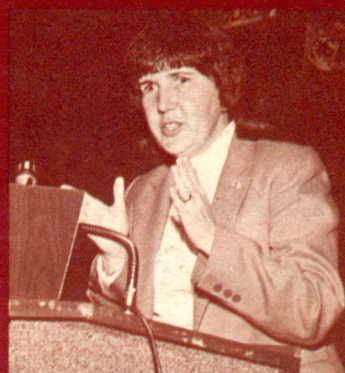


The Toastmaster

OCTOBER 1982



MAGIC
MOMENTS
IN
PHILADELPHIA





Learning and Growing Through Participation

Toastmasters who learn and grow are active club members. The noted American psychologist, William James, said, "Our self-feeling in this world depends upon what we back ourselves to be." In Toastmasters we back ourselves by learning and growing through participation, and our rate of progress and level of achievement is linked directly to our level of participation.

Each of us has seen Toastmasters so committed to growth and self-improvement that every club meeting is treated as an important event. Conversely, we have seen a few members who are infrequent attendees, and when they attend they come without preparation. Who gains? Obviously, the member who constantly strives through preparation and participation benefits from Toastmasters membership.

Shortly after I joined Toastmasters, I met a member who I believe personified the purpose and achievements of Toastmasters. Clancy was a man who lived for 40 years without communicative hope. In fact, he stuttered so badly that it was almost impossible for him to answer the telephone or make a purchase in a store. That is, he couldn't until he joined Toastmasters and participated in the program for several years. There were many times when I heard Clancy say, "Toastmasters gave me a new life. It helped me realize that I could talk as

effectively as anyone if I was willing to work at it."

Clancy is a perfect model for the 1982-83 Presidential theme: *Toastmasters... Learning and Growing Through Participation*. Some people join a club and sit back and wait for something good to happen to them. But not Clancy. He accepted his Toastmasters club for what it was — an opportunity to build himself into something new, an opportunity to develop latent talents and have a fuller life.

Through active participation, he grew and grew. He used his newfound skills to confront new challenges. He won four district speech contests and placed second in the finals at the International Convention.

After so much success, many would say, Well, I am doing well enough now, why work to go farther? But not this Toastmaster. He had acquired the vital skills of communication which he wanted so desperately. He had climbed his mountain. But he didn't stop. His participation did not diminish; in fact, he demanded more of himself. And he gave more to those in his club and district. He reached the top as a speaker, a teacher and a Toastmaster.

Clancy started with nothing but a goal. He asked no favors, only opportunity. His Toastmasters club gave him that opportunity. In turn, he gave and gave, and he gained and gained. I learned from observing my friend, the late Clarence Enzler, that there is no limit to how high you can climb if you are committed to your objectives and goals and participate in your club with enthusiasm.

Yes, Clarence Enzler was a living example of my theme for 1982-83: *Toastmasters... Learning and Growing Through Participation*.

It is my hope that when you joined your Toastmasters club, you began an exciting, enjoyable and rewarding journey. Have you given it your best?

Toastmasters is a self-help program where the reward is taken only by sustained effort and determination. Participation guarantees success. It is your personal key to success. The members of your club are anxious to help you through constructive yet friendly evaluations. They will encourage and inspire you. They will extend their hand in fellowship. But you must participate.

William O. Miller

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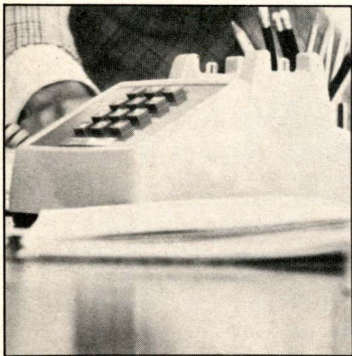
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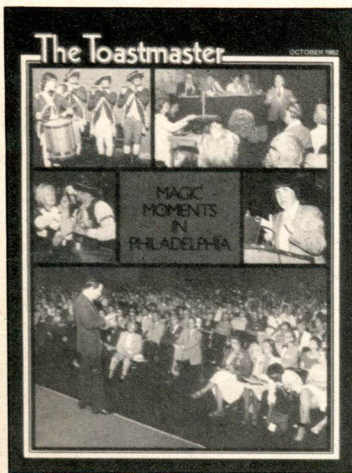
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COVER

Top speakers, learning experiences, fellowship and fun — Toastmasters' 51st Annual International Convention offered all of these to the more than 1500 Toastmasters who attended the event this year in Philadelphia. For four days Toastmasters heard great speakers and shared ideas with fellow Toastmasters from around the world. They also saw the sights and experienced life in the birthplace of America. Live — or relive — these magic moments for yourself in the special convention report on page 16.

Published monthly to promote the ideals and goals of Toastmasters International, an organization devoted to helping its members improve their ability to express themselves clearly and concisely, develop and strengthen their leadership and executive potential and achieve whatever self-development goals they may have set for themselves. Toastmasters International is a non-profit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Second class postage paid at Santa Ana, California, and additional mailing office. Copyright 1982 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. All correspondence relating to editorial content and non-member subscriptions should be addressed to THE TOASTMASTER Magazine (ISSN 0040-8263), P.O. Box 10400, Santa Ana, California 92711. Phone (714) 542-6793. All other circulation correspondence should be addressed to Membership and Club Records at the same address. Non-member price: \$9.00 per year. Single copy: 75¢.



Another Speech Publication

The July issue was terrific. Also included in this issue was an article, "Newsletters for Speakers," that described nine newsletters on professional speaking. I was surprised that you omitted a very important speech publication, *Vital Speeches of the Day*. It is published 24 times annually and prides itself in being "the best thought of the best minds on current national questions." Each issue contains about eight recent speeches by politicians, university professors, and industrial and government executives.

For subscription information, write to: City News Publishing Co., Box 606, Southold, NY 11971.

Joy Erdman
Oxnard, California

Poor Judgment?

I am writing about the cover of the June issue. The article on the use of questions to communicate clearly and effectively is good. The author, Foster Davidoff, has contributed to improved dialogue.

However, I object to the use of Barbara Walters as an example for Toastmasters or others who are interested in improving their communication skills. She may be very good at interrogating and interviewing, but her poor enunciation disqualifies her as a high-quality speaker. The attention given her in the cover and the headline picture for the article far exceeds that which our organization should pay to anyone with such an important gap in basic speaking skills.

J. Rodger Adams
Champaign, Illinois

The *Toastmaster* magazine has demonstrated questionable journalistic judgment in the June 1982 issue. I am referring to the photo of Barbara Walters on the cover, with the cutline "Barbara Walters, A Master of Questioning. See Page 9." On page nine there was another photo of Barbara Walters, this time with Jimmy and Rosalyn Carter. The photo occupied the top half of page nine.

I eagerly began reading the article, hoping to find some of Barbara Walters'

techniques of questioning. The only mention of Barbara Walters I found in the entire article was in this sentence: "Look at Johnny Carson, Dick Cavett, Barbara Walters and Phil Donahue, who is the absolute master of the technique." Wait a minute! What about Barbara? Maybe Phil Donahue's picture should have appeared on the cover! Or maybe your magazine should not have resorted to the old "bait and switch" technique.

It is a shame a magazine for professionals has to resort to such unprofessional techniques to attract readers. You not only owe your readers an apology, Barbara Walters deserves one, too!

Jean Lawyer
Heyworth, Illinois

The Shortest Distance Between Points

You have no doubt received a multitude of letters on this subject, and here is another. The shortest surface distance in the sample problem described by Wendy Craig in her article in the June issue is 34.176 feet, not 42 feet or 40 feet.

Peter L. Cooper
Boston, Massachusetts

My initial reading of Wendy Craig's otherwise fine article in the June issue left me suspect of the accuracy of her answer to the room problem.

Allowing that many other readers who are familiar with the Pythagorean theorem would also write in suggesting the more accurate conventional answer of 37.336 feet, I prepared a sketch to illustrate the problem and solution for my children. It was only then that I was able to "break out of traditional, tried-and-true ways of thinking" and spot a wrap-around solution utilizing one-half the length of the long wall, then one-half the length of the ceiling which, with Pythagoras' help, I computed to be just 34.176 feet!

By the way, the clothesline measure between the two points (as opposed to the requested shortest surface distance) would be a mere 30.822 feet (per Pythagoras again!).

John J. McKinnon, ATM
New Bedford, Massachusetts

Locating Recordings Of Famous Speeches

Regarding Michael Ditkoff's letter in the July issue requesting that reprints of famous speeches appear in the magazine, I suggest that he and other Toastmasters visit their city library.

The better libraries have records of great speeches, either recorded by actors or the original speaker.

The recordings capture the speeches' full flavor and effectiveness much more than the reading does.

I have found this method immensely helpful in studying the masters.

Jeff Young, ATM
Los Angeles, California

Jeff Young was the winner of the 1980 International Speech Contest and placed second in the 1979 International Speech Contest. — Ed.

Offering Help to Those Who Need It

In one of her recent advice columns, Ann Landers published a letter from a woman whose husband had just been promoted. His new job required him to give speeches before groups, chair meetings, and interview salesmen and prospective new employees. She wrote that her husband was scared to death to speak before groups. Ms. Landers advised the husband to hire a speech teacher, enroll in a class at a high school or college or buy a book to help improve his speaking skills.

How ridiculous! The solution to the man's problem is waiting for him all over the country, even the world — Toastmasters.

I have written at least three times to Ms. Landers about our organization, hoping to help the man and get our organization some wonderful free publicity. She has ignored me. I have started a letter-writing campaign from my club, also to no avail. I propose a national letter-writing campaign. If each of our members would write Ms. Landers a letter, we could really put on the heat. We could help thousands of needy people and double our membership overnight!

Al Neal
Riverside, California

Ann Landers' address is P.O. Box 11995, Chicago, IL 60611. — Ed.



Photo by Lence Wagner

Make your reading matter.

GET HOOKED ON BOOKS FOR SUCCESS IN SPEAKING

by Thomas Montalbo, DTM

Many great public speakers owe their success to the reading of books. Even if you don't seek fame as a speaker, reading books can improve both the substance and style of your speeches.

Daniel Webster, the most famous of all American orators, said, "If there is anything in my style or thought to be com-

mended, the credit is due to my kind parents in instilling into my mind an early love of the Scriptures." So often and intently did he read and reread the Bible and other books that he practically memorized them.

Henry Clay, who ranks with the most eloquent speakers, said, "I owe my success in life to one single fact, namely, that at

an early age I commenced and continued for some years the practice of daily reading. . . It is to this that I am indebted for the impulses that have shaped and molded my entire destiny."

Abraham Lincoln, whose "Gettysburg Address" is probably the best known of all speeches, read every book he could get because, as he said, "The things I want to know are in books."

Winston Churchill, who won the Nobel Prize for his "brilliant oratory" and books, wrote in his autobiography that when he was 22 years old he felt himself "wanting in even the vaguest knowledge about many large spheres of thought . . . So I resolved to read history, philosophy, economics, and things like that."

A more recent notable speaker, John F. Kennedy, read "books of all kinds . . . biography and history as well as fiction," writes Theodore C. Sorensen in his book, *Kennedy*.

These are only a few of the outstanding speakers whose reading of books contributed much to their success. After all, books basically serve the same purposes as speeches — that is, to inform, persuade,

"...only in good writing will you find how words are best used ..."

inspire or entertain. Indeed, the same relationship exists between authors and readers as between speakers and listeners, namely, contact with other minds.

Authors communicate through printed words; speakers through spoken words. If an author were standing and talking before you, the chances are you'd listen. A book is a man or woman speaking to you, trying to say something useful, interesting or both.

The English author Samuel Johnson said, "I cannot see that lectures can do so much good as reading the books from which the lectures are taken." A college president echoed the same thought in this way: "If everyone could learn how to read a book properly and how to use it as an effective tool for daily living, the faculties in colleges could easily go out of existence without any loss to society." Now neither Johnson nor the college president were saying that colleges are unnecessary. They were only emphasizing that reading books is like getting a liberal education.

Specifically, book reading improves your speechmaking by

- Increasing your knowledge.
- Making you think.
- Developing your language skills.
- Inspiring you to speak out.

Book authors are teachers as well as

writers. They open up worlds of learning for their readers by exploring new fields of factual knowledge and providing insights into the human condition. As the English writer Thomas Carlyle said, "All that mankind has done, thought, gained, or been is lying as in magic preservation in the pages of books." By condensing into a book the knowledge that may have taken a lifetime of study and experience to acquire, the author transfers that knowledge to you in a few hours of reading time. The information you obtain becomes material for your speeches. "A good knowledge of facts," said Churchill, "would arm me with a sharp sword." Reading feeds your mind as it provides food for thought. Perhaps that's why the English writer Charles Lamb said he felt like saying grace as much before reading as before eating.

"Consistent Mind"

Using the knowledge you get from books makes you think because it sets your mind working as you exercise your powers of reflection and judgment. Such exercising stretches your mind and sharpens your viewpoints. Referring to his reading, Churchill said, "I hope by a persevering continuance of this practice to build up a scaffolding of logical and consistent views which will perhaps tend to the creation of a logical and consistent mind."

In addition to increasing your knowledge and making you think, book reading develops your language skills. In his book, *Simple & Direct*, Jacques Barzun writes, "Reading abundantly, in good books, is indispensable. It is only in good writing that you will find how words are best used, what shades of meaning they can be made to carry, and by what devices (or lack of them) the reader is kept going smoothly or bogged down in confusion."

Reading good books builds up your vocabulary as you come into contact with new words and different uses of familiar words. It also reveals how authors touch the minds and hearts of readers, enabling you to learn the writers' methods which you can apply to your speeches. Language is language, whether written or spoken, because the essential principles are the same in both. Cicero, the eminent Roman orator who contributed significantly to speechmaking theory, observed, "Writing is said to be the best and most excellent modeler and teacher of oratory."

Churchill read almost every word written by English authors Thomas Babington Macaulay and Edward Gibbon because he said their styles gave him "the feel for words fitting and falling into their places like pennies in the slot." He found Macaulay's style "crisp and forcible" and Gibbon's "stately and impressive." So he used a blend of both styles and, as he once said, "I stuck in a bit of my own from time to time."

Lincoln's favorite reading material included the Bible, Aesop's *Fables*, John Bunyan's *Pilgrim's Progress*, Daniel Defoe's

Robinson Crusoe, Shakespeare's plays, Thomas Paine's writings and humorists Artemus Ward and Petroleum V. Nasby. From these and other books Lincoln learned how to choose words, arrange them in rhythmic balanced sentences, tell stories and create humor.

Besides the knowledge, thinking and language benefits, book reading provides inspiration. The same urges that stirred the authors to write can motivate you to speak out.

Mahatma Gandhi, Hindu nationalist leader, said that his reading of Henry David Thoreau's *Civil Disobedience* left such a "deep impression" on him that he felt impelled to know more of Thoreau. So Gandhi looked up his other writings and read them "with great pleasure and equal profit." Adopting "civil disobedience" as his motto and technique for protest, Gandhi gave speeches to thousands of his followers and led them to success in their crusade for India's independence from British rule.

Thoreau's *Civil Disobedience* also influenced the civil rights leader Martin Luther King Jr., who first read it in college. In his book, *Stride Toward Freedom*, King wrote,

Books serve the same purposes as speeches — to inform, persuade, inspire or entertain.

"Fascinated by the idea of refusing to cooperate with an evil system, I was so deeply moved that I reread the work several times. This was my first intellectual contact with the theory of nonviolent resistance." Later, talking about boycotting segregated buses, King said, "I became convinced that what we were preparing to do in Montgomery (Alabama) was related to what Thoreau had expressed . . . From this moment on I conceived of our movement as an act of massive noncooperation." King and his eloquent speeches turned local protests into nationwide concern for civil rights legislation.

Making Time

Even though you may agree that reading can help you make better speeches, you may wonder how busy people find time to read. To start with, we all find time for the things that are most important to us. This doesn't mean you must grab a book in a grim spirit of self-development and swear to read all its pages before you put it down. Fragments of time add up to more time than would seem possible until you see the results at the day's end.

Theodore Roosevelt, perhaps the busiest man of his time, snatched odd moments here and there to read books.

On his speechmaking tours he carried a small library with him. As a result he managed to read a book almost every day. When Churchill was in the army in India, he read books while his fellow officers played cards or napped.

The famous British orators William Gladstone and Edmund Burke always carried a book with them, ready for reading during spare moments. Lincoln had the same habit. When plowing, while the horses rested, he perched on the rail fence and read a book. In the store where he clerked, he read when not waiting on customers. As president, he continued to use bits of time for reading books. The distinguished American orator Henry Ward Beecher, during his lecture tours, always toted a black bag containing books which he read on the train. John Kennedy read books on plane trips and elsewhere whenever he could.

If you always carry a book or have one handy at home and office, you can turn into productive time the snippets of time that most of us waste. For example, when we have nothing to do during waiting periods, we tend to do just that—nothing. Instead, you can read a book while waiting for and traveling on planes, trains and buses or waiting in reception rooms of doctors, dentists and lawyers.

Catching your reading on the run may not appeal to you. Then try a regular schedule. Make it part of your daily routine. Reserve a special time for reading books before you go to bed or when you get up. If you equip your exercise bicycle with a reading stand, you can even read while working out. During the day, read at lunchtime or substitute reading breaks for coffee breaks.

No universal time slot exists for book reading. If you're serious about wanting to read books and if you always have a book nearby, you'll easily find 15 to 30 minutes every day, no matter how busy you are. And if your reading speed is average, you'll read half a book or a full book a week. That adds up to a lot of books for just minutes a day!

Reading books, as we've seen, increases your knowledge, makes you think, develops your language skills and inspires you to speak out. That's how many famous persons helped themselves to success in speaking and how you, too, can do the same.

Affirming the value of books reading, the English philosopher Francis Bacon said, "Reading maketh a full man." And, he might have added, a better speaker.



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.

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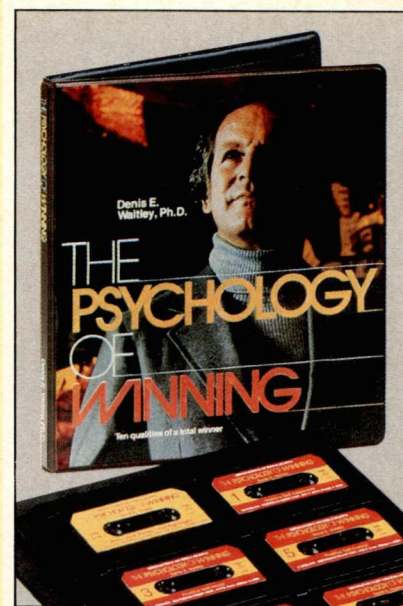
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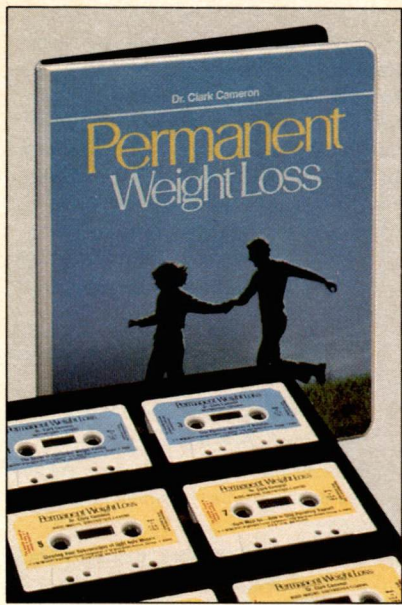
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by Dr. Clark Cameron

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3. Your personal miracles of nutrition. Develop an on-going nutritional program for healthful slimming. U.S. Senate guidelines for food purchasing.

4. Your personal miracles of exercise. How you can lose weight and improve fitness in just 12 minutes of fun and exercise a day.

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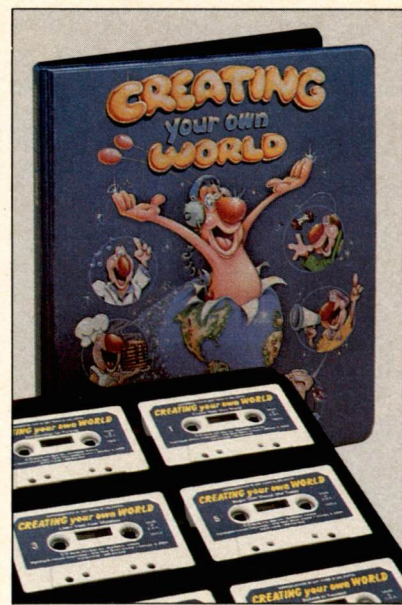
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LEADERSHIP MAGIC

by Hope Tenhaeff

The special traits that every leader has.

Many studies have been done in an attempt to unravel the mystery of why some people become the leaders of every group in which they become involved. Most studies have concluded that among all animals there emerges a dominant five percent who are leaders, or alphas. Another finding is that these alphas tend to be first-born sons.

I suppose those of us who are neither male nor first-born should accept our lackluster fate. "Not I!" said the first goat of "The Three Billy Goats Gruff" fame —

"It's impossible to be creative if you're concerned about other people's opinions."

words which express my sentiments exactly. I began my own study of leaders and observed the following qualities:

- **Leaders exhibit friendly bravery.**

Leaders habitually greet everyone with whom they come in contact, especially while walking down a busy street. This practice I call friendly bravery. Their greeting is always enthusiastic, sincere, and involves eye-to-eye contact. They smile as they say, "Hello! How are you today?"

The most incredible aspect of this worldwide greeting system is that leaders say they are not acquainted with at least half of the passersby they greet — yet.

At first I felt this practice bordered on

insanity, but as I walked down the street with one such leader, I became aware of the method in this madness.

Without exception, everyone returned his greeting. People he had greeted but who didn't know him, stopped other people who did and asked who he was.

At social gatherings these leaders are always the first people to introduce themselves to and begin conversations with people they don't know. Their topics center around four subjects: work, family, hobbies and local or national current events.

- **Leaders are good listeners.**

They express a real interest in what the other person is saying. I have found out this is their method of recruiting capable committee people for their organizations and for acquiring both knowledge and a fresh perspective.

What If It Will?

- **Leaders possess a positive self-image.**

"It is impossible to be creative if you are constantly concerned about other peoples' opinions of you or your methods," one leader told me. He added that other people will think whatever they want to think since we are all products of our past experiences, and these experiences color our conclusions about how or what we see happening around us. He also said, "If you think you're right, go ahead with your idea — give it life — make it a reality! If someone says your idea won't work, ask, what if it will?"

One leader I questioned concerning her positive self-image reached in her wallet and handed me an index card on which a series of sentences was typed.

"I was a scared rabbit until I heard a lecture by Anthony Norvell, the world-famous psychic investigator, 15 years ago. I followed his advice — *that which I can conceive in my mind, I will achieve*. I stand in front of my mirror every morning and say those words to myself with great conviction," she smiled.

The card read:

I command the forces of life to do my bidding.

I demand the best that life has to offer.

I expect respect from everyone I meet.

I request from you, dear God, my supply and abundance to meet all my needs in life.

I have important work to do this day and I shall achieve greatness.

I take on qualities of superiority in my conduct and personality, and therefore, I shall become superior.

- **Leaders find the organization they wish to lead.**

They follow this four-step plan:

First, they join the organization and ask to serve on a committee of interest to them.

Then they come up with innovative ideas to make their committee the most outstanding in the organization.

Next, at general meetings of the organization, they are friendly, good listeners, and positive in both their thinking and conversation. They don't allow themselves to be drawn into any conversation with negative overtones. They keep in mind the story of the older lady who had acquired a reputation for finding something nice to say about everyone. One day one of her friends, who could not draw her into a conversation of hurtful gossip about a mutual acquaintance, remarked, "I'll bet you'd even find something good to say about the devil!" "Well, he is a very industrious person!" she answered. If you lack a well-developed sense of humor, cultivate one by finding something humorous in every situation.

Finally, as they enjoy each of their new joyous experiences, they say a silent prayer of gratitude to God and continue to reinforce their self-image with their daily leadership magic.

Does this really work? In 1977 I became aware of this leadership magic. By utilizing it, I have served as president of the YWCA, president of Quincy Senior High I's Parent-Teacher Association, and have just finished the year as president of Quincy Senior High II's Parent-Teacher Association. What lies ahead? I don't know, but I'm ready to meet whatever it is — with God's help and a daily dose of leadership magic. 🗨️



Hope Tenhaeff is a writer based in Quincy, Illinois. She is the author of several books and writes poetry, songs and articles.

EXERCISES TO DEVELOP MANAGERS

by Thomas A. Newburg

Many companies have experienced a high rate of managerial failures even after soliciting the costly services of professional management development specialists. Those that have internal training programs, meanwhile, tend to focus on the development of technical and job skills, to the neglect of other, equally important aspects of management. A management development program that can be implemented concurrently with technical training covers communications, teamwork, leadership and personnel management.

Communications. This area includes the employee's ability to communicate clearly, concisely and effectively, whether writing or speaking. Effective listening and attentive, silent observation are also part of communications training. The following exercises should prove useful:

- Give the employee an opportunity to prepare written communications, both for internal and external dissemination. These should include instructive and informative memorandums within and outside the organization. Have a dictionary and thesaurus available to assist the employee in preparing correct, businesslike correspondence.
- Have the employee prepare departmental reports, including a written weekly status report on tasks performed during the week.
- Have scheduled sessions with the employee for the purpose of receiving verbal reports on assignments completed. Help the employee separate important and unimportant data. Don't be embarrassed to correct speech or presentation skills. This will give the employee confidence in presenting verbal information, speaking before groups, instructing others, interviewing personnel, and being businesslike and professional on the phone.

- Don't be afraid to recommend after-hours speech training. Your employee must be effective in verbal and written communications to assume further management responsibilities.

Teamwork. A much used and often abused term, but it simply means a manager's ability to work with, through and for other employees in a cooperative, "get results" environment.

- Have your employee personally interview all management and staff employees with whom he or she must work to better understand their duties and problems and set the direction for future working relationships.

Make certain the employee develops milestones of accomplishment.

- Arrange to have your employee receive specified written assignments on a project. This will develop the employee's understanding of the departmental team concept among superiors, peers and subordinates.
- Have the employee represent an experienced manager in a general management meeting, with full accountability for problems, decisions and "rapport." Only in this manner can the employee experience the give and take and pressure deadlines inherent in a management position.
- Be sure to get the employee involved in the organization's management problems as much as possible. This is an extremely important part of teamwork and

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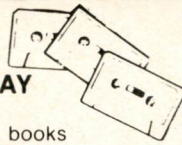
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management development.

Earning Respect

Leadership. Leadership means for the most part obtaining the respect of peers and subordinates through technical job competence, organization, impartiality and effective decision making.

- Challenge, constructively critique and give latitude to your employee. Force the employee to develop assertiveness, not aggressiveness; make the employee responsible for his or her decisions.

- In group meetings, defer problems and questions to the employee. Make the employee earn the respect of others in the organization. If he or she falters, give encouragement and repeat the same procedure.

- Start referring supervisory problems to the employee (e.g., how would the employee handle a disciplinary action, customer complaint, scheduling problem, alternative system, etc.).

Planning. You need to develop in the employee an understanding of the importance of preparatory work as it relates to all reports, functional activities, organizational schedules, supervision of employees and the employee's own tasks.

- Have the employee develop a written plan for all assigned functions. Use all the procedures, systems and tools available and actively in use within the organization.

- For each assignment that you expect completed, have the employee draw up a plan outline that includes the nature of the task, results expected and due date. Determine through tasks completed the number of modifications to the plan, and secure substantive explanations from the employee.

- Have the employee prepare an outline of tasks and objectives for subordinates in the organization, including responsibilities for fulfillment of these tasks. The employee should also submit a brief status report on the level of accomplishments.

Organization. Not only is a good manager's department organized procedurally, but the manager's thoughts, instructions and supervisory involvement are also well organized.

- Make certain the employee understands job assignments by having him or her handle major tasks. Using the task outline described under "Planning," the employee should consider all the numerical data required, names of relevant systems and procedures, mechanical steps necessary to accomplish tasks, the results required, and their effect on the rest of the organization.

- Have the employee flow chart the organization's major functions, systems, procedures and reports. This should include the step-by-step procedures of how schedules, forms and reporting data are

Strong direction and lack of control will yield poor results.

prepared, received, processed, recorded and filed.

Supervising

Directing and controlling. Direction comes from the manager in the form of instructions, assignments, monitoring, adjustments, modifications and reviews. The manner in which these tasks are accepted and accomplished by subordinates is the element of control. Strong direction and lack of control will yield poor results, as will no direction and over-control. The employee must learn the importance of the balance to be achieved between direction and control.

- Have the employee take the responsibility for several organizational tasks that require supervising other employees. Observe the employee's execution of your overall directions by the directions he or she gives to others. Make certain the employee develops milestones of accomplishment through the conclusion of task assignments, and monitor the control the employee has over these tasks.

- Stress the importance of planning and organizing as necessary elements in

successful direction and control. Without an organized plan, direction, control and follow-through are difficult, if not impossible.

- Review with the employee several of the independent tasks you assigned and point out their direction and control aspects.

Personnel management. This is probably the most important aspect of any manager's job. To understand, motivate and respond to human behavior is also probably the most difficult of any management task. Most managers don't fail technically; their downfall is poor employee relations skills. This can happen vertically in the organization, with superiors and or subordinates, or horizontally in working relationships with peer managers.

Getting the job done through others is a matter of survival for managers, since a manager will fail if he or she attempts to do the job alone. Your employee should understand this initial aspect of management early in the development stage.

- Give the employee an opportunity to review employment applications and sit in on several interviews to become acquainted with interview techniques and observe applicant's different behavioral characteristics. When the employee understands the interview process and feels comfortable with the duties of the job, have the employee conduct interviews and make a recommendation.

- Go over the company's compensation and benefit programs with the employee, and explain how they relate to employee motivation.

- Have the employee fill out several employee performance evaluation reports, using actual employees as subjects. Conduct interviews using reverse role-playing techniques, with you playing each of the subjects and the employee as the manager discussing your performance.

- Have the employee conduct floor meetings, group discussions and information sessions with other employees.

- On certain types of information requested, have the employee represent you at meetings. Obtain feedback from other managers on his or her performance in such a situation.

This program will teach potential managers the fundamental management concepts common to all jobs: communications, teamwork, leadership, planning, organizing, directing and controlling, and personnel management. These concepts are all interrelated, and mastery of them, nurtured by frequent discussion and feedback, is the key to management success. 📌

Thomas A. Newburg is a personnel manager. He completed his personnel administration course at the New York University's Graduate School of Business Administration.

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When the content is right, you can concentrate on brightening the delivery.

Polish Your Speech With Image Analysis!

by George Nelson

It just wasn't right! My speech had been good enough to win the club contest. Now I faced the area competition. But as I rehearsed to polish and improve, I knew something was deadlly wrong.

The words were carefully chosen. The ideas were powerful. The message was there. The opening had impact, and the close was memorable. But each time I rehearsed I felt I was "pushing" myself. Though the speech was well within seven minutes, I seemed to hurry through it. My voice became strained — on the verge of being shrill. Something was just not working!

I had fallen prey to a problem many other Toastmasters have faced. With a speech that had all the "right" elements, something was amiss. I could see the outcome: facing the audience on contest night with the sinking feeling I wasn't going to connect.

In desperation I took stock of everything, and that's when I hit upon my problem. My speech had been developed with everything in mind except the one element that can give any speech winning appeal — a flow of images that worked *for*, not *against* me.

The idea behind image flow is simple. A speech is made up of a beginning, body and close, but within those there's a further division — the images you create for the audience. They're the scaffolding on which the ideas of your speech are supported. And if the parts of the scaffold won't fit, the speech won't hang together.

What are these bits of scaffolding —

these images? They are the pictures you suggest in the mind of each person in your audience throughout your speech.

And how these pictures can vary! You can "show" Winston Churchill rising in Parliament to denounce the spread of Nazism, or your son stranded on a desolate highway because he forgot to check the car's fuel gauge, or the wedding of a happy couple.

Each of these brief sets of words forms a picture in the mind. A skillful Toastmaster reveals, shifts and moves these images

Your listeners want to agree. Don't lead them down a road you won't be following.

for his audience, almost like a film director.

Too often, though, the film needs editing. The images work against both speaker and audience. And the problem always begins at that exact moment when the speaker begins to prepare his or her talk. From then on, the images either flow or fly apart.

Suppose your speech is on self-reliance. Many ideas and quotations can form the images that will inspire your audience. But what is your strategy for fitting them together?

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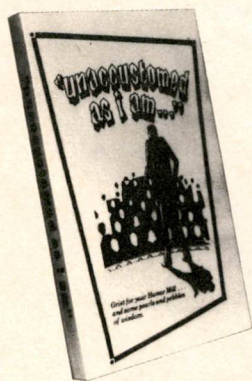
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dogged determination that helps someone to win in the end? You could draw an analogy of the eagle as our national symbol and cite the proud and independent life of that beautiful creature. You could quote anecdotes of poor college students who spurned handouts, worked 60 hours a week, and struggled to attain their degree goals.

But you better be careful if you mix all those together in seven minutes!

Knowing Right From Wrong

Right now, some of you may feel polishing a speech around images is hard. After all, isn't the meshing of ideas through images a matter of taste and talent? Yes, to some degree, but by using a technique I call image analysis you can assemble an effective and winning speech without the skills of Michelangelo. What's more, as you use image analysis your taste and talent will actually improve! More and more, you'll instinctively know what's "right" and "wrong" about the speeches you plan.

Let's see how you can use image analysis either in developing a speech or improving one already prepared.

Image analysis focuses on two aspects of your speech — and the images themselves.

First, theme. As I define it, theme is a single-sentence statement that sums up what the speech is about and what it's trying to do.

For instance, the theme of that speech on self-reliance might be the following: Winston Churchill's place in history was assured, not so much by his leadership in World War II, as by his quality of self-reliance — a quality each of us can attain.

Suddenly the speech has a framework! Churchill's life can be the thread on which the speech will be built. Instances and anecdotes from the well-documented career of this famous statesman can be used to brighten the speech and illustrate self-reliance. And everything in the talk will be aimed at telling how you and I can develop the same quality that made Churchill great!

A theme is vital because it puts the speech in a disciplined framework that channels your research and writing. Once you write down the theme — and I strongly encourage putting it in black and white — you see exactly where you're going and have a road map of how to get there.

Without a theme statement you could spend hours of research on great figures in history who showed self-reliance — from Caesar to Thoreau to Lincoln. But after all that work, you have just too much material! Focusing on the example of one great person reduces your research effort. The direction of the speech is defined by the part of the theme which infers that we all can develop the same quality that made Churchill great. Examples from the British statesman's life can be applied to the challenges we all face in our life. Defining the theme plans the speech.

Next, do your research and write the

speech, either in narrative or notes. Either approach is fine, because the next step in image analysis happens not while you're composing the speech, but when you're ready to rehearse.

How does it work? It takes two things. First, your commitment to look at your beautiful speech as coldly and objectively as you can, with a willingness to change it. Second, you need guidelines.

Four guidelines have worked well for me. They are distraction, consistency, discord and time. Let's now see how each applies to a speech.

Distraction. Each image you use should build toward some point. It should be clear to your listeners where you are going, for only then will they come along with you to your goal.

For example, in the speech on self-reliance, you may be tempted to begin with an attention-getter like the following: "It's been said 'If you can keep your head when all about you are losing theirs — you just don't understand the situation.' But that's not always true. Take the example of Winston Churchill when he was First Lord of the Admiralty . . ."

A creative start. But it won't hold up when the guideline of distraction is applied. Though the story is familiar and amusing,

**After all, isn't
meshing ideas through
images a matter
of taste and talent?**

its point is the opposite of the one you're trying to make. Why throw a curve?

At the beginning of a speech your listeners are on your side. They want to agree. So don't let them down by distracting them — leading them down a road you won't be following.

Whenever you find yourself doing that in a speech, cross out that image. Be especially aware of the trap of first making a point and then telling a story contrary to the point, lamely assuring the audience "the exception proves the rule." It may, but it also confuses because it launches the listeners into their own instant analysis of how valid the exception is, as opposed to the rule you say it proves. By the time they return to you, you're in your closing remarks.

Keep on the Track

Consistency. The pictures you draw for your audience can be colorful, soft, understated or dynamic as a kaleidoscope, but in a seven-minute speech, they should be consistent.

In the self-reliance speech, the theme concerns Churchill rising over public opinion and acting as he felt was right. Such action is the essence of conflict. So if you lapse into pastoral descriptions of the

English countryside on the eve of World War II or talk of Churchill's actions that had wide public support, you've strayed from the mark. Each speech should use consistency to set a dominant tone that's carried by all the images. By departing from that tone, you let the audience slip away, borne on images that won't work to support the theme.

That's not to say you shouldn't use contrast. You can. But use it to underline the theme, and then get the audience back into the tone quickly. You could contrast the pacifist approach of Churchill's predecessor as prime minister and Churchill's hawkish style. But let hawkishness dominate. Instead of saying "While Churchill strove to awaken the British to the dangers of Hitler, Prime Minister Chamberlain was announcing that his Munich conference had brought 'Peace in our Time,'" try "Prime Minister Chamberlain had the support of the electorate when he announced his talks with Hitler would result in 'Peace in our time', but Churchill, confident he saw the German leader's hidden motives, cried out in the face of popular opinion, warning his countrymen!"

Just the turn of a phrase can make a soft image strong and make it consistent with the other images of the speech.

Discord. Many notes sounded in a speech can ring in discord; confusing flashbacks and aside comments are two common ones. But the danger of discord is greatest when you have a hidden agenda — a message that you'd like to put in the speech but isn't really aligned with the theme.

That was the problem in my contest speech. I wanted to use a personal example that would cast me in the role of "wise and astute observer." It was almost in line with my theme. But that hidden agenda of mine was making me uncomfortable because it got in the way of where my talk was going. And I finally realized, thanks to image analysis, it would derail listeners as much as it sidetracked me.

It was tough to line out those discordant images, but I did, and what a difference! Suddenly all the images worked together as the ideas moved in a steady stream toward the conclusion. It made the difference in a competitive speech and a winning one.

Discord is especially dangerous when we use humor. Take a great story and plug it in a speech where it doesn't quite belong and you have a discordant note. Sure, you like the story. Yes, it's funny. But save it for another speech if it isn't totally in tune with the one on which you're working.

Time. It's everybody's nemesis. Face it — in a five- to seven-minute speech there are only so many images you can display without imposing a serious overload on your listeners. How many is too many? I find that 10 to 15 separate images work well. Fewer than 10 can make the speech a bit barren and seemingly unprepared. More

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than 15 crowds too much material into the speech. Remember, of course, that the 15 you use should meet the other guidelines of distraction, consistency and discord.

The best way to see how many images you have is to rehearse slowly. As you rehearse, make a note of each separate image in the speech. If you need to toss out some, go for those that violate or approach violating the image analysis guidelines.

In a longer talk — an after-dinner speech — you can divide the presentation into five- to seven-minute segments. Apply image analysis to each segment. Then concentrate on transitional phrases to pull the talk together around one central theme.

Extra Effort

All this means work. Sure. It's hard to construct a good speech. But at each Toastmasters meeting we all see examples of speeches not subjected to tough appraisal by the speaker — speeches that have a good, basic theme, but are delivered as if the speaker were winging it. The time for winging it is in table topics, not your prepared speech.

Just think how your speeches would improve if you imposed on them a discipline like image analysis! Not only would the content improve, but I believe your delivery would be enhanced. With a well-


built speech you can shift more concentration to the delivery techniques of inflection, gestures, pauses for emphasis, body movement, eye contact and voice projection.

You'll become like my friend who bought an aging car. The entire machine needed work, from tires to rusting top.

"Where will you start the restoration?" I asked.

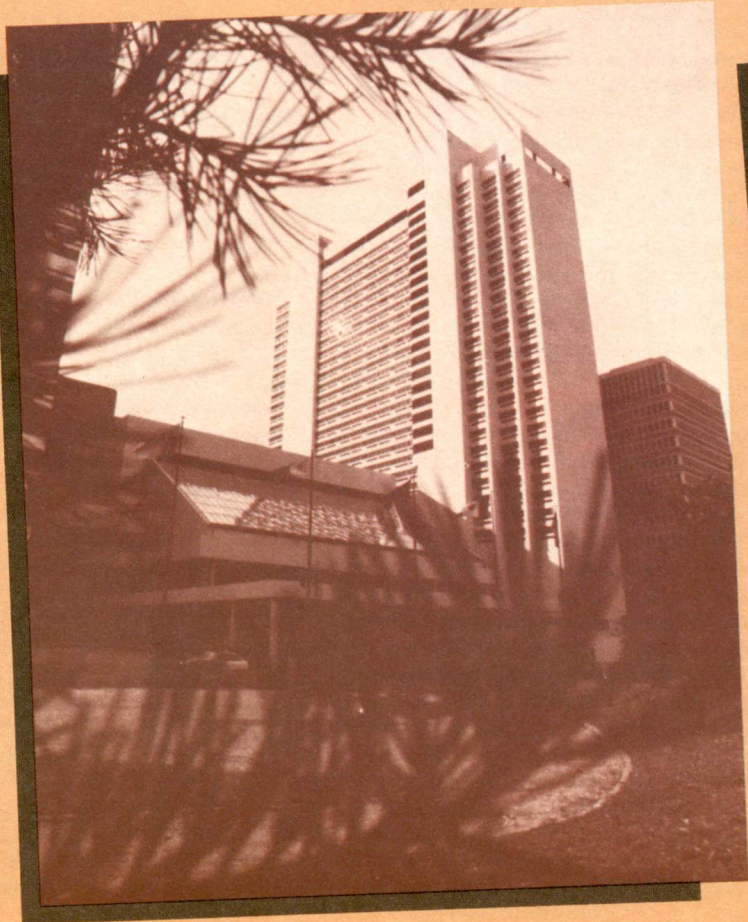
"With the engine," he replied. "Once that's running well, I'll concentrate on fit and finish — without worrying about getting stranded someplace!"

And so with a speech. When the content is right and you're confident it won't leave you stranded, your focus can shift to fit and finish to brighten and enhance the delivery — and the overall product.

And image analysis can bring you to a point where the product will shine like a classic! 



George Nelson is a member of Jesse L. Arnold Toastmasters Club 42-11 in Indianapolis, Indiana, and Downtown Toastmasters Club 2853-56 in San Antonio, Texas. He is a management development consultant based in San Antonio and is working on a book on communications in organizations.



TOASTMASTERS' 51st ANNUAL INTERNATIONAL CONVENTION

MAGIC MOMENTS IN PHILADELPHIA



Ty Boyd paused briefly during his presentation and looked out at his audience — the more than 1500 Toastmasters who gathered to hear his keynote address at Toastmasters' 51st International Convention at the Franklin Plaza Hotel in Philadelphia, Pennsylvania. His silence aroused the attention of his listeners, who leaned forward in their chairs in anticipation of his next words.

"Excellence has no limitations. There aren't any benchmarks we won't exceed," Boyd said quietly. "The question is not whether we can get better at what we do, but whether we're willing to pay the price."

His words had special significance to the members of his audience, each of whom was familiar with the hard work involved in achieving his or her potential — in becoming a better communicator, leader and human being. As Toastmasters, these people had already decided to pay the price; they attended this year's convention to learn even more about what it takes to

reach the top from the people who have already made it.

And they had ample opportunity to do so with the impressive lineup of speakers at the four-day event. Every speaker on the program offered inspirational messages and sound advice on becoming the best communicator and person possible. Toastmasters also had the opportunity to hear our organization's leaders plan for developing new educational programs that

"I'm proud of this past year. I'm even more excited about the year ahead of us."

will help them even more in their self-development efforts, and they heard our leaders reflect on our organization's accomplishments of the past year.

"This has been our greatest year in history!" President William Hamilton told the crowd that jammed the ballroom during the opening ceremonies. "This has been our greatest year for educational growth — there were more Communication and Leadership Manual completions, more ATMs and DTMs than ever before. This was our third-best year in club and membership growth. I'm proud of this past year. I'm even more excited about the year ahead of us. We can have the best year yet. Together we can do it."

GOOD TIMES — A bagpiper (top, center) was just one of the promotional gimmicks candidates used to attract attention (and votes) during the "Proxy Prowl." The Mummers Parade (top, right) highlighted Thursday's "Block Party" festivities. Many Toastmasters dressed in colorful colonial costumes for the night of dancing and entertainment (top, left). More traditional clothes, however, were worn for the "President's Dinner Dance" the next evening (bottom, right). The Franklin Plaza Hotel (bottom, left), site of this year's convention, was a short walk away from many of Philadelphia's museums and historical landmarks.

PHILADELPHIA:

Toastmasters' Executive Director, Terry McCann, outlined several rules individual members must follow to help their clubs — and our organization — grow and achieve even more during the coming year:

- Hook people into the program. Find as many people as you can and try to help them become more successful in their lives.
- Become an idea-giver. Help new members discover the value of becoming totally active in your club. Show the value of belonging, participating and giving.
- Induct them with flair. Make new members feel they are joining an important organization.
- Get them speaking. If you want people to learn, you have to get them immediately in the program so they can see results.
- Make certain they grow. Help members become as much as they can possibly be.

"The artist paints, the musician makes music, the leader leads, the manager manages, the speaker must speak. If you want our organization to continue its success track, help members to speak," McCann concluded.

Outstanding Speakers

In his keynote address, Ty Boyd also emphasized the importance of good speaking skills in the climb toward success, and he told Toastmasters how to develop these skills.

"Become the spokesperson of your industry," he said. "If the sales manager or secretary won't take the job when they ask for a speaker, raise your hand. Volunteer. Perfect your communicating skills, for several things will happen.

"For one, you'll learn more than you ever thought possible about your profession or business. Second, you'll become a center of influence outside your occupation. Third, you'll become the center of influence inside your occupation, and your fellow employees will put you on their shoulders and carry you all the way to success."

Psychologist Dr. Joyce Brothers, this year's Golden Gavel recipient, offered advice on interpersonal relationships.

"If you're lucky, you'll live to a ripe old age. Are you prepared to enjoy it? Have you saved for your retirement years? Taken care of your health? Developed a hobby or two to keep yourself busy?" she asked. "All of these things are important, but not nearly as important as someone in whom you can confide.

"(Research has shown that) there is one important difference between (old people) who are happy and those who are unhappy. Each of the happy oldsters had someone to whom he could take his hopes, his fears, his innermost thoughts and feelings. None of the depressed group had such a friend."

In addition to Ty Boyd and Dr. Joyce Brothers, the convention featured other outstanding speakers and communicators, including humorous speaker Dr. Herb True, nonverbal communication expert Dr. Arnold Abrams, speaker and radio personality Suzy Sutton, speaker and author Nick Carter, communications consultant Lou Hampton, and speaker and entertainer Dick Caldwell.

Many of Toastmasters' own top speakers also appeared. Ron Zeller, DTM; Roy Fenstermaker, DTM; Nancy Ellen Scott, ATM; and Hugh Burgay, DTM, all participated in a panel discussion on club programming. Marcia Taylor Barney, DTM; John Whitmore, ATM; James Beissel, DTM; and Ed Schrang, DTM, presented another panel on outside-the-club programming. Evelyn-Jane Davis Burgay also addressed the group, while Toastmasters John Foster, Dr. Paul Loyd, Chuck Waterman, B. Kalis, Ralph Rybarchyk and Art Gliner were featured in the "Communication Showcase." Two

"This organization has riveted its gaze on a hopeful future."

other Toastmasters delivered their speeches for the final stage of judging for this year's Accredited Speaker Program and were awarded the title of Accredited Speaker. They are Keith Frost, ATM, and Fred Wienecke, DTM. J.Q. Warnick, DTM, also earned the Accredited Speaker title at the Region VIII conference in June.

Selecting New Leaders

Although the speakers were the main attraction for most of the Toastmasters attending the convention, some were there to attend to the business of electing officers and directors. These Toastmasters campaigned for their favorite candidates all week, talking with other Toastmasters and distributing literature. When the votes were finally tallied during the annual business meeting Thursday morning, William O. Miller, DTM, was declared Toastmasters 1982-83 International President. Eddie V. Dunn, DTM, was named Senior Vice-President, John Latin, DTM, was named Second Vice-President and Helen Blanchard, DTM, was named Third Vice-President.

Delegates also elected the following nine Toastmasters to two-year terms on Toastmasters' Board of Directors: John Noonan, DTM, North Vancouver, British Columbia, Canada (Region I); Tomas Esquivel, DTM, La Mesa, California

(Region II); Scott Edwards, DTM, Lubbock, Texas (Region III); Edward Nygaard, DTM, North Crystal, Minnesota (Region IV); Tommy Richardson, DTM, Lafayette, Indiana (Region V); Jim Smith, DTM, Huber Heights, Ohio (Region VI); Lew Mutty, DTM, Concord, Massachusetts (Region VII); Charles Rooney, DTM, Decatur, Georgia (Region VIII); and Kenneth Rennie, DTM, Carlingford, New South Wales, Australia (Director-at-Large).

With business out of the way, Toastmasters were ready to relax at that evening's neighborhood-style block party, which featured games, food, entertainment and dancing in the Philadelphia tradition. The following evening they returned to the ballroom for the elegant President's Dinner Dance, where William Miller delivered his moving inaugural address:

"In the past few years Toastmasters International and its districts have forged a brilliant record of success. We now have more than 4,500 clubs and nearly 100,000 members. Our educational accomplishments have been equally spectacular.

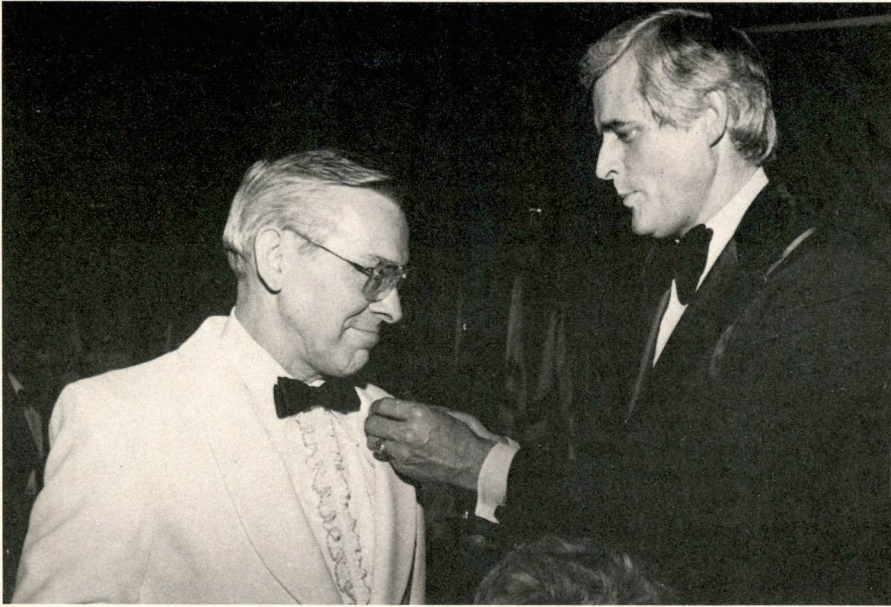
"This organization has awakened from its sleep and riveted its hopeful gaze on the future. There are no bounds for Toastmasters International, except as imposed by our lack of imagination.

"We have established our goals for the year with particularity. They are not mere wishes.

"But goals and plans are only the beginning of the journey. They must be supported by sustained effort and determination at all levels in this organization. It is important that every leader recognize that the members want to contribute through ideas, ingenuity, and involvement. It is up to us to help them make their contributions and steer them to the proper objectives and goals. We must keep in mind that successful organizations are the ones that recognize the contributions of

EDUCATIONAL ACTIVITIES — Fourteen-year-old Sean McNevin (bottom, left) addressed Toastmasters during a discussion of Youth Leadership. Meanwhile, Toastmaster Paul Lloyd (bottom, right) demonstrated how to manage stress during a "Communication Showcase" segment.

ATTENDING TO BUSINESS — President William Hamilton, DTM, hosted the "Hall of Fame" awards presentation (center, right), and delegates cast their votes for their favorite officer candidates during the annual business meeting (center, left). Newly-elected president William Miller, DTM, was installed by Immediate Past President William Hamilton, DTM (top, left). Kenneth L. Bernard of Australia (top, right) was declared the "World Champion of Public Speaking" for his inspiring speech "Enjoy Life — With Enthusiasm."



PHILADELPHIA:

people and promote those contributions.

"I cannot stand here in your presence tonight and be unmindful of the tremendous responsibility of this office. I know that education, growth, quality and understanding remain my high tasks. I also know that mine is not the sole responsibility for Toastmasters International and its destiny. You are the outstanding men and women who faithfully and effectively serve this organization. I am comforted knowing of your dedication, abilities, and commitment."

World Championship

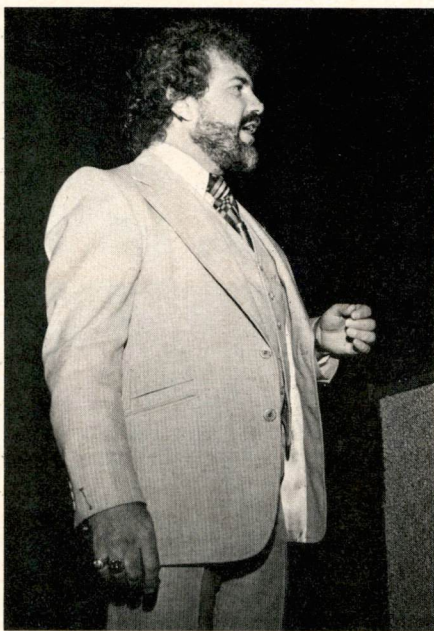
The following morning Toastmasters once again rose early for the convention's dramatic ending — the "World Championship of Public Speaking." Nine Toastmasters competed for the coveted first-place trophy. Although each member of the audience had a judging form on which to score the speakers, only the official judges' ratings counted. Kenneth L. Bernard of Deadline Club 3440-70 took first place with his speech entitled "Enjoy Life — With Enthusiasm." Two second-place trophies were awarded. One was awarded to Tine Thevenin of Daybreakers Club 814-6 for her speech "I Love America." The other award was presented to Guillermo Trejo, DTM, of Stone Mountain Club 4144-14 for his speech "Remember the Almo." Third place trophy was awarded to M. Arabella Bengson of Trillium Club 3419-60. Her speech was entitled "Serendipity."

This was the first time in the contest's history that two trophies were awarded for runner-up. Unfortunately, the second winner's name was inadvertently left off the list of award recipients announced during the contest, and the mistake wasn't discovered until after the trophies were awarded and the standing-room-only crowd had dispersed. President William Miller decided a second runner-up trophy should still be awarded, and the winner was notified.

Although the convention's formal ending send some Toastmasters off to pack their bags and catch airplanes, many remained, talking with the new friends they had made during the week and visiting the many museums and historic landmarks that abound in Philadelphia. They also made plans to meet at next year's convention at San Diego's Sheraton Harbor Island Hotel, where Toastmasters International is expecting to draw the largest crowd ever. But, more importantly, they made plans to implement the advice and ideas they had gathered from the pros — and from each other — during the week. They know that as soon as they act on what they learned during this magic week, they'll be one more step closer to the top. 🍌



Lou Hampton: "From Toastmaster to TV Screen" — "Know your rights (when you deal with the press). You have the right to know what the theme or purpose of the interview is, what pre-conceived ideas the interviewer has and what topics he's going to cover. You have the right to refuse to answer any questions you choose."



Dick Caldwell: "Toastmasters Versus the Real World" — "Pick your speech topic and select three points. Very few people in your audience will remember more than three points. Each of these three points should be a separate speech in itself, and the points should be tied together with little vignettes."



Dr. Herb True: "The Best-Kept Secret in Toastmasters" — "Our needs, attitudes, morale, emotions, environment and goals determine what we hear and understand more than what the speaker says. So size up your audience in advance. Determine where they are now as opposed to where you want them to be."



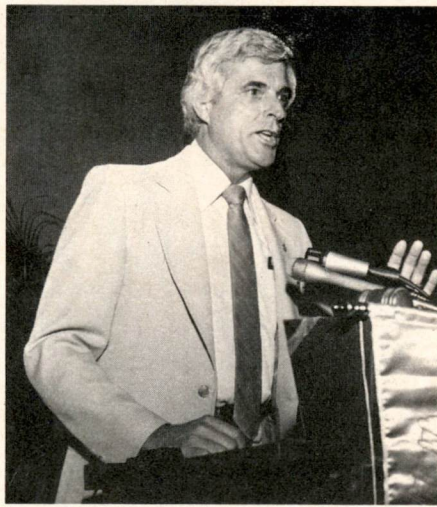
Nick Carter: "Reaching for the Top" — "You must have the ability to think big and think detail. If you don't have the ability to think detail — if you must depend on someone else — then you're very vulnerable."



Dr. Joyce Brothers: 1982 Golden Gavel Recipient — *"The hardest thing in any love relationship or marriage is learning to forgive the other person for the very reason that made you choose him or her."*



William O. Miller, DTM: 1982-83 International President — *"In the past few years Toastmasters International and its districts have forged a brilliant record of success. This organization has awakened from its sleep and riveted its gaze on a hopeful future. There are no bounds."*



William D. Hamilton, DTM: 1981-82 International President — *"This has been our greatest year for educational growth, and this has been the third-best year in club and membership growth. I'm proud of this past year. I'm even more excited about the year ahead of us."*



Dr. Arnold Abrams: "Body Language and Nonverbal Communication" — *"Eye contact is absolutely critical. It shows attentiveness. Look at your audience. If you have their eyes, it means 'continue.' You must read the eyes of your audience."*



Ty Boyd: Keynote Speaker — *"The benchmark time is now. What were yesterday's enormously high standards are today's norms and the benchmark from whence we must move. Excellence has no limitations. There aren't any benchmarks that we won't exceed."*



Suzy Sutton: "Adam's Rib to Women's Lib" — *"The ultimate challenge is reaching beyond yourself to bring out whatever greatness is in you. You can do that by opening the door to your mind and raising your awareness level in any area that interests you."*

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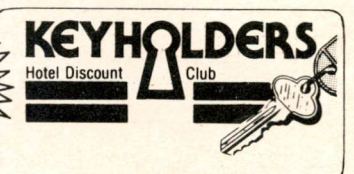
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Remember how you loved to make faces when you were a child? You would scrunch up your face in an ugly grimace or stick out your tongue, then curl it up inside your mouth as far back as it would go.

If you're having trouble articulating clearly, you might want to start making faces again — doing exercises that will give you control over your tongue and lips and make your speech clearer and crisper.

Like most people, you probably have some sort of articulation problem. You may be adding sounds that aren't supposed to be in a word, such as pronouncing the *l* in *calm*. You may be substituting one sound for another, such as switching the *t* in *little* for a *d* sound, so that it sounds like something you'd serve soup in.

You may have the opposite problem: omitting sounds. Do you say "hunnerd" instead of "hundred"? Do you drop the *g* at the end of words like *running*, *falling* and *speaking*?

These are unconscious mistakes that have crept into everyday usage because the tongue and lips don't take the time to articulate each sound exactly. It's acceptable for you to talk this way in regular conversation — it can even give you an air of familiarity with your listener.

But on the podium such mistakes can be disastrous. It will take your listeners a few seconds to figure out the word you were trying to say. By that time their concentration has broken, and they may not bother trying to catch up to what you're saying now.

So it's vital to you as a speaker to identify the sounds with which you have problems and to work on improving those sounds. To work on those problems, you'll need to know something about where and how the different vowel and consonant sounds are made in your mouth.

All vowels are made in the mouth by pushing a sound through and positioning the tongue behind the lower front teeth. Although there are 17 different vowel sounds, most are variations of five basic sounds which are made in the front, middle or back of your mouth.

At the edge of your teeth is the *ee* sound, followed by the *ay* sound. In the middle of your mouth you make the *ah* sound, and in the back is the *oh* and the *oo*. If your *oh*'s and *oo*'s keep getting swallowed in your throat, see if you can work on bringing the sound forward by raising your tongue a little higher.

To make consonant sounds there are three basic tongue, lip and throat movements: stops, nasal sounds and fricatives.

A stop consonant is formed when the air being pushed through the mouth is blocked by the tongue or lips. Some of

MAKE FACES AND SPEAK CLEARLY

by Mark Bruce

these stops have sounds ("voiced") such as *b*, *d*, and *g*. Some are merely the stopping of air ("voiceless") such as *p*, *t*, and *k*.

Fricatives, or friction sounds, are formed in several different ways, all involving friction of some sort. *F* and *v* are formed by the point of the tongue against the lower edge of the teeth. *S* and *z* are made with the narrow current of air between the blade of the tongue and the upper gum ridge.

Your lips and tongue do most of the work, so these areas need the most exercise.

A handful of consonants don't really fall into one of these three groups. *W*, for instance, is formed by rounding the lips. *R* is made by curling the tongue point back and up toward the hard palate. Most consonants, however, fall into one of the three basic groups.

Brutal Honesty

Now that you know something about how sounds are formed in your mouth, you can identify your own problem area and work on correcting it.

Divide a piece of paper into five columns. At the top of each column write one of the five basic vowel sounds — *ee*, *ay*, *ah*, *oh*, *oo*. Now list the consonants down the side of the paper and include the com-

binations *th*, *sh* and any others with which you may have problems. In each column write the sound that occurs when you combine the consonant with the vowel sound at the top.

So, starting with *b*, you'd get: *bee*, *bay*, *bah*, *bow*, *boo*. Using the hard *k* sound for *c* you'd get: *kee*, *kay*, *kah*, *kow*, *koo*. Do this for all the consonants.

Now read your list aloud. Are there any sounds you have trouble getting out right? Are you unsure of some sounds? Recite the list to friends, particularly fellow speakers. On what do they say you need to work?

After you've identified your problem you can look at the list of sounds in the accompanying article and work on the areas in your mouth that make the troublesome sound. You'll notice that your lips and tongue do most of the work, so these will be the areas you must exercise the most.

Before starting any facial exercises, though, you should try to relax your face. So yawn a few times. Yawning opens up your throat and stretches your jaw muscles.

Now scrunch up your face so that every muscle is tight. After five seconds, relax. Now scrunch it again. Relax again. Do this a few times and you'll feel your face muscles relaxing.

Loosen your jaws further by chewing as if you had 20 pieces of bubble gum in your mouth. Chew to the left side of your mouth, then to the right, then to the middle.

With a relaxed face and looser jaws, you can start to strengthen your tongue. Of all your muscles, the tongue is probably the hardest to manipulate because it doesn't have much freedom to move around, yet it has to perform a number of intricate maneuvers in a small space — sort of like performing a ballet in a telephone booth. The stronger your tongue, the more agile it will be.

Double your tongue against the soft palate as far as you can. Then stretch it out of your mouth as far as you can. Repeat this several times, holding each position for a longer period of time every day.

Next, round your lips tightly and push your tongue through them. Repeat this several times.

Finally, press as much of your tongue as you can against the hard palate. Rest, then repeat.

Lip Stretches

The lips' main function in articulation is in opening and closing, and lip exercises are aimed at increasing their ability to do just that.


Stretch your lower lip over your upper lip. Then stretch your upper lip over your

lower lip. Alternate these positions with increasing speed.

Pucker your lips tightly. Then widen them enough to make the vowel sound *ee*. Widen it for an *oh*, an *ah*, an *ay*. Repeat this a few times. To get the most from these exercises, practice in front of a mirror. Remember, too, not to strain yourself, or you may do serious damage to your tongue or jaw muscles.

As you might have guessed, these are not the sort of exercises you can do while walking down the street. It's best to practice these exercises when you're alone and won't be disturbed. Not only can you concentrate on what you're doing, but you can save yourself some embarrassing explanations when your boss walks in to find you sticking your tongue in and out while sitting at your desk.

But don't let any of that stop you from making faces. After you've built up that area in your mouth where your problem sound is formed, find bits of poetry or prose in which that sound abounds and read them aloud. By concentrating on forming that sound you'll be surprised at how much crisper and clearer the sound is coming out. What was once a problem will soon become a strength.

So if you're having trouble articulating your words, don't get mad or get even — start making faces. 



Mark Bruce is a writer and radio announcer based in Eureka, California. He's been master of ceremonies for dozens of shows, worked for a singing telegram company, and had his own public service show on a local FM

radio station. He also does over 60 different voices and impressions.

Improve Your Speaking Voice With a New Toastmasters Manual

What kind of speaking voice do you have? Do you whisper or boom? Are you monotonous or melodious? Is your voice a rain cloud or a rainbow? Do you have mumblitis? Do you talk like a turtle or race like a rabbit? Do you agitate or orchestrate?

No matter what kind of speaking voice you may have, you can improve it with the aid of a new Toastmasters manual, *Your Speaking Voice*.

The manual begins with a description of how your voice is created. A full-page diagram illustrates the structures that produce vocal sounds. This is followed by a look at the various qualities (volume, pitch, rate, variety, etc.) that make your voice either an asset or a liability in public speaking.

The manual's largest section is devoted to showing you how to improve your speaking voice. Vocal relaxation is essential for good speaking, and *Your Speaking Voice* offers a six-step method for relaxing your vocal apparatus.

Do you speak too softly? A common cause of poor speaking volume is failure to breathe properly. The manual features 10 exercises designed to improve your volume, along with a set of exercises for projecting your voice forward.

Poor articulation is another problem that besets many speakers; it is often caused by laziness in using the lips, tongue and jaw. To overcome poor articulation,

you must train your speech muscles just as you would train your body's muscles for athletic activities. *Your Speaking Voice* provides exercises to help you do this.

Also included in this exciting new manual are exercises for improving your speaking rate, your pitch variety, your duration variety (the amount of time you take to say a word), your loudness variety and your pause variety.

Finally, the manual features a unique speech profile that will help you determine what's right and wrong with your speaking voice. It is an evaluation form especially designed for use within your Toastmasters club. With the aid of a fellow club member, you can pinpoint your vocal strengths and weaknesses, then begin a series of exercises that will help correct your problem areas.

Because a good speaking voice is a vital tool in public speaking, Toastmasters International has incorporated *Your Speaking Voice* into its New Member Kit — the set of materials mailed to every new member who joins a Toastmasters club. It replaces *Chairman (200)*, which remains available as a catalog item.

Your Speaking Voice (199) is also available for purchase through Toastmasters Supply Catalog. The price is \$3.00 per copy (plus 20 percent shipping — California clubs add 6 percent sales tax). Order your copy today, and begin working to improve your speaking voice!

How Each Letter Is Formed

- | | | |
|---|--|---|
| A Vowel formed in front of the mouth. | K Same as C. | S Fricative — narrow current of air runs between blade of tongue and upper ridge. |
| B Voiced stop — air stopped by lips. | L Point of tongue against upper gum ridge, air spills over sides of tongue | T Voiced stop — tip of tongue against upper gum ridge. sound bursts them apart. |
| C Voiceless stop — air stopped near back of mouth with arched tongue. | M Nasal — mouth closed, soft palate lowers, air goes through nose. | U Vowel in middle or back of throat. |
| D Voiced stop — air stopped by tip of tongue against hard palate. | N Nasal — lips open, tongue against upper gum ridge, air still goes through nose. | V Fricative similar to F but with less air spilled between teeth and lip. |
| E Vowel in front or middle of mouth. | O Vowel in back of throat. | W Round lips, make sound. |
| F Fricative — point of tongue against lower edge of teeth, lower lips against upper teeth. Air spills in between lip and teeth. | P Voiced stop — lips are closed until sound is released by air bursting through lips. | X Fricative similar to S but with sound, like a hum. |
| G Voiced stop — back of tongue arched against back of hard palate. | Q Same as C and U together — air is stopped near back of mouth with arched tongue, then released by pushing front of tongue up toward hard palate, with U sound following. | Y Push front (not point) of tongue up toward hard palate. Make sound. |
| H Air pushed out with slight friction at back of throat. | R Double tongue point back and up toward hard palate, then make sound. | Z Fricative similar to S but with humming sound. |
| I Vowel formed in middle of mouth. | | Sh Spill air over blade of tongue, just back of upper gum ridge. |
| J Fricative — point of tongue against lower teeth, mouth opens as the sound is released. | | Th Fricative — point of tongue against lower edge of upper teeth. |

Telephone talk that turns off callers.



Photo courtesy of AT&T Co. Photo Center.

HOW TO USE YOUR PHONE BETTER

by Leon Fletcher

It was more than 106 years ago — on March 10, 1876 — that Alexander Graham Bell hooked together those first two telephones, made the world's first phone call.

Today, more than 250 million, billion phone calls are made each year in the United States alone. That's more than 1000 calls a year for every man, woman and child in the nation. In some cities, including Washington, D.C., and Beverly Hills, California, there are more phones than people.

But despite all that experience in using telephones, a great many people still misuse — even abuse — them.

The worst users of phones are not tots fumbling through their first dialings, nor even teenagers plugging into their everlasting calls.

Rather, the most serious misusers of telephones are the people for whom the phone is the very lifeline of their careers — business persons, managers, supervisors, executives, sales staffs — people who are, in effect, "professional phoners."

The professional rarely breaks the basic guides to good phone use. He or she rarely drops the phone, lets it ring too long, misdials, fails to write down frequently used numbers, or makes other such obvious errors.

Instead, a great many professional

phoners misuse telephones in ways which insult callers, alienate customers, lose business.

Here are seven major "don'ts" — practices to avoid in your telephoning — plus tips on how you can significantly improve your use of this valuable aid to business.

- **Don't have someone else answer your phone for you.**

For a great many people, one of the biggest steps up the ladder of success is when they get a secretary or assistant to handle phone calls. It's great for the ego to sit back and listen to someone say for you, "This is Mr. Smith's office."

But think of how your business could

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improve if you could build the ego of the caller, rather than your own self-image. Think of the positive impact on a customer when he or she hears "the boss" answer the phone personally. The caller thinks, Hey, here's someone I can talk with directly! Imagine how impressive (and time- and energy-saving) it is for a caller *not* to have to go through the usual routine of telling an underling who's calling, then explaining why he's calling, then waiting as phone connections click back and forth so the boss can be briefed on the call — then *finally* getting through.

Increase Effectiveness

Certainly some bosses have good reasons why they should not answer the phone directly. They might be too busy. Or they think it's demeaning. Or they say they'd have to talk with everyone who calls.

That's the goal, isn't it — to communicate?

I first learned the effectiveness of not having my secretary answer my phone for me when I worked for a California State Department of Education official who had a staff of about 60 professionals. His task: allocating hundreds of millions of dollars a year to hundreds of schools for innovative projects. Each decision was individual; there was no formula. Busy as he was, great as the pressure was to approve this request, to increase that grant, he took as many calls as he could himself. He quickly built a reputation as an approachable executive, a man of action. He rose steadily to even more responsible positions and soon became a key leader in our nation's education office.

Certainly it is not practical for a truly busy person to take all of his or her own calls. But if that is your goal — to handle as many of the phone calls to you as you can — you, too, may find your effectiveness increasing quickly, dramatically. Try it. And if you consider yourself "too busy," take another look at what you're doing. Perhaps you're bogged down in minor details. You answer your phone, let your assistant handle the routine.

• Don't put a caller on hold before he or she can speak.

Don't have your phone answered by you or someone on your staff saying, "This is the Charles Company — will you hold, please?" When I hear that, I want to yell back, "Sure, I'll hold, but your building is on fire!"

More and more businesses seem to be putting callers on a "fast hold." Some airlines get around the problem somewhat by having a tape recorder answer, "All of our lines are busy right now, but your call will be answered soon, in the order in which it was received. In the meantime, we hope you'll enjoy listening to some music." Others play recordings of their flight schedules. But some companies step over the bounds of good taste, I believe, when they feed your ears with straight

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I answer a request to hold quickly, saying "I'm calling long distance," or "Do you take phone orders?" Of course those replies don't stop a recorder. But they often get action from a phone operator.

The solution is clear: If you are getting more than two or three calls a day which you or your staff has to start by putting the caller on hold, you need to expand your phone service. Get someone else in the office to answer when you are already on the phone. Or, as a poor alternative,

is "protecting" you by hiding the fact that you're at your desk. But clearly, this practice simply damages your image in the minds of callers.

To make sure your phone is answered properly, make a call to your own phone every now and then. If your voice is recognizable, then have your spouse, a friend or an associate call you while you listen in on another phone. Make sure your calls are being answered the way you want them to be — quickly, pleasantly, honestly, in a style that helps, not hinders, your business.

Rude Behavior

• **Don't answer the phone when you're talking with someone in person.**

That's about the same as letting someone march into your office and barge into a conversation. It's an undesirable interruption if it's by phone or in person. It's discourteous, distracting, despicable.

How can you block such interruptions? Most people stop in-person interruptions by closing the office door. You can do the same with your phone. "Close" it to incoming calls during the time you're meeting with someone.

If you have a secretary, tell her, as you begin an in-person conversation, "No calls, please." Besides blocking interruptions, that action has an additional benefit: It impresses your visitor, making him or her feel that you're giving your full attention to his words.

If you don't have a secretary, or if he or she, too, is busy on a project that shouldn't be interrupted, have the switchboard operator, an assistant, or someone else on the staff take your phone calls for you while you're meeting with a client. Have the person taking your call jot down just the name of the person calling and his or her phone number. Then be sure you call back promptly — certainly the same day, better within an hour or so.

Consider the opposite of blocking calls: your phone interrupting your guest repeatedly or even occasionally. Maybe you are one of those talented people who can keep track of both the in-person conversation and the telephone calls. But what might

your in-person customer be thinking?

First, he or she may wonder just how much importance you're placing on this meeting. Next he may wonder, Shall I repeat my last point, after this phone call is over? Finally, the person may begin to think that maybe he or she should take his business elsewhere.

But the alert reader might now be thinking that this technique of blocking phone calls conflicts with the first tip in this article — answer your own phone!

Not really. Answering phones is not an exact science. It's an art. It's creative. You have to adapt these tips to your situation. Try to answer your own phone as often as you can; block your phone when your other duties require you to.

• **Don't leave one call to get involved with another call.**

How you handle such a situation is a matter of balance and judgment. Certainly there are situations when you're talking on the phone with one person, you get another call, and there's no one around to take that second call for you. What should you do then?

Remember that the caller you're talking to got there first, and that ancient guide "first come first served" still makes sense. But if that conversation has been going on for some time — say five minutes or longer — the caller may understand if you say "I've got another call. I don't want to cut you short, but would you mind if I leave you for a moment just to get that caller's name and number? I'll be back with you immediately." Such an explanation is certainly better than the usual "I got another call — hold please," and a click as the line goes dead for a while.

Again, you need to be concerned about your timing. Even a carefully stated explanation of why you're leaving the line probably won't be accepted well if you make it in the first minute of a call. If two calls do come to you in quick succession, it may be better to just let that second call ring, rather than desert the call you've just started.

Self-Analysis

Another technique used by many busi-

The serious misusers are the people for whom the telephone serves as a lifeline.

switch on a tape recorder which answers your phone automatically.

• **Don't ask "Who's calling?" in answer to "Is Mr. Smith in?"**

The publisher of one of my visual aids for learning public speaking breaks this rule on every call. At first I thought he was recognizing my voice and trying to avoid me. But I checked with a few other people who do business with him and found it was standard procedure in his office.

There's little a caller can do. I ask, "Is he in?" The reply is usually persistent: "Who shall I say is calling?" Sometimes I pretend I didn't hear and say, "I'm sorry, I didn't quite hear you. Is Mr. Smith in?" Frankly, I lose this game more often than I win, but sometimes it's fun to play. Most of the time, however, I simply get madder and madder, trying to conceal my anger, of course.

But there is something you can do if you're using this technique. Stop it. Maybe you have an eager secretary, assistant or other staff member who thinks he or she



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ness persons receiving a second call is to tell the first caller “I’ve got another call. Let me take it and I’ll get back to you later.” That might be accepted by close friends or long-term business contacts. But even they might well feel uncomfortable if you say that.

The best technique: Have someone else ready to take your calls when you’re already on the line. Or, again, have an automatic device ready to switch on.

However, if you’re often faced with a call coming in while you’re already on the phone, answer these questions to yourself, honestly:

- Am I talking on the phone too much, too often or too long?
- Am I keeping my calls on the subject, without wandering into yesterday’s ballgame, or this weekend’s concert?
- Am I getting too many calls? Do I need an assistant?
- Am I making too many calls? Could I eliminate some without much of a loss? Combine calls? Write more notes, memos, letters, to my callers?

(But a warning: A phone call, even cross-country, is almost always less costly than writing. Some analysts claim it costs up around \$9 for an office to mail a short memo — counting dictating or writing time, typing time, filing, paper, postage, and such.)

- **Don’t give slippery, copout replies on the phone.**

Because few offices record phone calls, and because many people take but limited notes about their phone conversations, statements made on the phone may be considered less binding than written statements. That leads many people to give vague, marginal, questionable information on the phone. They seem to feel they can give approximate figures, for example, then confirm them later. Or people on a phone often pass the buck — the call — to others, taking less responsibility than they might if they were talking with the caller in person.

For example, I just telephoned the local sales office of one of the world’s largest manufacturers of copy machines — a company you see advertising on television frequently, bragging about their “service.” I called to get the figure I’ve seen the company use in many of its ads — the cost of writing a memo. I asked not for the figure, but for the phone number of the company’s corporate headquarters, so I could talk with a public relations representative. My call was bumped to three people, and not one could tell me the number to call. The last one said, “We just use a company phone line, direct. I don’t know what number you can call them on.” And they made no effort to find out, to call me back, or to have their public relations staff call me.

That answer they gave me is, of course, a copout. Perhaps I got it because I didn’t seem to be wanting to buy one of their machines, so the small-town sales staff quickly dumped me. Their company missed out on a chance for a good mention in this important international magazine!

Many staffers hedge their answers on the phone with slippery statements — “As far as I know . . .” or “To the best of my knowledge . . .” or “The last I heard on that was . . .”

Such lines leave the speakers with plenty of options to cover their tracks later, when accurate or additional facts are pinpointed.

Certainly you’ll face many situations in which you don’t have the information right at hand in the middle of a phone call. Then your answer should be “I don’t know, but I’ll find out and call you back.” Or, “That’s not handled by our office, but I’ll have the right person call you — or, if you prefer, I’ll give you her phone number.”

Taped Messages

- **Don’t misuse an electronic telephone answering device.**

Today a growing number of offices ranging from one-person operations to large corporations are letting machines answer their phones. But those machines often produce a harmful impact on a caller.

One local business that I phone often has such an automatic tape recorder answering its phone. But the staff listens in at the same time! The machine tells me to dictate a message; I start to give it my name and suddenly a live voice comes on

the line. My immediate thought is, This outfit just wants to screen its calls. It seems to use the machine to get time to decide whether or not to answer the call live. That is, of course, an insult to callers.


Another misuse of electronic answering devices is by the many people who try to be creative in giving callers the taped instructions. I’ve called businesses which told me such things — on their tape machines — as “This is Alice, my automatic answerer . . .” Another said, “Lucky you! I’m out, but my super-duper tape recorder will help you instead.”

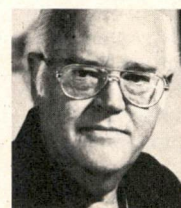
Recorded messages that put down the caller are another type of misuse of telephones. One tape told me, “We’re really very busy here right now, but if you’ll leave your name and number, we’ll call you between four and five this afternoon — that’s the only time we handle phone calls.”

The best message to put on your automatic answerer is brief, simple and direct. You should make no attempts at cleverness, explanations or other embellishments. You’ll probably get the most favorable reactions — or at least the fewest negative results — by recording this: “This is the office of Jane Jones. Please leave your name and phone number, and

Machines often produce a harmful impact on a caller.

I’ll call you back just as soon as I can. Thank you.”

Now, how might you start avoiding those seven undesirable practices on your phone calls? Breaking bad habits — old habits — can be difficult. But here’s a technique that works for many people: Post a list of those phone practices you want to discontinue. Post it right next to your phone, so you’ll see it every time you handle a call. We could print a nice, neat list here, for you to cut out and post — that would make the task quick and easy. But if you take the time to write out the list yourself — by reviewing the points in this article, then jotting down the key tips in your own words — you’re much more likely to use and remember them. And if you do post your own list, chances are higher that in just a week or so you’ll find yourself to be a much more effective user of the telephone. Try it and see! That is, try it and listen! 



Leon Fletcher is an emeritus professor of speech at Monterey Peninsula college and author of more than 215 publications.

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Louisville, KY — 1st & 3rd Thurs, 7:15 p.m., Unity Personal Development Center, 757 S. Brook St. (583-5559).

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Lakewood, CO — Tues., 7 p.m., Applewood Village Clubhouse, 18th and Robb (939-7407).

4958-32 Public Utilities

Tacoma, WA — Fri., 7 a.m., Tacoma Utilities Bldg., So. 35th & Union (593-8298).

4940-35 Hill Farm

Madison, WI — 2nd & 4th Tues., 11:30 a.m., Hill Farms State Bldg. (267-7835).

4955-35 Southwest

Greendale, WI — 1st & 3rd Wed., 7 p.m., Great Midwest Savings and Loan, 5150 S. 76th St. (282-1244).

4937-35 Mid-Towne

Milwaukee, WI — 1st & 3rd Wed., 5:30 p.m., Wisconsin Telephone, 845 N. 35 St., Rm. 117.

4939-38 South City Bell

Philadelphia, PA — 2nd & 4th Wed., 6 p.m., Bell of Pennsylvania, One Parkway (829-0830).

4947-46 Toast of the Town

New York, NY — 1st & 3rd Wed., noon, New York Telephone Co., 375 Pearl St., 7th Fl. (766-0488).

740-47 Hallandale

Hollywood, FL — Thurs., 7:15 a.m., Holiday Inn, 1920 Harrison St. (981-4270).

4953-47 9100

Miami FL — Tues., 12:15 p.m., Federal Reserve Bank-Miami Branch, 9100 N.W., 36th St. (883-4451).

4945-48 Enterprise

Enterprise, AL — Thurs., 7 p.m., Enterprise State Junior College, Faculty Dining Room (393-2730).

4956-52 Zipmasters

Van Nuys, CA — 2nd & 4th Mon., noon, El Gato Restaurant, 7324 Sepulveda Blvd. (908-6624).

4951-54 Galesburg

Galesburg, IL — 1st & 3rd Wed., 7 p.m., Burlington Northern General Offices, 796 S. Pearl St. (342-7379).

4946-56 Exxon Club

Houston, TX — Tues., 11:30 a.m., Exxon Building, 800 Bell, Rm. 748 (656-1878).

4952-56 MHMR

Austin, TX — Wed., noon, Texas Dept. MHMR (Central Office), 909 W. 45th St., Rm. 240 (465-4537).

4942-U Udhailiyah

Udhailiyah, Dhahran, Saudi Arabia — 1st & 3rd Mon., 7 p.m., Gulf Club House (76894).

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La Boca, Republic of Panama — Thurs., biweekly, noon, Panama Canal College.

4957-U Nagoya

Nagoya, Japan — 2nd & 4th Sat., 3 p.m., Aichi Prefectural Chusho Kigyo Kaikan (03/271-3258).

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Merritt 539-57, Oakland, CA**30 Years**Northeast 1161-2, Seattle, WA
Boulevard 1144-7, Portland, OR
Lafayette 1127-11, Lafayette, IN
KLA-HOW-YA 1181-32, Port Orchard, WA
Reynolds 1148-37, Winston Salem, NC**25 Years**Town & Country 2488-F, Colton, CA
Naval R & D 2539-5, San Diego, CA
Georgia-Carolina 2523-14, Augusta, GA
Beta Aloosters 2524-23, Albuquerque, NM
John Alden 2467-31, Boston, MA
House & Urban Development 1795-36, Washington, D.C.
Hazelton 2405-38, Hazelton, PA
Kit Carson 2299-39, Carson City, NV
Hubbard Trail 2571-54, Hoopston, IL**20 Years**Bend 2999-7, Bend, OR
Gaslight 3523-10, Greater Cleveland, OH
Nashua-Hudson Area 2440-45, Nashua-Hudson, NH
Concord West 2107-70, Concord West, MSW, Aust**15 Years**Speakeasy 1789-6, Golden Valley, MN
Gen Tel 3111-11, Ft. Wayne, IN
Gaveliers 2252-14, Milledgeville, GA
Downtown 1622-18, Baltimore, MD
Pottstown 826-38, Pottstown, PA
Ft. Myers 1702-47, Fort Myers, FL
Advance 3050-69, Brisbane, Qld., Aust
Sea Eagles 2951-70, Sydney, N.S.W., Aust
TM Club of Singapore 357-U, Singapore**10 Years**Gear Gassers 3079-28, Troy, MI
Friendly 3040-37, Greensboro, NC
The Unity 837-47, Bushnell, FL
Stanthorpe 1659-69, Stanthorpe, Qld., Aust
Boomerang 1791-69, Rockhampton, Qld., Aust
Canterbury-Hurlstone Pk. 3783-70, Hurlstone Park, N.S.W., Aust

New Clubs

4954-1 City National Bank Speakers

West Los Angeles, CA — 2nd & 4th Thurs., 6:30 p.m., May Co., Terrace Room, Overland-Pico (736-1610).

4959-3 ITT Courier

Tempe, AZ — Thurs., noon, ITT Courier Terminal Systems, 1515 W. 14th St. (894-7859).

4938-8 Capital T

St. Louis, MO — Monthly, Location varies each meeting (962-5251).

39-10 North Coast

Euclid, OH — Mon., 7 p.m., Perkins Cake & Steak, 22780 Shore Center Dr. (731-4748).

Philadelphia: An End and a Beginning

Everyone runs on a different schedule, I suppose, depending on the ways in which we must organize our lives. Most of us on the World Headquarters' staff think of convention week as both the end of the year and, at the same time, the beginning of the next year.

Once the last, lingering details from Philadelphia (like paying the bills, writing thank-you notes and unpacking our return shipment of materials) are completed, life at 2200 North Grand will again revolve around upcoming revisions in the club and district officers' materials, new advanced manuals and details to be worked out already for next year's San Diego convention.

But before we close the book entirely on the "Philadelphia Story" there are a few loose ends to tie up. If you were in Philly, you've probably already looked at our wrap-up article in this issue, but if you weren't there and didn't bother to read the convention story, take a minute to turn back to page 16 and see what you've missed. At the risk of sounding immodest, this convention was the best we have ever presented.

Overwhelming thanks are in order to an outstanding group of District 38 Toastmasters: co-chairmen Grafton Dickson and Frank Swiacki and an "all-star" committee of past district governors John Foster, Russ Bruno, Jim Beissel, Paul Cathey and Ginny Goodrum who was our organist for the week. Past International Director Tom Marra took care

of many of the preliminaries. Evelyn Robinson headed up a great hospitality and information committee, and scores of others from throughout the district helped, many of them taking a week's vacation from work just to assist us.

A convention as massive as ours needs all the help it can get and the Franklin Plaza Hotel staff did a remarkable job. Convention services manager Frank McShane, catering manager Antonio Sedrin and audiovisual wizard Franklin Anderson kept things moving at all times.

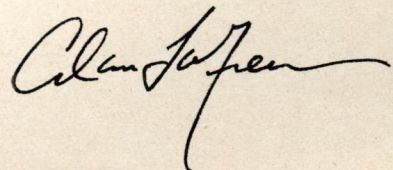
But, even more than personnel and arrangements, a convention like ours succeeds (or fails) largely on the basis of its educational program and guest speakers. Highlighted by the appearance of Dr. Joyce Brothers, we had an outstanding array of speaking talent covering topics as wide-ranging as Lou Hampton's session on television presentations to Arnold Abrams' program on body language. I was particularly impressed by the large number of speakers — such as Suzy Sutton, Ty Boyd, Nick Carter, Dick Caldwell and Herb True — who stayed with us for all or at least a major part of the week, visiting with our members, enjoying themselves tremendously, and truly becoming a part of our group.

The unsung heroes of any convention are the Toastmasters' staff. Most of us try to fade into the woodwork as much as possible, do our best to make each presenter look his or her best on

stage and keep the proceedings running on schedule. Long hours are the norm for this group, and their professionalism always shows through. So, as far as I'm concerned, Larry Langton, Nancy Langton, Marcie Powers, Don Smith, Tom Dell, Debbie Horn, Flora Wiley and, of course, Terry McCann rightfully deserve to take a bow. Toastmasters Will Tolles and Gene Selig were always there with their cameras to do their part by recording the memories of this special week.

Shortly after last year's convention, I remember receiving a letter from a Toastmaster who said, "I'm almost afraid to go to Philadelphia if it affects my life as profoundly as Phoenix did." This year's convention affected everyone involved and how could it not? Amassing the collective energy of 1500 Toastmasters can be positively awesome, and it's this energy that keeps the spirit of these conventions alive from year to year.

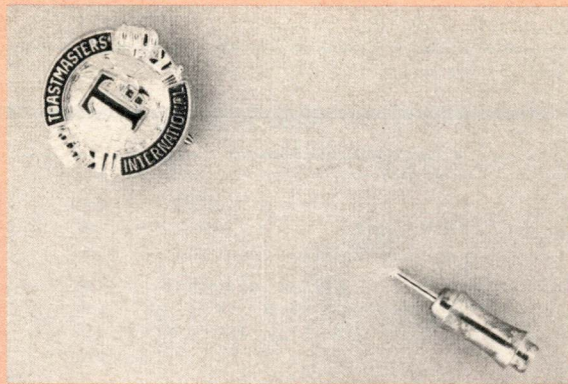
Philadelphia is history... today there are phone calls to make to San Diego and a time for new beginnings.



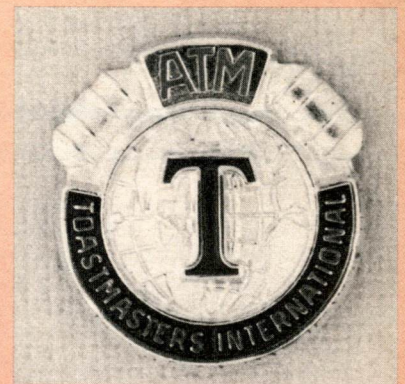
Alan LaGreen



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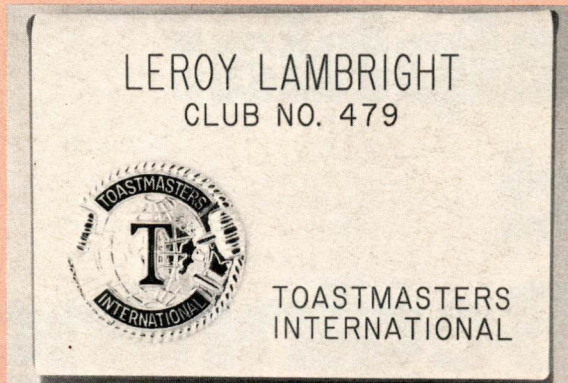
5700



5930



5802



343



5941

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See the Supply Catalog for more samples of official pins and jewelry. When ordering, add postage and handling charges as follows: Pins 1-12, 30 cents; 13-24, 60 cents; more than 24, 80 cents. Brooches and other jewelry: Add 30 cents each. California residents add 6% sales tax. All prices are subject to change without notice. Send your order with your club and district number to: Toastmasters International, P.O. Box 10400, Santa Ana, CA 92711.