E. Wood**
Willie Talespinners 1853-3, Williams AFB, AZ
- Jeffrey Morud**
Voice of Motorola 2083-3, Scottsdale, AZ
- Lois E. Bennett**
Donald L. Bogie 27-4, Redwood City, CA
- James C. Wilson**
San Mateo 191-4, San Mateo, CA
- A.J. Roberts**
Telstar 1913-4, Sunnyvale, CA
- Rudolf H. Reimer**
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- Ethel I. Curtis**
Campbelleros 2783-4, San Jose, CA
- David Jaham**
Cactus Gavel 120-5, El Centro, CA
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- Dorothy G. Dodds**
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Develop Your Leadership Potential



Do you have what it takes to be a leader? You probably have the potential, because leadership ability is learned — we're not born with it.

Would you like to turn this potential into a proven skill that can directly benefit your professional life? One of the best ways you can do this is by organizing a new Toastmasters club. As a club builder, you'll gain valuable leadership training and experience. You can also receive recognition as a sponsor or mentor, as well as credit toward your DTM.

New club opportunities are everywhere. For information on how to find them and turn them into strong new clubs, contact World Headquarters or your district governor.

MOVING?

If so, we'll need your change of address. Please give us your old address as well as your new by attaching an address label from a recent issue of THE TOASTMASTER in the space shown.

<p>ATTACH YOUR ADDRESS LABEL OR PRINT YOUR OLD ADDRESS HERE:</p> <p style="text-align: center; font-size: small;">(INCLUDE CLUB AND DISTRICT NUMBER)</p>	<p>Name (print) _____</p> <p>Club No. _____ District No. _____</p> <p>New Address _____</p> <p>City _____ Zip _____</p> <p>State/Province _____</p> <p>If you are a club, area, division or district officer, indicate complete title: _____</p>
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Isabel Engelmann Anderson
Ramstein 2442-U, Ramstein Air Base,
Germany

New Clubs

1682-F Riverside Singles
Riverside, CA — Tues., 7 p.m., Glendale Fed-
eral Saving, 3580 Tyler Ave. (684-4477).

4610-2 Honeywell
Seattle, WA — Tues., 11:45 a.m., Honeywell
Marine Systems Operations, 5303 Shilshole
Ave., N.W. (789-2000).

4617-2 Early Risers
Mount Vernon, WA — Tues., 6:45 a.m.,
Knotty Pine Restaurant, 521 So. Second
(336-5254). Sponsored by Mount Vernon
258-2.

4631-3 Sunset
Flagstaff, AZ — Tues., 7 p.m., Bank of
Northern Arizona, 211 N. Leroux (525-1760).
Sponsored by Flagstaff 323-3.

4633-3 The Innovators
Phoenix, AZ — Tues., noon, AIBT, 5060 N.
19th Ave., #400 (242-6265). Sponsored by
Greyhound Early Risers 213-3.

4634-3 Motorola Echoes
Mesa, AZ — Weekly, Coco's Restaurant,
Dobson at Baseline (949-2412). Sponsored by
Voice of Motorola 2083-3, Scottsdale.

4614-4 Qume Orators
San Jose, CA — Mon., noon, Qume Corpora-
tion, 2350 Qume Dr. (942-4000). Sponsored
by Patio 2914-4.

4644-4 Real Masters
San Francisco, CA — Sat. 10 a.m., Bayview
Towers, 2610 Mission St., Suite 804
(647-3601).

4643-5 Calafia
Tijuana, Baja California, Mexico — Mon.,
6 p.m., La Escondid Restaurant.

4611-6 Luncheon Linguists
Bloomington, MN — Mon., noon, Donaldson
Company, Inc., 9301 James Ave., So.
(887-3646).

4619-6 Big Apple
Apple Valley, MN — Tues., 6:30 p.m., Beef N'
Brew, 7721-147th St., W. (835-5466).
Sponsored by Dan Patch 1280-6, Richfield.

4650-6 Pros
Bloomington, MN — Mon., 6 p.m., Howard
Johnson's Motor Inn, 8401 Cedar Ave., So.
(537-9209).

4658-13 Coopers & Lybrand
Pittsburgh, PA — Wed., 5:30 p.m., Coopers &
Lybrand, 600 Grant St. - 3500 (355-8020).

4625-14 Georgia Dental Association
Atlanta, GA — 2nd & 4th Tues., 7 p.m., GDA
Executive Offices, Koger Executive Center,
2951 Flowers Rd., So., Suite 112 (458-6166).

4636-15 Depot Speak Easy
Pocatello, ID — Tues., noon, Pocatello Depot
Committee Room, Union Pacific Railroad,
300 So. Harrison St. (236-5218).

4642-16 Pryor Area
Pryor, OK — 1st & 3rd Tues., 7 p.m., 2nd & 4th
Tues., noon, First Christian Church,
301 N.E. 1st (825-3333).

4609-18 Food Giant
Baltimore, MD — Tues., 7 p.m., Giant Food
Employment, Milford Mill & Liberty Rd.
(882-5684).

4627-20 Langdon
Langdon, ND — 2nd & 4th Mon., 7:30 p.m.,
First Bank of Langdon, 210 8th Ave.
(256-2636).

4656-28 Speakers Bureau
Toledo, OH — Wed., 6:30 p.m. (244-4631).

4641-31 Water Associates
Milford, MA — Wed., 11:45 a.m., Waters
Associates, 34 Maple St. (478-2000).

4622-33 County
Merced, CA — Wed., noon, County Admini-
stration Bldg., 2222 M St., Rm. 15 (358-0950).
Sponsored by Sunrise 4333-33.



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4629-35 Twi-niters

Monroe, WI — 2nd & 4th Mon., 7:30 p.m., Community Room, First National Bank, 1617-10th St. (325-2339).

4612-36 Xerox

Leesburg, VA — Thurs., 5:15 p.m., Xerox Corporation Training Center (777-8000).

4623-36 Vitro

Silver Springs, MD — 1st & 3rd Tues., 11:30 a.m., Vitro Laboratories Division, 14000 Georgia Ave. (871-2355). Sponsored by Suburban Maryland 2082-36.

4628-36 Tysons

McLean, VA — Thurs., noon, Satellite Business Systems, 8283 Greensboro Dr. (442-5367). Sponsored by U.S. Geological Survey 3078-36, Reston.

4654-36 JCC

Rockville, MD — Thurs., 7:30 p.m., Jewish Community Center of Greater Washington, 6125 Montrose Rd. (881-0100).

4626-37 Arien

Winston-Salem, NC — First three Thursdays of each month, noon, First Baptist Church, W. 5th St. (727-8466). Sponsored by Reynolda 3380-37.

4651-40 Center Toasters

Covington, KY — 1st & 3rd Tues., Internal Revenue Service Center.

4652-43 Pony Express

Memphis, TN — Wed., noon, U.S. Postal Service, 555 S. Third St., Rm. 212 (398-6132).

4620-46 Kemper Twin Towers

New York City, NY — 2nd Wed., 4:30 p.m., The Kemper Group, 5 World Trade Center (938-6792).

4624-49 NOSC Hawaii

Kailua, HI — Tues., 11:30 a.m., MOSC Laboratory, P.O. Box 997 (254-4311).

4637-53 ATM-DTM D-53

Windsor Locks, CT — 1st & 3rd Mon., 6:30 p.m., Howard Johnson Restaurant, So. Center St. (623-7351).

4615-56 Woodlands

Woodlands, TX — Tues., 7:30 p.m., Lunchtime Cafeteria, 2002 Timberloch Pl. (449-2000).

4632-56 United Energy

Houston, TX — Wed., noon, United Energy Resources, Inc., 700 Milam (237-4446).

4638-56 Upeeka

San Antonio, TX — Wed., noon, USAA, "C" Cafeteria, USAA Bldg., 9800 Fredericksburg Rd. (690-3043). Sponsored by USAA 181-56.

4630-58 Bowman

Bowman, SC — 1st & 3rd Thurs., 8 p.m., Bowman Southern Methodist Church (829-2558). Sponsored by Orangeburg 3888-58.

4639-58 Golden Strip

Mauldin, SC — 1st & 3rd Mon., 6:30 p.m., Quincy's Restaurant, Hwy. 276 (288-1630, x 4410). Sponsored by Yarn Spinners 2965-58, Greenville.

4618-60 Black Tower

Toronto, Ontario, Can — Wed., 12:05 p.m., Abitibi-Price, Inc., Toronto-Dominion Centre (866-4262). Sponsored by Towns of York 1609-60, Aurora-Newmarket.

4657-62 Evening Orators

Port Huron, MI — Mon., 7 p.m., St. Clair County Library, 210 McMorran.

4635-65 Clintstone

Rochester, NY — Alternate weeks, various days, 12:30 p.m., Lincoln First Bank, N.A., One Lincoln First Square, 13th Fl. (262-4028). Sponsored by Postprandial 3259-65.

4649-66 VCU

Richmond, VA — Tues., 5 p.m., Cabell Library, Virginia Commonwealth University (272-8422).

4653-68 Michoud

New Orleans, LA — Every other Wed., 4:15 p.m., Martin Marietta-Aerospace Div. (241-0583).

4613-70 Bathurst

Bathurst, N.S.W., Aust — Mon., 7:30 p.m., Bathurst TSL Club, Rankin St. Sponsored by Orange 2802-70.

4616-72 Te Puke

Te Puke, NZ — Tues., 7:30 p.m., Bay of Plenty co-op Dairy Co., Training Room, Jellico St. (38235/39161).

4655-72 Poverty Bay

Gisborne, NZ — Wed., 7:30 p.m., Block H. Senior Technical Div., Cobden St. (5277).

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Sunrisers 2205-32, Tacoma, WA
Carmichael 2213-39, Sacramento, CA
Natoma 2242-39, Sacramento, CA
Kettering 2120-40, Kettering, OH
Sarasota 1958-47, Sarasota, FL

20 Years

TM Breakfast Club 2387-F, Covina, CA
Aerospace 3368-14, Robins AFB, GA
Pony Express 2108-15, Dugway, UT
Town and Gown 3337-39, Davis, CA
Pompano Beach 3003-47, Pompano Beach, FL

15 Years

Yorba-Linda-Placentia 3425-F, Yorba Linda, CA
Spacespeakers 1018-2, Kent, WA
Edmond 170-16, Edmond, OK
Harford County 1914-18, Bel Air, MD
Plaza 954-29, Pensacola, FL
Whirlpool 202-62, Saint Joseph, MI
St. George 2982-70, Sydney, N.S.W., Aust
Deadline 3440-70, Sydney, N.S.W., Aust

10 Years

Downtown 2815-29, Mobile, AL
Travenol 820-30, Deerfield, IL
Daybreak 1033-44, Lubbock, TX
Tri-City 1332-64, Winnipeg, Man., Can
Ashburton 3080-72, Ashburton, NZ
Tambuli 2160-U, Makati, Philippines

An Incredible Week in Phoenix

While standing in the middle of the atrium lobby of the Hyatt Regency Hotel in Phoenix, deep in thought about some last-minute details and what the next "crisis of the moment" would be, a young woman Toastmaster came up to me and said, "I'd sure like to have your job — it looks like so much fun!"

It was only Tuesday evening and at that moment, with a million and one details and responsibilities running through my head, I wasn't thinking about having fun. Later, though, I realized she probably had a better view of the situation than I did. Putting on a convention like ours is hard work for everyone on the World Headquarters staff and host district committee, but it is *fun*. It's fun to have the opportunity to put events in motion so that others can enjoy them, too. It's especially rewarding for those of us on the staff to meet the hundreds of Toastmasters with whom we work during the year. The chance to finally meet face-to-face members you've only talked with on the telephone or by letter is a nice experience.

As I write this column on a plane back from Phoenix to Southern California, I recognize that this year's convention was the best possible example of International President Bill Hamilton's theme, "Learning + Enjoyment = Achievement." We all learned from the speakers and each other. Everyone thoroughly enjoyed the convention and even appeared to be committed to really achieve this year.

How did this happen? What was so magical about Phoenix? One reason was that the facilities were exceptional and the Hyatt's Convention Services manager, Ken Brown, kept things moving smoothly. Bill Beard at

the Phoenix Civic Plaza was an enormous help in putting on our largest International Speech Contest ever. The host district committee truly went beyond the call of duty and consistently performed miracles. I'll never be able to thank them all enough — Art and Margie Nieto, Merv Hedding, Mary Margaret Dockendorf, Tom Bintliff and the scores of others who helped, many of them taking a week's vacation from work just to assist us.

But then again, you could probably expect such dedicated help in Phoenix because if there ever was a "Toastmasters Town," Phoenix is it. There are almost 50 Toastmasters Clubs in the "Valley of the Sun" — more than we have even in New York City! Everywhere you go in Phoenix, you'll probably meet at least one or two people who have been or are Toastmasters.

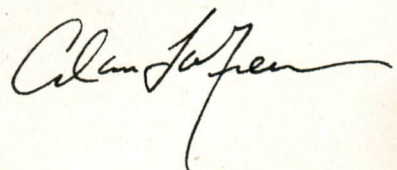
This year's educational program was another reason for the convention's success. This one was essentially a "home grown" affair, with most of the featured speakers from Phoenix and the majority of them past or present Toastmasters. Joel Weldon, Dr. Nina Harris, DTM, Len Baker, Dean Herrington, Randy Womack and Toastmasters from the Park Central Toastmasters Club (with their own marching band) were all on hand to give advice and encouragement. Every year when it comes time to schedule speakers we are always faced with how to top last year's convention. Admittedly this year will be hard to beat, but we'll do our best to try.

Another example of the magic of Phoenix: this was the most affectionate convention I've ever seen! Strangers became friends quickly, hugs and

kisses were exchanged everywhere. The singles Toastmasters clubs of Phoenix arranged some shenanigans to help the crowd mix and mingle. The whole spirit of the convention was as high as you can imagine.

While on stage to help hand out the International Speech Contest trophies, I glanced out over this crowd of over 1700 Toastmasters, most of whom I can now count as friends. I realized the convention was more than just a hotel and a program of events. The Toastmasters who came to Phoenix made this convention what it was — people who came to learn and have a good time. People who have been to 20 or more conventions before and many who made Phoenix their first convention — but not their last. To me, this almost unbelievable spirit was summed up by one Toastmaster who told me she would quit her job next year if that's what it took to be able to go to next year's convention. I hope it doesn't come to that, but I do hope she makes it to Philadelphia.

After all the thank-yous and other details from Phoenix are cleared up, I'll be off to Philadelphia for planning sessions with the hotel staff and host district committee. It seems a long way off at this moment, but next year's convention is just around the corner!



Alan LaGreen

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