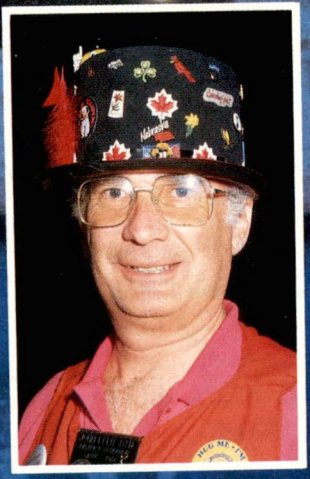
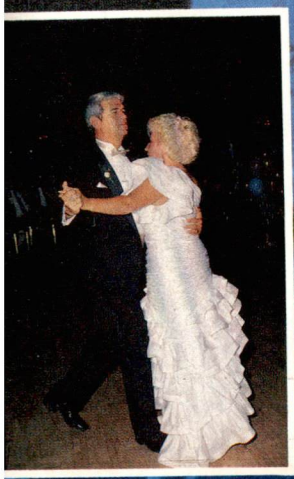


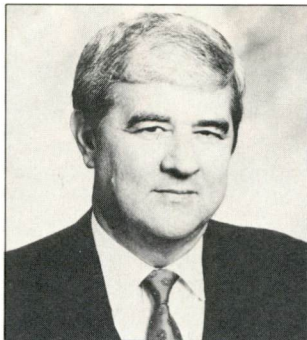
THE Toastmaster

OCTOBER 1988



'88 Convention draws record-setting attendance





Toastmasters: Touching Tomorrow Today

When Dr. Ralph Smedley met with that group of young men in the Bloomington YMCA in Illinois, he admittedly had no "prophetic vision" of a world-wide organization with thousands of members. In a quiet, unassuming way, however, he was helping an ambitious group of young men prepare for a brighter future. He was Touching Tomorrow Today.

Everything we do today affects our future. Our daily decisions—how we spend our time, how we define our values, with whom we associate, which books we read, what goals we set—all determine what our tomorrows will be like. It is because I believe that people are largely responsible for their own destinies that I have chosen as this year's presidential theme "Toastmasters: Touching Tomorrow Today."

The astounding and long-lived success of AT&T's "Reach Out and Touch Someone" advertising campaign is strong reinforcement of the importance of touch. No other sense brings to mind the same warmth and emotion. From infancy to old age, touch is essential to physical and emotional well-being. Nothing is more devastating to the human spirit than to be ignored. Toastmasters are aware of the importance of touch and this is evidenced whenever they get together. Touch symbolizes the importance of the individual, the need for human warmth and the need for care in our Toastmasters clubs, district operations and international promotions. When we truly care, we won't neglect other important aspects of our organization.

Solomon, credited in the Bible as the wisest of all men, is quoted as saying, "Where there is no vision, the people perish." In Toastmasters, our personal and organizational visions demand planning. We must set goals, devise plans and dream dreams. Today's complicated, rapidly changing world requires that we have the ability to plan for the future and make necessary changes for progress.

Today denotes the urgency, reality and action of our plans. A dream without action is meaningless. We must evaluate to ensure that our Toastmasters mission is implemented at club, district and international levels. In our quest to achieve our mission and make a better tomorrow, we must enjoy today. The greatest value in any endeavor comes from daily growth, change and work. The process of becoming can never be compared to the less fulfilling process of arriving. To most effectively "touch" tomorrow, we must enjoy the journey today.

These closing lines from a verse by Audrey Good convey my thoughts for all of us:

*My dreams of yesterday faded
'Twas then I realized and knew
That yesterday's tomorrow was today
And I, this hour, could make my dream come true.*

May this next year see all of our dreams come true as together we Touch Tomorrow Today.

Tom Richardson
TOM B. RICHARDSON, DTM
International President

THE Toastmaster

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A Quiet Moment—Newly inaugurated President Tom B. Richardson opens the President's Dinner Dance with his First Lady, Peggy.

G'Day, Mate—Past District 70 Governor John Keen, DTM, wears many hats.

Victory, at Last—1988-89 President Tom B. Richardson congratulates International Speech Contest winner Jerry Starke, DTM, of Milwaukee, Wisconsin.

In the Spotlight—A Toastmaster captures a prized moment with legendary Chubby Checker, the "King of Twist."

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▼

My First Convention — The Ultimate Toastmasters Experience

BY MARY C. CASWELL, CTM



Say Cheese—Two of the many volunteers from District 36 pose for the camera.

“After this ‘80s version of a ‘60s ‘love-in,’ it seemed that one felt nothing but good.”

I first became a Toastmaster in March 1985, and three years later, I feel that it was one of the greatest things I ever did.

Some months after joining Toastmasters I learned, to my absolute delight, that my home district, District 36, would be hosting the 1988 International Convention. I eagerly counted the months to this ultimate Toastmasters experience.

I have attended many club, area, division and district functions, and to paraphrase Will Rogers, I had never been to a Toastmasters event I did not like. It seemed, then, that the biggest event of all would also be one I would remember — and it definitely was. I really felt lost on Sunday, August 1, when the five active days of convention pioneering was over.

My feelings at the conclusion of the convention defy description. After the ‘80s Toastmasters version of a ‘60s “love-in,” it seemed that one felt nothing but good. Love, enthusiasm and understanding of humanity lifted my heart — proof of Toastmasters’ hallmark of caring and supportiveness. Yes, I will always cherish the kaleidoscope of memories of my premier and hometown convention.

Without hesitation I volunteered for active duty at the convention. I was proud to serve as opening ceremony flag-bearer, and to assist inquiring Toastmasters at the Information and Hospitality desk. (Yes, we District 36 members were the ones wearing those ornate sashes and tri-cornered hats.)

Because of my Toastmasters training I have blossomed from reticent w

lower to outgoing (some would say too outgoing!) and active participant in life. I volunteered as a convention Information Hospitality worker because one of my hobbies is meeting and conversing with people. I met people from all over the world—all of whom had one thing in common: they were true Toastmasters in spirit and character.

My first convention started with a roomful of camaraderie as I participated in the "First-Timers Reception." Fellow first-timers and I were saluted by 1987-88 International President John A. Fauvel, who made us feel good when he said that newcomers are as important as convention "veterans." (Isn't that the Toastmasters philosophy anyway?)

Along with fine food and fellowship, I had the honor of being photographed with two top Toastmasters leaders: International Director Margaret Flory and President Fauvel. Along with these Toastmasters superstars, I also was privileged to meet such luminaries as Executive Director Terrence McCann, Senior Vice-President John Noonan, and of course, our new President, Tom Richardson, whose installation and inaugural address truly touched us all. His speech inspired all Toastmasters to follow his aim to "touch tomorrow today."

I couldn't attend all of the main events, but I was there for most of them. And, from a grab bag of adjectives, I'll select "superlative" to describe them.

The opening ceremonies were majestic and emotion-packed. As I walked the center aisle of the International Ballroom, I swelled with pride as I carried my assigned flag—the flag of Mexico. Keynote speaker Dave Yoho gave an excellent speech. His speech, "Yes You Can—The Four Dimensions of Powerful Speaking," was a consummate fusion of humor and pathos.

Educational seminars were just that: educational. But entertainment melded perfectly with the learning aspects—as always at a Toastmasters gathering. I would especially like to single out an opening-day session, "Getting to the Heart of It—Meeting Your Members' Needs," led by Dick Fath, DTM and a stellar supporting cast from District 36. The surprise finale featured District 36's high-kicking Housing and Urban Development (HUD) Club Dancers, starring singer Michael Jackson (actually, Daniel Brooks, DTM, who portrayed the one-gloved man to perfection.)

I also attended the Golden Gavel Lun-

cheon, at which Rear Admiral Grace Hopper, (USNR Ret.) computer software pioneer, received Toastmasters' highest award. At the post-luncheon "press conference" I asked Admiral Hopper whether she could envision computers of the future. She replied that she could not imagine today's computers when she entered the field some 40 years ago; it was an unanswerable question.

Toastmasters looking for consummate excitement need look no further than to the International Speech Contest. This event carried all the suspense and excitement of an Oscars' ceremony, and was the grand finale of our "Capital Adventure." All nine of the speech contestants were worthy representatives of all Toastmasters. Jerry Starke's winning speech, "Don't Step on Mother's Roses," was a beautiful reflection on loosening the reins of parenting. All of the speeches contained gems of thoughts to contemplate. Congratulations to every participant, and bravo to Jerry! His speech exemplified public speaking at

its best.

I didn't want the convention to end. As I stood in District 36's "farewell line" following the International Speech Contest, it was unnecessary to ask delegates if they had enjoyed themselves—to look at their faces was answer enough.

In gestures (of supportiveness and friendship), vocal variety (from enthusiastic cheering to respectful silence), and delivery, I can only give the convention a perfect evaluation.

If you've never been to an International Convention, I strongly recommend that you consider making plans now for some "Fun in the Sun" in Palm Desert, California, August 15-19, 1989. Every Toastmaster should enjoy at least one International Convention in his or her life. □

Mary C. Caswell, CTM, is a member of AMCATS Club 3151-36 in Alexandria, Virginia, where she serves as secretary and bulletin editor. She is a freelance writer for Focus Publications Newspapers in Fairfax County, Virginia.

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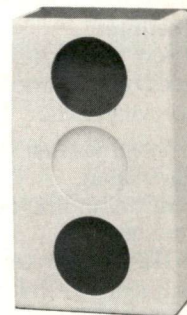
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Let's Sell the World on Toastmasters!

Some people still think a Toastmaster is a little oven on the kitchen counter.

BY THOMAS H. MCKERLIE, DTM

Remember when you joined Toastmasters? Recall that you paid the club dues, there was an induction ceremony where you were formally introduced as a new club member, you were presented with a Communication/Leadership manual, and your Toastmasters experience began.

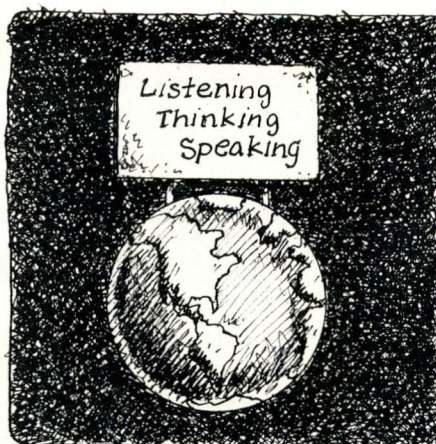
Before long, you learned that your club may be one of several clubs that together constitute an *area*. Areas, in turn, are parts of a *district*—although some parts are undistricted. Some districts are grouped into *regions*. The Board of Directors of Toastmasters International is made up of directors nominated from the eight regions and the overseas districts.

All this may have been confusing, and, at first, you probably didn't care that much. You were too busy watching your club operating, listening to program participants, struggling with Table Topics, preparing your icebreaker and being totally confused and bewildered over something called Parliamentary Procedure.

Then your club announced it was speech contest time. Quickly, you learned three vital facts:

- Toastmasters is a not-for-profit organization.
- Running this operation takes a lot of money.
- This money comes from *you*.

You learned that you were expected to support your club's speech contest by attending and buying a dinner ticket. At the contest your club held a raffle, and



you were encouraged to buy tickets. Proceeds were used to defray the expense of things such as program printing, flyers, trophies, table decorations and dinners for visiting dignitaries.

The area, division and district contests followed, then the regional and international competitions. Each step meant more tickets, more money.

Involve Your Employer

Many members feel that they *should* bear the entire cost. Toastmasters, after all, is a self-help group. The purpose is to help members grow in leadership, thinking and speaking abilities. Since we are the beneficiaries, it can be argued that the money should come from us.

For the most part, however, Toastmasters are employed by some type of organization. As members grow by participation in the club programs, skills are gained which help each individual

become a more valuable employee. Therefore, the employer also reaps benefits. Why, then, shouldn't the employer participate in the programs from which these benefits are gained? Explain the programs to your employer, then suggest that the company support your dedication to self-improvement.

The difficulty in this lies in the fact that many "outsiders" hardly know who we are or what we do. Mention "Toastmaster" to these people and they think of a little oven on the kitchen counter. Following are some suggestions for ways to make ourselves better known in the corporate world:

- Invite company managers to participate in meetings. Ask them to give talks on the company's progress, philosophy or new products. Have a different company representative involved in your program at each meeting. Involve these representatives in Table Topics. Invite them back to several meetings so they can begin to appreciate the learning experience.

Use Your Imagination

- Write press releases for the local newspapers and be sure to mention the "featured speaker" at your next meeting. Note the attendance of each representative in your club bulletin and ensure that each gets a copy. If the company has an internal newsletter, send the editor a copy of your bulletin so the event will be publicized. People enjoy seeing their name in print in a favorable context.

- Furthermore, when you have a

speech contest at any level, include a company president or other officer on your program to give a short talk (let them pick the topic—but select a contest “theme” and urge them to address it in their talk. Have another company officer help make the awards presentations.

- Use your imagination to get employers involved in every possible way. Ask their advice on places to hold speech contests, suggestions for speech material, or an idea you have for a visual aid. Then when you’ve established a firm awareness of what Toastmasters is all about, ask for their support.

- Invite one corporation to contribute the money needed to prepare the bulletin for six months. Have another lined up for the next six months. Offer to write a paragraph in each issue to acknowledge and promote the contributing corporation. This is excellent public relations and it’s short term, which makes it easier to sell.

Some corporations may have internal print shops, or at least photocopy machines, which could be used to produce your bulletin with no actual cash outlay by the company. Thank each contributor in writing and make the bulletins available to the company employees. Now you’re spreading the word to potential members, as well as acknowledging the company’s help.

Ask for Financial Support

- You need never spend another dime on trophies. Ask a company to provide the trophies for your next event. In the program, note that the trophies were donated and mention the names of the companies and responsible officials. Be sure they get a copy of the program with your written thanks.

- Ask your employer to pay half your club dues. If you’re an officer, ask for financial support so you can attend workshops and conferences.

- Don’t buy the prizes for your next raffle: invite employers to donate them. Stores can donate gift certificates or merchandise that they’d like to publicize. Present donors with certificates of appreciation. As always, be absolutely sure that each contribution is publicly acknowledged.

The benefits of this sort of cooperation with businesses are numerous. Costs will be lower for you and your club, allowing

Continued on page 26

Is Toastmasters a Secret?

BY TONY STEIERT, DTM

With all the benefits Toastmasters International has to offer, it’s difficult to understand why we don’t have at least twice as many clubs and members. Are we slipping into comfortable complacency? Are we keeping Toastmasters a secret? We all know the answers. It takes more work on our part.

Is there any Toastmaster who can’t sign up a member or two in a year? Surely each club could start a club in a few years. Are clubs which boast of having 50 members really serving membership? They should split and charter an additional club to provide more educational and growth opportunities for members. Our retention rate can be improved. Do we keep a challenge before members? It’s unfortunate that so many quit before even reaching CTM level.

Opportunity knocks wherever we go: at work, church, school and even while vacationing. As I write this article in the Arapahoe Ski Lodge in Winter Park, Colorado, I’ve just shared a few minutes about Toastmasters with Pat, a skier from Houston. Although his father had been a member for some years, Pat had never attended a Toastmasters meeting. I gave him a leaflet and my card and invited him to phone the chamber of commerce and the local library when returning home, to learn of a Toastmasters club meeting at a location convenient for him. He said he would and thanked me for the leaflet and for sharing about Toastmasters with him. So Houston Toastmasters clubs: welcome Pat Green. You see, it’s easy and it works.

Share with those around you. Carry leaflets, hand a copy to your co-workers, teachers, friends and neighbors. Opportunities abound to have guests and sign up new members. Thousands of prospective members need only a little encouragement. Just notice them and invite them inside.

Many organizations offer training in communication at considerable cost in time and money. None provide the self-paced, inexpensive training available through Toastmasters. “Learn by doing” is definitely the most effective training available through Toastmasters.

I’ve enjoyed the opportunities to share the news about Toastmasters and help many nervous new members become poised speakers, excellent communicators and productive leaders.

“But it takes time,” you say. Sure it does, just a little. Do we devote twenty minutes a day to self-improvement in Toastmasters? Would you match the time you spend on coffee breaks to tell others about Toastmasters? Few members devote much time to the organization unless they are club or district officers or are working on special projects, Speechcraft programs or workshops.

Let’s all go to work and spread the word. Let’s really get excited about Toastmasters and enthusiastically tell those around us. Remember, someone shared their experiences with you. Please don’t keep Toastmasters a secret.

□



Tony Steiert, DTM, is a member of Peak Trailblazers Club 2191-26 in Colorado Springs, Colorado. A Toastmaster for 35 years, his motto is “Take Time for Toastmasters.”

Editor’s Note: Building membership in your club can be rewarding in many ways. In addition to helping your club grow stronger, you will reap these benefits as part of our Annual Membership Program:

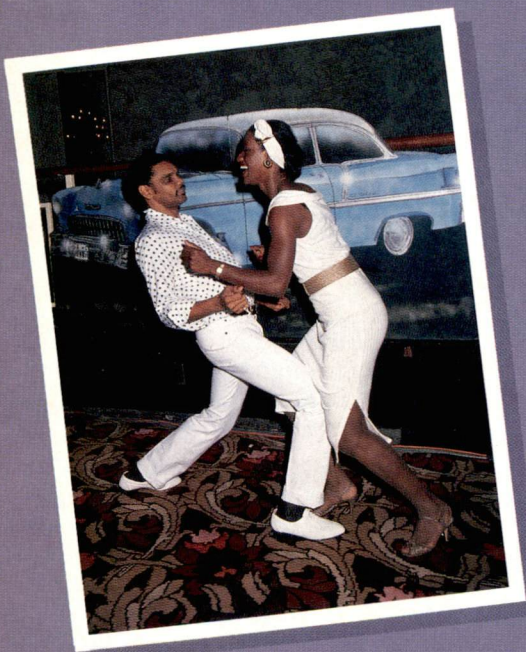
- Toastmasters International Membership Building Pin - for the individual who sponsors 5 new members.
- Pocket Evaluation Folder - for bringing in 10 members.
- Toastmasters International necktie, lady’s ascot scarf or perpetual wood calendar— for 15 or more members.

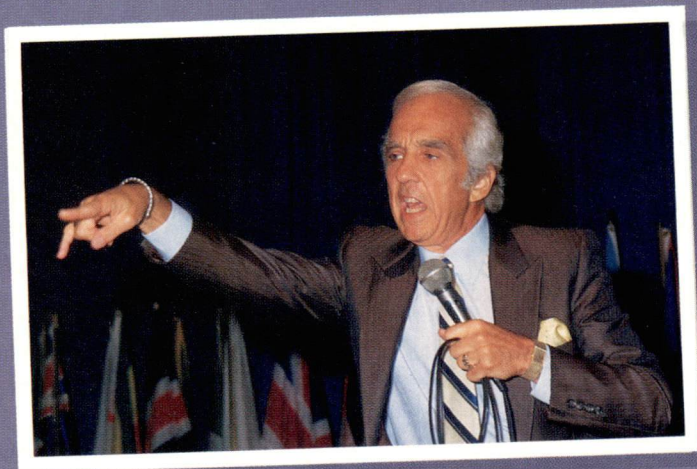
There are also two seasonal programs that reward clubs building membership— Anniversary Month and Get Into Action Month.

For more information on these programs, consult The Toastmaster magazine or TIPS or contact the Membership and Club Extension Department at World Headquarters.



A Capital Adventure '88 Convention Voted Supreme by Delegate





A record-shattering 2100 Toastmasters converged on Washington, D.C. — a city whose monuments pay tribute to America's great leaders, orators and communicators — to attend the 57th Annual International Convention.

Delegates and their families from fifty countries throughout the world united to celebrate the art of communication during five exciting days, August 16-20. For many, this was not only their first convention, it was their first visit to the United States.

Irene Ritter of Zurich Club 3906-U in Zurich, Switzerland, was one of the first-time conventioners.

"The long trip to the States was definitely worth it," she said. "The educational sessions were very interesting and inspiring. But the best part of the trip was the realization that Toastmasters all over the world have a common bond, and do things in similar ways."

The convention was the climax to a year of achievement and growth by Toastmasters International and its award-winning members, who came to Washington for even more education and inspiration. During exciting daily educational sessions in the elegant Washington Hilton and Towers Hotel, delegates were enriched by great speakers and communication experts. Throughout the convention, they also discovered new friends, encountered new ideas, enjoyed quality entertainment — and of course,

viewed the impressive sights of the historic capital city.

Culmination of a Successful Year

The "Capital Adventure" began with color and pageantry on Wednesday, August 17. A parade of proud delegates, accompanied by a rolling drumbeat, carried 50 national flags down the aisle of the International Ballroom to symbolize the unity and diversity of Toastmasters throughout the world. After Host District 36 Governor Robert Megill, DTM, delivered a warm and enthusiastic welcome, 1987-88 International President John A. Fauvel, DTM, greeted everyone with a rousing reflection on the past year.

"What a year!" he exclaimed. "There is no question that this is an organization of achievers. Toastmasters, you have re-written the record book. We have enjoyed an incredible year. In every area of recognition and individual accomplishments, we have improved. At this moment, with approximately 140,000 members and 6,500 clubs, we stand at the highest point ever in the history of this organization."

While expressing his pleasure and pride in the achievements of the organization, President Fauvel cautioned against forsaking quality in the push for quantity. He related the proposed changes in club and district structure — to be discussed at Thursday's business meeting — to the quest for quality.

Opposite page, from left:

They Are Achievers—
The nine contestants of this year's World Championship of Public Speaking.

"Toastmasters Twist Champs"
—Darcy Lopes of Curacao, the Netherlands Antilles, and Veronica Blakely of Tampa Florida, strut their winning stuff.

Color and Pageantry—The flag of New Zealand—the home of 1987-88 President John A. Fauvel—is proudly carried during the opening ceremonies by District 72's Educational Lieutenant Governor Len Jury, DTM.

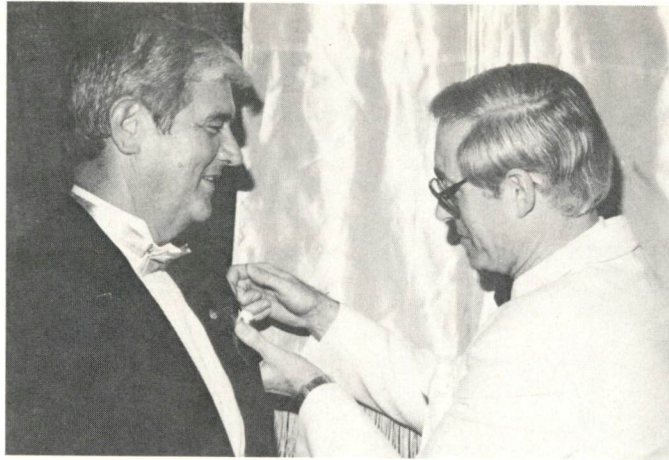
Election Excitement—
Past District 68 Governor Sammie McKenzie, DTM, and his wife, Laverne.

Proxy Prowl—Ian Edwards, DTM, with his campaign team.

Captivating Keynote—
Nationally acclaimed orator Dave Yoho: "Start out each day by telling yourself, 'This is going to be a great day!'"

A Terrific Host—Host District 36 Chairman Tosh Hoshide, DTM, makes sure everyone's having a great time.

Golden Moment—Rear Admiral Grace Hopper receives the 1988 Golden Gavel Award from 1987-88 President John A. Fauvel.



From left:
Celebrating Life—Speaker
 Arabella Bengson, DTM, shares
 how to turn a midlife crisis into an
 opportunity for growth and joy.

Passing the Torch—
 1987-88 President John A. Fauvel
 gives incoming President Tom B.
 Richardson his presidential pin.

"Beyond Words"—Dr. Arnold
 Abrams demonstrates body
 language to a captive audience.

"Tomorrow, we have the opportunity to cross a new horizon," he continued. "We then have the challenge to ensure that the integrity of our programs is matched by the quality of our actions.

"There is no question that members are proud to be Toastmasters," he continued, "but I believe we all can accept the challenge to show more of that pride and perform better." Today's members have an obligation to the future, he emphasized. "Let us never forget, this organization — Toastmasters International — is not given to us by our leaders of today, but is borrowed from our members of tomorrow!"

President Fauvel set a record during his term by traveling 110,000 air miles to visit ten districts in the U.S. and four in Australia and his homeland of New Zealand.

His visits were highlighted in several newspaper articles and in more than 400 minutes of television and radio air time.

"In all of my visits to corporations, military bases, universities and so forth, I found that the people in charge had a basic knowledge of Toastmasters International and were only too willing to receive a follow-up visit by our Toastmasters," Fauvel reported.

Executive Director Terry McCann, reporting on organizational growth, said, "Dr. Ralph Smedley, our founder, dreamed many years ago of reaching 150,000 members. Let me tell you, we've achieved 139,000 members and our growth rate continues to soar. I think very soon we will be at 150,000.

"Dr. Smedley also had a vision 30 years ago of building 500 new clubs in one year. President Fauvel told our district officers and international leaders 'We're not going to build 500 new clubs. We're going to build many more.' And we did! We built 638 clubs this year — our total now is 6,478 clubs. This is a credit to the vision, planning, dedication and drive of you, our valuable

members.

"But numbers don't tell the whole story they don't measure the quality of our club programming — the key to keeping members in Toastmasters. To make certain that our club meetings live up to members' expectations and that promised results are met, we must ensure that every meeting is a quality meeting."

He encouraged club members to "turn the searchlight inward" and "determine exactly what is happening or not happening that may drive people away. Building quality into your club meeting is not a problem, but an opportunity."

Prominent Speakers

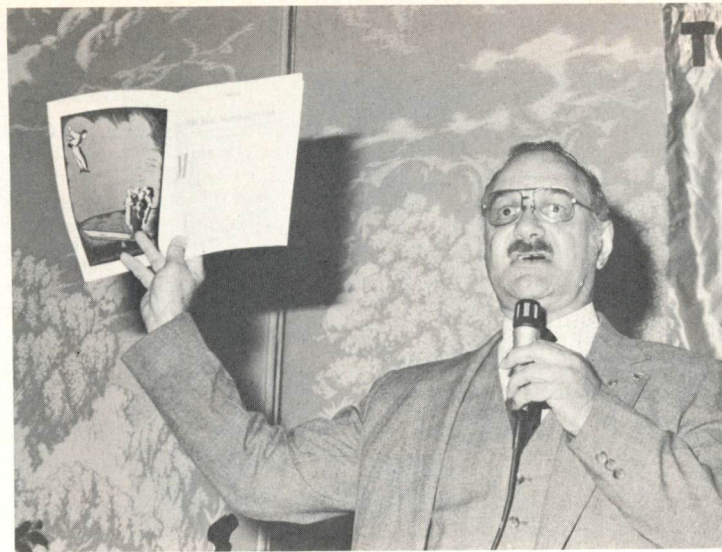
Keynote speaker Dave Yoho delivered a riveting message of positive thinking in his address, "Yes You Can — The Four Dimensions of Powerful Speaking."

This nationally acclaimed orator, who himself has overcome three congenital speech defects, shared his personal recipe for conquering adversity. "Our world is submerged in negativity," he noted, "but we have the opportunity to control our attitudes and feel good about ourselves.

"Start out each day by looking at yourself in the mirror and telling yourself, 'This is going to be a great day!'

"Don't ever measure yourself against others. Write down what you believe is the greatest gift you have to offer to the speaking profession and recite it to yourself daily. Don't ever let your dreams die."

An innovative businessman who founded his own company at age 28 and built it into a \$60 million conglomerate, Yoho now is a training and marketing consultant to some of the largest corporations in the USA. He encouraged public speakers to be optimistic and exude kinetic energy. "It's how you feel about the audience that's important



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From left:
Election Secrets—Delegates
share last-minute views
before voting.

Keys to Success—Past Interna-
tional Director Lou Kiriazis,
DTM, discusses the ingredients
of the ideal Toastmasters
experience.

Shake, Rattle and Roll—
District 33 Governor Wendy
Farrow, DTM, dances the night
away.



From left:
Presidential Embrace—
 1987-88 President John A.
 Fauvel is congratulated for a job
 well done by his predecessor,
 1986-87 President Ted C. Wood

The Final Vote—*Delegates elect
 the organization's new leaders.*

Down to Business—*Members
 of Toastmasters Board of Direc-
 tors discuss the organization's
 future during Tuesday's open
 Board meeting.*

— not how you feel about yourself." The four characteristics of a dynamic speaker, he said, are energy, which comes from self confidence; persuasiveness; optimism; and discipline.

The thoughts expressed by Yoho, President Fauvel and Executive Director McCann were expanded upon throughout the week by outstanding speakers — all experts in their respective fields — who shared their own techniques for personal and professional success. These speakers gave delegates new inspiration as well as educational tools to bring back to their clubs.

Those appearing included body language expert Dr. Arnold Abrams; management consultant and author Jeff Davidson, who shared personal marketing techniques; noted author and consultant Margaret Bedrosian; and popular humorist Larry Wilde.

Among the many Toastmasters who also took up the challenge to teach were Past International Director Margaret Hope, DTM; Joan Graham, ATM; International Speech Contest Champions Arabella Bengson, DTM, and Will Johnson, DTM; voice inflection expert Joe Guilford; and communications specialist Donn Le Vie, Jr., ATM. Moreover, Elly Ezra, DTM, demonstrated how to market the Toastmasters program, Dawn Miller offered a four-step approach to preparing a speech, and Gail C. Lee, DTM, discussed tips on stress management.

Other accomplished Toastmasters conducted lively panel discussions: Past International Directors Jim Smith, DTM; Lou Kiriazis, DTM; and Ed Nygaard, DTM, shared from their combined sixty years of Toastmasters experience on the topic of "Secrets to Club Success."

Dick Fath, DTM, moderated an enthusiastic panel of District 36 Toastmasters, including Louise Butler, ATM, Daniel Brooks, DTM, and Nora Everett. This group discussed how

to best meet members' needs. Featured in Wednesday's Speakers' Showcase were Michael Ditkoff, ATM; Allan Kaufman, DTM; Allan Misch, DTM; John Sleight, DTM; and Jane Wahlgren, CTM.

Accredited Speaker Mark Campbell, ATM, challenged delegates to "Risk It" and achieve personal success; Rick Phillips shared nine steps to build a winning speech; and oral communications expert David Wolford answered the question "What do tomorrow's corporate leaders learn from Toastmasters?" Past International Directors Fred Ludwick, DTM, and P. Gregory McCarthy, DTM, joined Deanna Brown, ATM, and Edward J. Fox, DTM for a lively session on "Toastmasters in the information age."

Choosing New Leaders

Many of those attending the convention were there not only to learn and compete, but to elect Toastmasters International's new leaders for the upcoming year.

After two days of vigorous campaigning, delegates at Thursday's Annual Business Meeting elected Tom B. Richardson, DTM, as Toastmasters' 1988-89 International President; John F. Noonan, DTM, as Senior Vice-President; A. Edward Bick, DTM, as Second Vice-President; and Jack Gillespie, DTM, as Third Vice-President.

Delegates also elected nine Toastmasters to two-year terms on the organization's Board of Directors: Renate Daniels, DTM, of Carson City, Nevada; Earl Chinn, DTM, of Poway, California; Pauline Shirley, DTM, of Wylie, Texas; Ian Edwards, DTM, of West Des Moines, Iowa; Clare Murphy, DTM, of Brisbane, Queensland, Australia; Patricia Van Noy, DTM, of Indianapolis, Indiana; Bill Gardner, DTM, of Scarborough, Ontario, Canada; Doris Anne Martin, DTM, of

Continued on page 14

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LOOK, LISTEN & LEARN

1988

- TS3-301** "Reports of the Executive Director and President" - Terrence J. McCann; John A. Fauvel
- TS3-302** "The Zen of Leadership" - Dan Johnson, DTM, Int'l. Dir.; Donn LeVie, Jr., ATM
- TS3-303** "WII-FM: Tune in to the Secrets of Club Success" - Carl Cottingham, DTM, Int'l. Dir.; Jim Smith, DTM; Lou Kiriazis, DTM; Ed Nygaard, DTM
- TS3-304** "Marketing Toastmasters" - Ken Tanner, DTM, Int'l. Dir.; Elly Ezra, DTM
- TS3-305** "Getting to the Heart of It" - G.C. Grown, DTM, Int'l. Dir.; Dick Fath, DTM; Daniel Brooks, DTM; Louise Butler, ATM; Nora Everett, CTM
- TS3-306** "Man Speak, Woman Speak, Power Speak" - Vince DaCosta, DTM, Int'l. Dir.; Joan Graham, ATM
- TS3-307** "How to Jump Start a Speech" - John Lister, DTM, Int'l. Dir.; Dawn Miller
- TS3-308** "Promoting Yourself" - Gary Wilson, DTM, Int'l. Dir.; Jeff Davidson
- TS3-309** "Speaker's Showcase" - Carl Miller, DTM, Int'l. Dir.; Michael Dittkoff, ATM, Allan Kaufman, DTM; Lou Mandel, DTM, Allan Misch, DTM, John Sleigh, DTM; Jane Wahlgren
- TS3-310** "Midlife: Crisis or Opportunity" - Margaret Flory, DTM, Arabella Bengson
- TS3-311** "All Because of an Orange Miniskirt" - Margaret Hope, DTM, Int'l. Dir. 1984-86
- TS3-312** "Overseas Speech Contest" - Hugh Burgay, DTM, Int'l. Dir. 1979-81; Errol A. Kleidon; Patricia Foley; Llewellyn David Kriel; Mike Soledad
- TS3-313** "Beyond Words" - Dr. Arnold Abrams

- TS3-314** "Act Like You Know What You're Doing: From Tomorrow's Corporate Leaders Learn From Toastmasters" - Muriel How, DTM, Int'l. Dir.; Dave Wolford
- TS3-315** "Look Into Your Listeners' Eyes: Understanding Your Audience" - Ray Floyd, DTM, Int'l. Dir.; Margaret Bedrosian
- TS3-316** "Nine Steps to Build Winning Speeches" - Evan Hass, DTM, Int'l. Dir.; Rick Phillips, DTM
- TS3-317** "The Information Age: Toastmasters and You" - Scott Long, DTM, Int'l. Dir.; Fred Ludwick, Jr., DTM; P. Gregory McCarthy, DTM; Deanna Brown, ATM; Edward J. Fox, DTM
- TS3-318** "Golden Gavel Address" - Rear Adm. Grace Hopper, USNR (ret.)
- TS3-319** "The Road Less Traveled" - Fran Weaver, DTM, Int'l. Dir.; Will Johnson, DTM
- TS3-320** "Risk It" - John Foster, DTM, Int'l. Dir.; Mark Campbell, ATM
- TS3-321** "Getting To Your Future Before It Gets To You" - Beverly Perl Davis, DTM, Int'l. Dir.; Gail C. Lee, DTM
- TS3-322** "The Magic of Your Vocal Inflection" - Lydia Boyd, DTM, Int'l. Dir.; Joe Guilford, CTM
- TS3-323** "President's Inaugural Address" - Tom B. Richardson, DTM, 1988-89 Int'l. President
- TS3-324/325** "1988 World Championship of Public Speaking" - Ann Collins, Janet E. Lapp, Hoppie Alexander, Diane Walkowiak, Jerry Starke, Bill Chadwick, Ruby Waluyn, James Brennan; Llewellyn David Kriel (two cassettes)



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1987

- TST-201** "Common Sense in Plain Dealing" - Joe Larson
- TST-202** 1987 Golden Gavel Award - Dr. Wayne Dyer
- TST-203** "Building a Better You" - John Jacob
- TST-204** "New Vision: Self Talk for a Toastmaster" - Nathan M. Lehman, CTM
- TST-205** SPEAKERS' SHOWCASE: "Things That are Certain" - H. Carroll Cash, DTM; "Hop Across to Australia" - John Fairman, DTM; "Universe of Possibilities" - Karen Franz, DTM; "If You Don't Know Where You're Going, Any Road Will Take You There" - William P. Johnson, DTM; "The Icebreaker 25 Years Later" - Frank Strickon, DTM
- TST-206** "Growth: Bringing Out the Greatness in You" - Art Fettig
- TST-207** "Becoming a Professional Speaker" - Nick Carter, Nightingale/Conant
- TST-208** "The Power of T" - Spurgeon H. Barrett, ATM

- TST-209** "Innovative Programming Makes the Difference" - Panel: Boehm, Degerstrom, Meyer, Phillip, Sampen, Manerikar
- TST-210** "Color, Confidence & You" - Sharon Nelson
- TST-211** Overseas Speech Run-Off - M.B. Sutton, Raymond Ng, Mike Fennessy, Harland H. N. Dix-Peek, Rene Lizada
- TST-212** "A Short Course to Oral Presentation Effectiveness (SCOPE)" - Carl Huffman, Jr., DTM
- TST-213** "The Magic of Deja Vu in Your Life" - Walt Sala
- TST-214** "Who's the Dirty Rascals?" - Derek C. Johansson, DTM
- TST-215** "Success by Design" - Dr. Gary L. Couture, Ph.D.
- TST-216** "Assertiveness and You" - Bill Chadwick
- TST-217** "Shifting from Speaker to Trainer" - Meloye Kunnas, ATM
- TST-219** "You Make a Difference as a Speaker" - Barbara O'Connell

- TST-220** "Surviving the Media Interview" - Dr. Gwen O. Brown, ATM
- TST-221** "Your Attitude is Showing" - Bill Hayden
- TST-222** 1987 Inaugural Address - John Fauvel
- TST-223/224** "1987 World Championship of Public Speaking" - John Howard, Don Johnson, Harold Patterson, Kathy Brown, Doug Cox, Doug McCarthy, Abbie Jones, Kerry Poitier, Raymond Ng (two cassettes)
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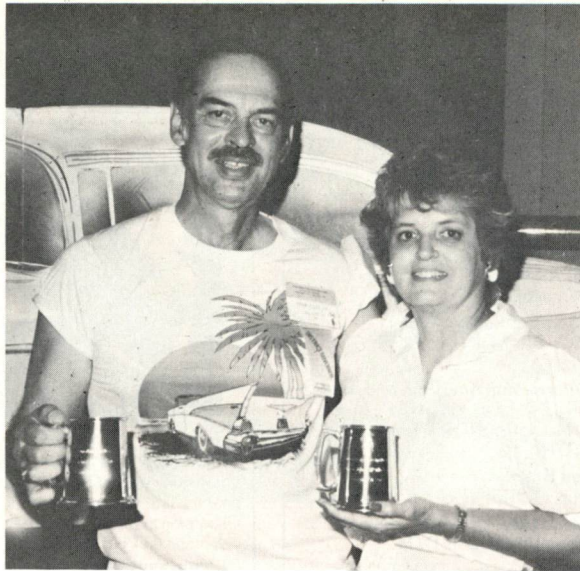
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From Left:
Making Impact—Past District 46 Governor Deanna Brown, ATM, explains how computers can impact club procedures.

"Coolest Rock 'n' Rollers"—District 24 Governor Bernie Leick, ATM, and his wife, Donna, are proud winners of the American Graffiti costume contest.

Congratulations!—District 70 Governor Lorraine Corner, DTM, and Past District 70 Governor Leigh Wilson, DTM, accept the District's Top Ten District Bulletin certificate from President John A. Fauvel.

COVENTION

Continued from page 12

Washington, D.C.; and Jay Nodine, DTM, of Kannapolis, North Carolina.

In other action during the Business Meeting, delegates approved an amendment to change Article XII, Section 1, of the Toastmasters International Bylaws. This change enables the Board of Directors to reassign numbers that have become available due to consolidation and reformation of districts, allowing for a more accurate representation of the number of districts within the organization.

The delegates also approved by a resounding 8 to 1 majority one of the most important changes ever in our organization: a modification of the club and district officer structure. This change — presented in the March issue of *The Toastmaster* and the July/August 1987 issue of *Tips* — provides for additional leadership opportunities for all members.

The new district structure will be implemented in July 1991, with the new club structure effective in January 1992. Future issues of *The Toastmaster*, along with newsletters and officer mailings, will provide more details.

The Interdistrict Speech Contest featuring champion speakers from districts outside North America, took place at the DTM Luncheon on Thursday. Llewellyn David Kriel, CTM, of The Nib Club 2514-74 in Johannesburg, South Africa, won with a speech entitled "Touch the Face of God," qualifying for the ninth contestant spot in Saturday's International Speech Contest.

Toastmasters then took time to celebrate the accomplishments of many fellow achievers during the suspenseful Hall of Fame ceremony. Members of the 1987-88 Board of Directors presented awards in

several categories to outstanding performers at all levels of the organization. A list of recipients appeared in the September issue of *The Toastmaster*.

Twistin' the Night Away

Delegates were ready by the end of the day to party American Graffiti style all through the night. Donning saddle shoes, poodle skirts or faded jeans, T-shirts and greased hair, members shook, rattled and rolled to the driving rock beat of the legendary Chubby Checker. More than a dozen Toastmasters got the chance to show their stuff in the spotlight with the immortal "King of the Twist" as almost one thousand people crowded around the stage.

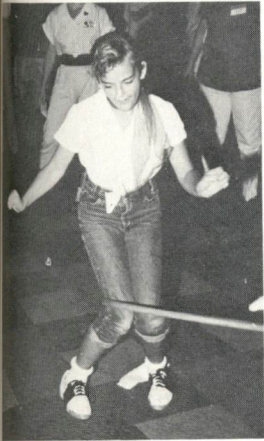
"It was the best part of the convention," said Luci Gervais, ATM, from Rhinelande Club 3675-35 in Lafayette, Indiana. "The atmosphere was great! I was surprised to see so many people turn into upbeat teenagers as soon as the music started playing."

Throughout the evening, judges roamed the ballroom in search of two "Toastmaster Twist Champs." This coveted title finally went to Veronica Blakely, CTM, of Serhi Sundowners Club 6261-47 in Tampa, Florida, and her partner, Darcy J. Lopes, ATM, from Simadan Club 2625-U in Curacao, Netherlands Antilles.

Winners of the costume contest were District 24 Governor Bernie Leick, ATM, and his wife Donna from the Town Criers Club 1527-24 in Omaha, Nebraska, who were given the title "Coolest Rock 'n' Rollers."

Admiral Hopper Gets Golden Gavel

Toastmasters highest award was presented to Rear Admiral Grace M. Hopper at the Golden Gavel Luncheon on Friday. Hopper has enjoyed a long and illustrious career as a computer programmer, U.S. Naval Reserve



From Left:
Fun '50s Style—Sara Nowlin, of Ventura, California, shows off her hula hoop talents.

A Woman of Distinction—District 69 Secretary Margaret Pashley and District 69 Governor Jan Derby, DTM, proudly display Derby's Distinguished District awards.

A Plaque, Anyone?—Hall of Fame awards waiting to be matched with recipients.

Orator in Action—Elly Ezra, DTM, challenges his audience to market the Toastmasters program.

officer, teacher, author, speaker and leader. The Golden Gavel award was given in recognition of her commitment to excellence in communication as a pioneer in the field of computer programming.

At Harvard University in 1943, she helped program the first US large-scale computer, the Mark 1. Later, she helped develop the UNIVAC 1, the first commercial large-scale electronic computer. In the sixties, at age 67, she was a leading developer of the COBOL programming language.

The Grand Dame of Software — a dynamic orator at age 82 — said she is still concerned about the uncontrolled development of computer technology. "We are putting in data faster than people can comprehend the output. We need human control of the systems — limits on what goes into the system and what comes out. No computer will ever of its own accord ask a new, reasonable question.

"We are still in the infancy of the computer era," she remarked. "Our current systems are still only the Model T Fords of the computer world." Noting that this country has "a desperate need" for talented professionals to be in charge of the evolving technology, she challenged the audience to use their speaking skills as volunteers in high school assemblies. She urged Toastmasters to encourage students to develop their creativity, curiosity and courage, so they'll be motivated to learn, develop new ideas and pursue careers on the technological edge.

"Tell them to trust their instincts; tell them if it's a good idea, go ahead and do it. It's easier to apologize than to get permission," she said. "Since World War II, we've focused too much on management skills and forgotten about leadership."

Her address, covered on cable television's C-SPAN, generated nationwide interest as

evidenced by numerous inquiries received at World Headquarters.

Touching Tomorrow Today

After a full day Friday of educational sessions, Toastmasters dressed in sophisticated elegance and gathered to honor the newly elected officers and Board of Directors at the President's Dinner Dance. International President Tom B. Richardson, DTM, began his term with a captivating and inspiring message:

"Everything we do today affects our future. Our daily decisions, how we define our values, how we spend our time, with whom we associate, what goals we set — all determine what our tomorrows will be. It is because I believe that people are largely responsible for their own destinies that I have chosen as the 1988-89 Presidential theme 'Toastmasters: Touching Tomorrow Today.'

"In Toastmasters, our personal and organizational success demands vision and planning. We must dream dreams, set goals and devise plans. Today's complicated, rapidly changing world requires that we have the ability to plan for the future and make necessary changes for progress.

"A dream without action is meaningless. We must evaluate today to ensure that our Toastmasters' Mission is implemented in club, district and international levels. The process of becoming can never be compared to the less fulfilling process of arriving. To most effectively touch tomorrow, we must enjoy the journey today."

The Grand Finale

The International Speech Contest was an exciting climax to a very successful Interna-

Continued on page 19



I Am Manager, Hear Me Roar

What management training did for
not exactly an average trainee.

BY JOHN CADLEY

Run and hide, all you enemies of corporate productivity. Woe to waste, inefficiency and poor planning. I shall smite thee where thou layest. For I am strong, I am invincible, I have just returned from a management training seminar. Meeting skills and problem-solving skills glisten in my quiver, side by side with conflict management skills, communication skills, even *group observation skills!* I know how to manage stress and time, I have learned the difference between a Theory X manager and a Theory Y manager, and I finally understand the tricks other managers have been using on *me* all these years.

Now, it's my turn. I am armed, I am ready, I am manager—hear me roar.

My leather-bound executive desk planner tells me that these new-found skills will be tested to the limit on this, my first day back. At 9:15 a.m., I must enter the very heart of darkness, the snake pit of wasted time and lost productivity. I must attend—a meeting.

I immediately take out my meeting skills, all shiny and new, flashing at their points in the morning sun. I know what I must do to run an efficient meeting. I will set an agenda, I will state an objective, I will keep the discussion on track, I will look for tell-tale signs of how the meeting is going. I will retain control.

At precisely 9:20 I am still alone. No one has showed up yet. I write "Schedule a meeting to deal with lateness for meetings" in my note pad. I put an asterisk above it. I circle it. I draw arrows pointing to it from all directions. Finally, I write beside it in capital letters: "BE SURE TO NOTE THIS IN DESK PLANNER."

By 9:30 the attendees have arrived. "The purpose

of this meeting," I begin, "is to analyze why the toy bunnies from our plant in Cleveland are coming off the line more slowly than the toy bunnies from our plant in Buffalo. We will spend five minutes on opening remarks, thirty minutes analyzing the problem, and twenty-five minutes developing action steps. One total hour. That concludes my opening remarks. Let us begin the discussion."

At which point my fellow employees begin to drink coffee, eat doughnuts, and talk about what they did over the weekend.

I am unfazed. I have been trained for this. I know from my problem-solving skills that I should look for solutions instead of blame. And so I say, "I realize it's nobody's fault that we're all talking about personal things when we should be talking about toy bunnies, but the fact is that we have a problem that really has to deal with in the next fifty-five minutes. Actually fifty-four minutes now!"

The group is silent. They look at me with slightly dumbfounded expressions. Perhaps I have not communicated clearly. I take out my communication skills and speak the new language I have been taught at management training school: "Let me position the problem so that we can interface in a way that will impact more strategically our bottom line objectives. What we're talking about here is an internally oriented strategic service situation. It's going to involve a lot of focus on task behavior and we're going to surface data that can generate concepts about how to maximize efficiently and give a better profile on the Quality Wheel. And, of course, as your manager, I'll be here to give you plenty of socio-emotional support."

Illustration by Jeff Koegel

A man named Bob raises his hand. Ah-ha! I have connected. They understand me. I encourage Bob to speak. Bob says, "Could you repeat that in English?"

Again, I am unperturbed. I have been trained as a manager. I know what this is. It is one of the more subtle enemies of interoffice communication known as a "pseudo-question"—i.e., in the guise of a question the speaker is really making a statement, giving an opinion, trying to gain ascendancy over me in the eyes of the group. But I know his game and I have the means with which to thwart it. At management training I have learned the art of "active listening." I will not blame, moralize, evaluate, or criticize. Instead, I will put myself in Bob's position and let him know that I understand his point of view.

"If I hear you correctly, Bob," I say, "you're saying that you don't understand me. You're saying that my message sending skills are not connecting with your message receiving skills. Obviously, this is an issue that's very important to you, Bob, and if it's important to you, it's important to me. So if I could just put your feelings in a nutshell, Bob: You—meaning you—have a problem with me—meaning me. Is that a fair assessment of where we stand right now?"

He is my friend now. I have established rapport, built trust, cleared up wrong assumptions, and demonstrated respect for his dignity as a human being.

Now I can manipulate him over to *my* point of view.

Only something has gone wrong. Bob is not my friend. In fact, he is not even paying attention to me. I know this from my group observation skills, which tell me that Bob and the other members of the group are wetting little pieces of doughnut and tossing them at each other.

For a moment I falter. Am I losing control? Can I continue to command respect in the middle of a doughball fight? I must get the meeting back on track. Then I remember—one of my jobs as a manager is to stay focused on long-term objectives while retaining the flexibility to deal with immediate problems. This is called "strategic opportunism," which I now practice by saying, "We're here to discuss the toy bunny problem in Cleveland and let's not lose sight of that fact. But let's also remember—**THAT THIS IS MY MEETING AND YOU HAVE TO LISTEN TO ME BECAUSE I MAKE MORE MONEY THAN YOU DO!**"

Strategic opportunism works.

Again, the group is silent. Too silent. I have made a classic mistake. I have behaved as a Theory X manager, one who manages by intimidation and fear. People hate Theory X managers, people are not motivated by Theory X managers. I must be a Theory Y manager, one who believes workers are basically honest and responsible, and that they will work hard if you treat them with dignity and respect.

I leave my "power" position at the head of the table and move about the group, touching them,

"I'm hyperventilating, sucking in air like a fish out of water."

giving them quick little squeezes, letting them know I'm one of them.

"I'm going to be up front with you guys," I say, "because, darn it, you deserve it. You're the folks who make it all work. Me? I'm nothing. I'm just the captain standing up on the bridge looking out for icebergs. You fellas and gals are the turbines, the spark plugs, the propellers, the oars that make this ship go. It's your hard work and dedication that are going to make sure we steam right into the Port of Productivity and Profits with all flags flying. And we can do it, if we all get down in that boiler room right now and figure out how to solve this little problem."

"There is no problem." Bob has spoken again. He is eating his second jelly doughnut.

"What do you mean?" I reply.

Bob licks jelly off his fingers. He says, "The reason the bunnies are coming off the line faster in Buffalo is because they got a new conveyor system. We're due to get the same one next week. When we do we'll be just as fast as Buffalo. Could you pass me a napkin?"

I pass Bob a napkin as I contemplate his remarks. This is information I should know. Why don't I know this?

"Because you were at your management training seminar," comes the answer.

I am embarrassed, humiliated, mortified. My time management skills tell me the most productive thing I can do is end the meeting and get everyone back to work. But my stress management skills tell me I can't at this particular moment because I'm hyperventilating, sucking in air like a fish out of water and making subhuman sounds not unlike Ralph Kramden going "hommina, hommina, hommina."

The group gathers around me. To stop my hyperventilating someone puts a bag over my head. I finally regain my breath and end the meeting. The workers file out and I am alone again—with little balls of dough on the floor and a bag on my head. This is a sign that the meeting has not gone well.

I return to my office. I see that I have another meeting scheduled for 11:30. My hand quiver, my body shakes. To calm myself I sit on the floor in the lotus position and chant "leveraged buyout" for fifteen minutes. I feel better. I tell myself to be confident. I am a manager. I have been trained to lead, to plan, to organize, to build, to perform, to produce.

More important, I have been trained to *delegate*. I can call an assistant and tell *him* to attend the meeting at 11:30. I call another assistant and tell *her* to write the marketing plan that's due this afternoon. I call a third assistant and tell *him* to go to Chicago next week. Then I sit back with a cup of coffee and begin making plans for lunch.

I feel more like a manager already.

John Cadley is an advertising copy writer with *Er Mower and Associates* in Syracuse, New York. He has written humorous articles for many magazines and short play which is being produced.



CONVENTION

Continued from page 15

tional Convention, which drew the highest attendance in Toastmasters history. Saturday's contest attracted 2100 spectators — "the largest number of Toastmasters ever assembled in the world at any time," announced Senior Vice-President John Noonan, DTM.

Nine contestants vied for the title of "World Champion of Public Speaking." Video cameras captured the drama and reflected it larger-than-life on two large screens, giving everyone in the audience a clear view of each speaker.

"Everyone was so good," marveled Linda Beaulieu of Parliament Hill Club 5541-61 in Ottawa, Ontario, Canada. "It was great motivation to see how great the contestants were, although some only had been members for one or two years."

After the votes were counted, Region V contestant Jerry Starke, DTM, of Tosa/Medical Club 5010-35 and Milwaukee Metro Speakers Club 945-35 in Wauwatosa and Milwaukee, Wisconsin, emerged victorious.

His winning speech was a witty yet wise presentation titled "Please Don't Walk on Mother's Roses." The topic dealt with the difficulties of being a parent when the children are ready to leave the home.

Starke has been a Toastmaster since 1970, served as an International Director in 1985-87 and placed second in the 1972 International Speech Contest.

Starke said he felt he had to try to capture the championship again in order to make his Toastmasters experience complete.

"In my 16 years as a Toastmaster, I wanted to sample everything the organization had to offer. The contest is the last challenge—

the cycle is now complete," said the elated winner.

He said he probably practiced 60 hours on his speech, and had carefully selected a topic everyone in the audience could relate to.

Second place went to Ann Collins, a Toastmaster for only two years with the 12th Street Club 3999-57 in Orinda, California, for her excellent speech, "Wolfwalls." She, too, had tried to pick a topic—positive thinking—everyone could relate to, yet was different enough to stand out. Dr. Janet E. Lapp of On-Shaw Club 1850-33 and C'est 'C' Bon Club 6284-33 in Fresno, California, a clinical psychologist and a Toastmaster for only one year, took third place for her captivating speech, "The Other Side."

Six other outstanding speakers reached the international level of competition: Llewellyn D. Kriel, Ruby M. Waluyn, Hoppie Alexander, James Brennan, Bill Chadwick and Diane Walkowiak.

Host District 36 Chairman Tosh Hoshide, DTM, gave special thanks to the many Host District volunteers who so generously offered their time and effort to make the convention a success. Brenda Keeling, DTM, Governor of Founder's District, then invited everyone to "Fun in the Sun" at next year's convention.

The closing ceremonies featured a slide show set to the music of "While You See a Chance." Images of the past five days recalled the excitement, fellowship and personal growth which had taken place in the course of this unprecedented event, and set the mood for fond farewells. The "Capital Adventure" was drawing to a triumphant close. In true Toastmasters spirit, many delegates were already looking toward the future: The 58th Annual Convention in Palm Desert, California. T



From left:

Paternal Pride—

Past International Director James G. Sauer, DTM, admires his one-month-old daughter, Katie Elizabeth.

Ovation—

Enthusiastic applause for 1987-88 President John A. Fauvel and his wife, Pamela.

Paternal Pride—

Past International Director James G. Sauer, DTM, admires his one-month-old daughter, Katie Elizabeth.

Keep a diary

Two defensive people obviously can't communicate very well. Their hostility will drive them further apart and make productive interaction very unlikely. We all react defensively on occasion, but chronic defensiveness can devastate personal and professional relationships. Communicating non-defensively means being self-confident and able to defuse defensiveness in others. It isn't always easy, but there are steps you can take to at least minimize your defensiveness.

Do you frequently find yourself in verbal "battles" with others? If so, you may be communicating defensively. Defensive communication occurs when at least one person involved feels threatened or attacked. People react defensively because they are trying to protect their self-image. They become quick to justify their actions, project their hostile feelings onto the other person and engage in destructive verbal warfare.

BY LIN GRENSING

Accept the fact that you might be wrong, and be prepared to admit it.

Communicate Non-Defensively: Break the Ego Barrier

ATTITUDE

Try harder

When you're communicating with others, the onus is on you to make yourself clear. If you're not being understood, the onus is on you to make yourself clear. If you're not being understood, the onus is on you to make yourself clear.

Rehearse

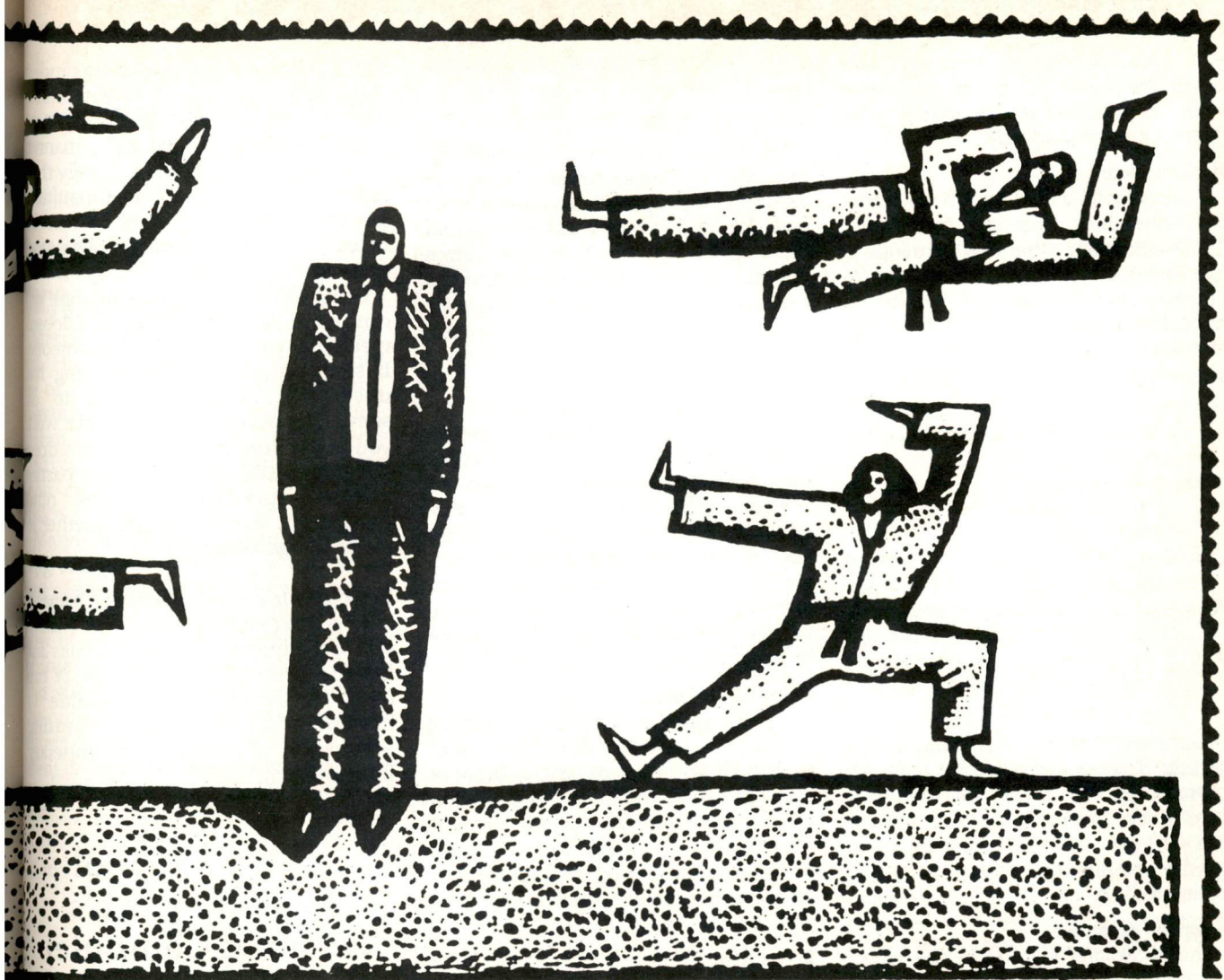
Before you ask your boss for a raise practice your "pitch"—either alone with a sympathetic friend or coworker. Anticipate what the reaction might be and how you might respond. This positive, but always be prepared for the worst. Successful non-defensive behavior requires an ability to handle any situation. Be prepared.

- what happened
- how you felt
- what kept you from being assertive
- how you would like to have handled it

situation:

Be sure to include these details of the situation: Be sure to include these details of the situation: Be sure to include these details of the situation: Be sure to include these details of the situation:





stood, it's not the other person's fault, it's yours.

One good way of making sure you're being understood is to ask for clarification. A negative way of doing this is by saying, "I don't think you understand me." Do it non-defensively: "I'm not sure I'm being clear enough. Could you please tell me what you think I mean?"

Most of us behave defensively when we feel that our competence is being challenged. When this happens, step outside the situation. Take an objective look at what's going on and ask yourself some questions.

- What's the issue here?
- As an outsider, how would I interpret the problem?
- What would I do to solve the problem?

Don't provoke

Some people seem to invite defensive reactions from others and then, in turn, react defensively themselves. Try to avoid inflammatory statements such as these:

- You're wrong.
- Why did you do that?
- You can't be serious!
- Do you expect me to believe that?

Even the tone of voice can trigger a defensive reaction. Listen for defense-provoking statements from others and guard against them in your own speech.

Think

Don't let yourself fall into the trap of speaking without thinking. Taking care to speak deliberately and considering what you're going to say will help prevent defensive communication.

Be aware

After you get to know someone, you become aware of individual triggers—the "hot spots" that can provoke them and cause them to be defensive. Once you determine these sensitive areas, you can avoid referring to them.

Keep control

Even if you're prepared to interact non-defensively, the other people may not be. Regardless of how well prepared

you might be to handle a situation, the unexpected will always happen. You can't always anticipate every possible conflict.

When you're in the middle of a no-win situation, somebody needs to take the upper hand. Following are some techniques commonly used in assertiveness training that you can use when you're in such a situation.

Time out

Sometimes a situation can be too stressful. You're beginning to lose your temper, the other person is refusing to listen to you, or you've been asked to do something that you really need some time to think about.

If you start feeling defensive, it's best to move out of the situation. Schedule a time to get back together—enough time to allow you to cool off.

Give yourself a breather during an especially volatile interchange. Say, "I'll need to think about that. Let me get back to you."

Above all, don't rise to the bait. When

you speak in anger, you say self-destructive things. Give yourself time to settle down so that you can express your anger more productively.

Broken record

A record with a deep scratch will repeat the same thing over and over again. That's essentially what this technique is like. Here's a hypothetical conversation to illustrate how this works in handling a difficult situation. It's 4:59 on Friday afternoon.

Boss: Will you stay late tonight?

You: No, I'm sorry but I've already made plans. I wish you'd have asked me earlier.

Boss: It's very important that this report be finished by tomorrow morning.

You: No, I'm sorry. I won't be able to stay late tonight.

Boss: Look, this is extremely important. This report really needs to get out!

You: I appreciate the problem but I won't be able to stay late tonight. I've already made plans.

Compare this to the defensive approach: "I'm sick and tired of you always approaching me at the last minute. I think you're inconsiderate and unfair. If you can't get your work done earlier in the day you shouldn't expect me to pay for it later."

Negative assertion

This technique is good to use when you know you've done something wrong and you're being criticized.

In negative assertion you first admit your error and then make it a positive self-statement. For instance, "I'm sorry. I should have called to let you know I'd be late for work this morning. I'm usually more reliable. I can assure you this won't happen again!"

You're not trying to shirk the responsibility for making an error—you're just

trying to settle the problem in a positive way.

Know the source

Many of us don't feel comfortable expressing our anger toward people in authority or people whose good will we seek. We tend to bury these feelings and blow up later at somebody else. Before you explode, take time to examine the reasons and be prepared to apologize for undeserved attacks you bestow on innocent targets.

Avoid exaggeration

Arguments seem to be the perfect breeding ground for sweeping generalizations, such as, "You're *always* late," or "You *never* let me express my opinions." Intellectually, we know we're stretching a point. Emotionally, however, we may feel that our accusations are justified. Words spoken in anger are usually regretted. Save yourself the agony by reflecting *before* you express them.

Stick to the issue

If you're going to complain about a co-worker's tardiness, don't get sidetracked. If you start reciting a litany of unrelated past offenses, you'll soon wonder what you were talking about in the first place. Avoid commenting about personalities in general, and concentrate on a specific problem which can be dealt with.

Be realistic

We all tend to think that our thoughts and ideas are the right ones and that other people need to be persuaded to our view. Sometimes, however, *you'll* need to concede the point. Accept the fact that you might be wrong and be prepared to admit it.

Also realize that you may have unrealistic expectations of others. When someone doesn't meet your ideals, it could be because you're imposing val-

ues that just don't apply for that individual. This isn't to say that you should never express negative feelings; just express them in a non-defensive manner.

Jean Hollands, a licensed family therapist and management consultant makes a point that should be remembered: "We can be angry with someone and at the same time forgive them."

Being angry doesn't mean that you can't communicate positively. It doesn't mean that you hate or dislike someone. It simply means that something has upset you and you'd like to do something about it. With a little work you can ensure that your actions don't compound the problem. If the parties involved approach the issue non-defensively, they can work together to make things better.

Lin Gensing is an advertising manager and free-lance writer in Eau Claire, Wisconsin. Specializing in employee relations and business topics, she is the author of two books, *A Small Business Guide* and *Employee Section and Motivating Employees through Non-Monetary Incentives*.

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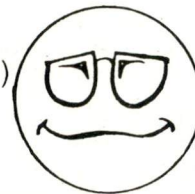
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Congratulations!

Marye D. Gannett, DTM

Marye D. Gannett, DTM, Chairperson, Hospitality/Information Committee of the 57th Annual Convention, Toastmasters International in Washington, D.C., August 16-20, 1988, was inadvertently omitted from committee chair credits on August 20th, 1988, which I deeply regret.

Marye did an outstanding job. Planning and preparation took the better part of a year. She and her volunteers provided information on places to eat, how to use the Metro System, places of interest to see, and other various and sundry questions that visitors to the capital city usually ask. All of these efforts contributed greatly to the enjoyment of the record-breaking number of attendees, and made the 57th Annual Convention, a "Capital Adventure," a memorable one. Congratulations, Marye, and thanks for a job well done.

*Tosh Hoshide
Host District Chairman
Defense Mapping Club 3660-36
Rockville, Maryland*

Outstanding Convention

I want to personally thank the World Headquarters staff for the outstanding job done at our International Convention last week in Washington, D.C.

Their hard work and tireless effort in this tremendously successful convention is appreciated. So often the back stage work required is overlooked by the on-lookers. I did not overlook such expertise.

Thank you so much for making this convention indeed a "Capital Adventure."

*Bill O'Neil, DTM
CB Communicators Club 2114-24
Council Bluffs, Iowa*

Hopper's a Hit

I rarely watch daytime television, but yesterday I had a most enjoyable time watching and listening to Rear Admiral Grace Hopper speak to your luncheon gathering. The following press conference on the same station was equal-

ly enlightening and enjoyable. The program appeared on C-SPAN here in Marin County.

I would be very interested in a copy of Admiral Hopper's remarks, or if available, a tape of her comments. It was so refreshing to hear someone use a practical approach to computerization and its applications. Many of her remarks regarding education, training the youth and "common sense" are so appropriate to much of my avocation with the Boy Scouts. I started taking notes after the first ten minutes.

*Edwin W. Bode Jr.
No club affiliation
San Rafael, California*

Article Index

I must remark how much I enjoy your monthly publication as a solid reference point for advice on all Toastmasters activities. However, do you think you could include an annual index of your feature articles in the December issue? That would save us time when researching a topic in prior issues.

*I.M. Stuart, CTM
Educational Vice-President
Joie de Vivre 5645-60
Toronto, Ont., Canada*

Editor's Note: *Every December issue since 1974 contains an article index in the back of the magazine.*

ATM-S Before DTM?

I have been a Toastmaster for a little more than three years, earning my ATM in July, 1987. I am currently working toward my ATM Bronze, and find this goal a real challenge. No one said it would be easy. My goal is to earn my ATM Silver and to complete everything I have outlined. It will require several years. No doubt I will experience personal and professional growth, but I shudder to contemplate what awaits me.

I was wondering if any thought had ever been given by Toastmasters International to requiring Toastmasters to earn their ATM-S before being eligible for the DTM award? This kind of change in policy certainly could not be retroac-

tive, but it would be fun to consider the possibilities.

For me, Toastmasters has been a wonderful adventure, a kind of smorgasbord of positive strokes. It has been a pleasure to feast at the Toastmasters table of treats.

*David J. Keen
Red Barn Club 5144-2
Seattle, Washington*

CTM = Club Toastmaster?

Changing titles of awards recognizing achievements should never be done without careful consideration of tradition. Even so, I'd like to propose a name change for the CTM award.

At a recent club meeting, the Toastmaster for the evening was introducing a member who was to give the ninth speech leading to a CTM award. "This means that he is nearly a Competent Toastmaster," he said, causing some amusement. Calling the first level of achievement "Competent Toastmaster" implies, and I have heard outsiders comment to this effect, that others are incompetent. Saying "I have my CTM" is fine until a non-Toastmaster asks what that means. I never fail to receive an inappropriate reaction when I explain what the three letters mean. People assume I have just been initiated, which is somewhat true but doesn't reflect the year or more of hard work involved.

Keeping the C in CTM would sure save a lot of changes to badges and stationery, but the dictionary does not provide a suitable alternate adjective beginning with C, and I had almost given up the idea. Then our electronic mail system provided the answer. Every user on it has to have a first name and a last name. Our club is a user and the last name was "Toastmaster" but what first name? Club. Club Toastmaster.

It so happens that all the requirements for the CTM award are at club level, whereas ATM and above require achievements outside the club. CTM: Club level Toastmaster. No room for unfortunate misinterpretation there.

*Mike Harris, president
BNR/Northern Telecom Club 6425-61
Ottawa, Ont., Canada*

Write Business Letters That Get Results

If your message doesn't
sound like talk, keep
rewriting until it does.

BY MILT GRASSELL, Ph.D.

The ability to communicate well is often the most important ingredient in the recipe for professional success. Good business writing is no exception.

In spite of the numerous advancements in communication technology, employers still need men and women who can write result-oriented business letters and memos that are clear, concise, friendly and error-free.

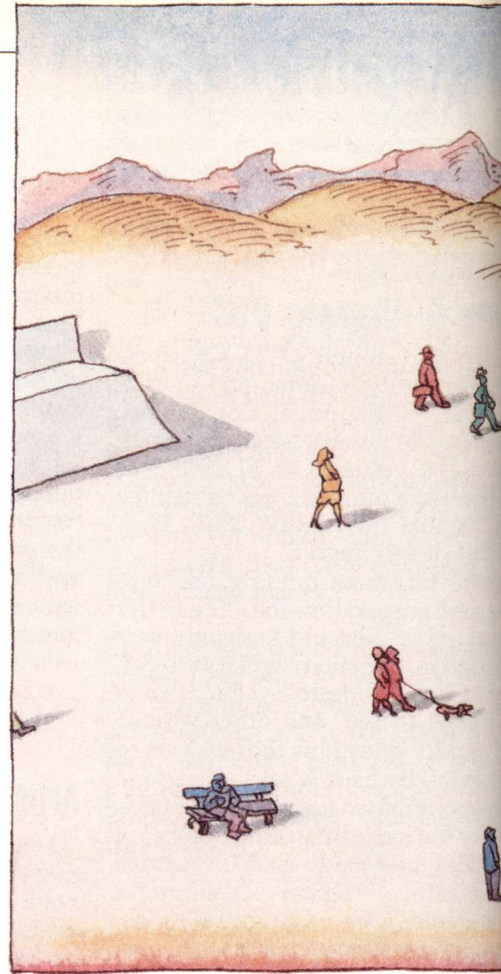
Your ability to present your idea, product or service effectively is more obvious in letters than in any other form of communication. If you make a mistake, the evidence is on paper with your signature attached. Worse still, most readers automatically associate fuzzy writing with poor thinking and bad judgment.

Fortunately, almost anyone can easily learn to write effective letters and memos. The secret is to write "spoken" messages; simply talk to your reader.

- Pretend you are talking to your reader face-to-face or on the phone. Use a cassette recorder to tape your spoken message and play it back.
- Pay particular attention to what you say and how you say it.
- Put your spoken message in letter or memo form.
- Read your letter out loud to yourself to make sure it sounds like a spoken message.

Talk to Your Reader

You'd never begin a conversation by saying,



"Pursuant to our telephone conversation of last week, I am herewith returning my portable widget that has never functioned properly." That does not sound like talk. Instead, you'd probably say something like this: "Mr. Jones, here's that portable widget we talked about last week. I can't get it to work right." If your message doesn't sound like talk, keep rewriting until it does.

This is easy to do as you can see from the following examples of a letter submitted by a person seeking help in one of my business writing clinics.

(original)

Dear Ms. Smith:

This communication is in response to your letter of complaint in which you claim you were overcharged on last month's order.

The purpose of this letter is to ascertain that we have researched our records and checked our files. I can now confirm that you were charged \$298.00. But you should have been charged only \$234.00. We regret this error occurred and sincerely apologize.

Enclosed please find your refund check for sixty-four dollars and no cents (\$64.00).

If we can be of further assistance to you in any way, please do not hesitate to call us.

Very truly yours,

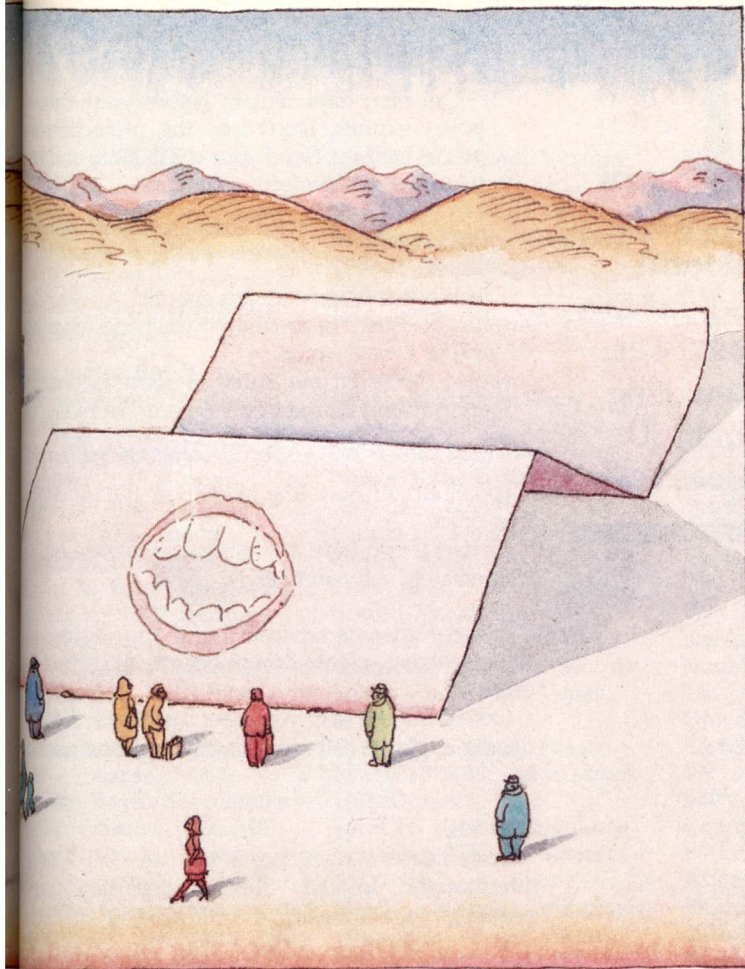


Illustration by Dirk Hagner

Obviously, this is not a "spoken" letter. It's stiff, stilted, pompous and distant. Here's the revision by the seminar participants.

Dear Ms. Smith:

You're absolutely right. You should have been charged only \$234.00, not \$298.00. Your refund check for \$64.00 is enclosed. Please accept our apologies for the error.

Sincerely,

Never say more than you have to. The revised letter is far superior to the original simply because it contains twenty-nine words as opposed to ninety-eight.

If a phrase can be replaced with one or two words, it usually should be. Don't use "at this point in time," "due to the fact that" or "take under consideration." Instead, use "now," "because" or "consider."

Another improvement is the use of contractions. People use contractions freely in oral conversation, so don't be afraid to use them in your letters. They'll help make your message sound as if you're speaking personally to the reader.

Pronouns and Passiveness

Personal pronouns are used frequently in oral conversation and should also be used freely in letters to keep your messages from becoming too formal.

Most readers automatically associate fuzzy writing with poor thinking and bad judgment.

See how using "I" sounds more natural:

(poor) This writer attended your seminar.
(better) I attended your seminar.

Sometimes company policy may not permit the use of personal pronouns, but if you have the authority to use them, do so. If you can use pronouns, don't use "we" to avoid accountability when you mean "I."

Using personal pronouns helps you avoid the passive voice, which usually sounds weak.

(poor) The policy can't be implemented now.
(better) We can't implement the policy now.
(best) I can't implement the policy now.

Active verbs make a sentence more powerful

(passive) The letter was dictated by Mr. Jones.
(active) Mr. Jones dictated the letter.

Here's a final point on sentence structure: don't be afraid to end with prepositions. Good writers have done it for centuries to avoid awkward sentence structure.

(poor) Cynthia found she was not entitled to the benefits for which she had applied.

(better) Cynthia found she wasn't entitled to the benefits she applied for.

A Good Start

Make the first few words in your opening sentence count. This sets the pace and tone for your entire message. Here are seven pointers:

1. *Put good news first.*
Always put the good news up front. Never bury it in the body of your letter.

Dear Mr. James:

Your request for an extension of leave has been approved.

2. *Time is precious.* Start right in with what you want to get across.

Dear Business Manager:

The rising cost of business letters can be cut without cutting the quality of your company's correspondence.

3. *Be positive*
Emphasize what can be done; not what can't.

(poor)
Dear Ms. French:

In response to your letter of September 5, I regret to inform you that we are all out of #1601 widgets.

I'm sorry I have to advise you that our next shipment won't arrive until October 1.

Sincerely,

(revised)
Dear Ms. French:

A new shipment of #1601 widgets will arrive October 1...

4. Admit mistakes.

If you've made a mistake, admit it, the earlier the better. This shows your reader you're bigger than your mistake.

Dear Mr. Green:

You're absolutely right. That was our error...

5. Emphasize benefits.

Readers are mainly interested in what your idea, product or service can do for them.

Dear Ms. Cooke:

Would you have twenty minutes next Tuesday to discuss a new training program that has helped many firms similar to yours...

6. Express agreement early.

If you agree, let your reader know it immediately.

Dear Mr. Ray:

I agree! That should be included in the contract...

7. Explain why not.

When you can't say yes, always give the reason first.

Dear Ms. Krieger:

Thank you for your invitation to speak at your next business luncheon.

Because I'm already scheduled for another luncheon talk that day, I can't accept your thoughtful invitation...

The Body

Explain your idea, product or service in the body of your letter:

- Be confident.
- Emphasize benefits and satisfaction to the reader.
- Never exaggerate.
- Make your proposition believable.
- Support your claim with references, reports from independent labs, testimonials from reputable people and other appropriate materials.

The Close

The primary purpose of business writing is to get results, so be sure to tell your reader what you'd like to have done. If your proposition is urgent, tell the reader what to do *now*.

If your message doesn't sound like talk, keep rewriting until it does.

Dear Mr. Rabbit:

Only ten days remain before your valuable policy expires. Don't lose the protection that you've built up. Send your check *today* and keep your family's protection in force.

Sincerely,

Effective business writing is specific. A weak closing can be vastly improved by omitting, changing, or adding a few words.

(poor) Please let me know as soon as possible

(better) Please let me know before Thursday, October 16.

(poor) If you have any questions, please contact this office.

(better) If you have any questions, please call me immediately. My number is...

(poor) Please be advised that if you require further assistance, please do not hesitate to contact this office.

(better) If I can help you meet the March 5 survey deadline, please call me today. My phone number is...

The P.S.

Professional writers never use the "P.S." as an afterthought. Instead, they purposefully use a postscript to emphasize the purpose of the letter.

Check It Out

Secretaries can repair poor sentences; correct spelling; punctuate; and type good, clean copy. But they can't supply facts they don't have, add the "color" of your personality, set the tone, or say what you mean. That's the writer's job. Here's a simple checklist of what every writer should do before mailing letters and memos.

- Read your message out loud. Your ear can't tell you how to spell, but it can tell you if your letter or memo is a "spoken" message.

- If you have any question about the tone of your letter, let it sit overnight and reread it the next morning to make sure it's clear, concise, friendly and error-free.

- Never hesitate to have your letter re-typed. Minor revisions can make major improvements.

To get the results you want through letters and memos, you must be able to express your ideas effectively on paper. Try these suggestions and see how quick and easy it is to write messages that get results.



Milt Grassell, Ph.D., is a former professor at Oregon State University and has served as vice-president and president of two other universities. He has been a full-time business writing and management consultant for twelve years, leading seminars and clinics throughout the United States.

DTM

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

Ann Coates Bloxham, Downey Space 513-F, Downey, CA
Jacqueline Kazarian, Irvine Complex 4149-F, Irvine, CA
Irv Hershman, Singles by the Sea 743-1, Santa Monica, CA
David A. Bliss, International City 1377-1, Long Beach, CA
Nick Nichols, South Bay Singles 2924-1, Torrance, CA
Donna Seamon, North Star 3696-2, Seattle, WA
Ulysses Boyd, Scintillators 1201-6, Minneapolis, MN
Peter B. Kraus, Portland 31-7, Portland, OR
Dorothy Cottingham, Cedar Hills 751-7, Beaverton, OR
Camellia E. Lewis, Southwestern Bell 3287-8, St. Louis, MO
Jerry D. Troyer, University Orators 4626-8, Rolla, MO
John James Howard, Power Masters 6877-8, St. Louis, MO
T.K. Subramanian, Richland 406-9, Richland, WA
David F. Wallace, Fairlawn 2803-10, Akron, OH
Peggy M. Reen, St. Elizabeth Hospital 4564-11, Lafayette, IN
Vernon W. Cissell, St. Matthew/Lyndon 5104-11, Louisville, KY
Lawrence J. Roe, Sr., Mount Ogden 1614-15, Ogden, UT
Emma Lois Smith, Spoke 'n' Word 2087-15, Ogden, UT
H. Ram Jayaraman, Technical Talkers 1691-16, Bartlesville, OK
Charles E. Thompson, Ada 1971-16, Ada, OK
Willie Prenell, Jess Dunn 4105-16, Taft, OK
Sheryl Ann Johnson, 1st Interstate Sooners 6722-16, Oklahoma City, OK

Phyllis M. Wood, Victoria Beaver 790-21, Victoria, BC, Canada
Martina Gemby, Overland 1938-21, Kamloops, BC, Canada
Irene M. Evans, Rich-Del 3767-21, Richmond, BC, Canada
Reginald Arthur Derry, Speakeasy 5818-21, Burnaby, BC, Canada
Nancy Swartz, Rocky Ford 2909-26, Rocky Ford, CO
Carole D. Downey, Quincy 675-31, Braintree, MA
H.W. (Bill) Slach, Puget Sound Naval Shipyard 1174-32, Bremerton, WA
Charlene Williams, Monday Niters 736-33, Las Vegas, NV
Richard V. Hunt, Point Mugu 1075-33, Point Mugu USMC, CA
John G. Vigen, Singularly Speaking 2253-33, Ventura, CA
Terri L. Murphy, Windjammers 2628-33, Las Vegas, NV
Robert Guy Waters, Early Risers 4023-33, Las Vegas, NV
E. Frank Poyet, TNT 4055-33, Las Vegas, NV
Charles Schenk, TNT 4055-33, Las Vegas, NV
Judith E. Pearson, Berhcerc 1630-36, Ft. Belvoir, VA
Edward Pawlowski, Vienna 1762-36, Vienna, VA
Pat Bruns, Grand Lake 5136-40, Celina, GA
Mickey Maclellan, Early Risers 2448-42, Saskatoon, Sask., Canada
Ron Bruce, Sunset 3619-42, Regina, Sask., Canada
Terrence H. Ross, Meewasin Valley 5721-42, Saskatoon, Sask., Canada
Robert E. Barnhill, III, Lubbock 884-44, Lubbock, TX
Alicia B. Lown, Daybreakers 1327-44, San Angelo, TX
Louise Dietrich, The Storytellers 4780-44, Lubbock, TX
George W. Foushi, Nashua-Hudson 2440-45, Nashua-Hudson, New Hampshire
Clothie M.P. Lockhart, Action for Achievement

1095-47, Nassau, Bahamas
Charles G. Fulghum, Winewood 1986-47, Tallahassee, FL
Sylvia T. Grove, Friendly 3001-47, Ft. Lauderdale, FL
Michael J. Beehner, Clearwater 3087-47, Clearwater, FL
Marjorie H. Nieberlein, Mason-Dixon 2186-48, Huntsville, AL
Margot Snyder Seat, Communicators 4562-48, Huntsville, AL
Joe D. Passmore, Missouri City 2359-56, Missouri City, TX
Karen L. Rohr, 1960 N. Houston 2659-56, Houston, TX
Howard K. Meador, Texas Eastern 5268-56, Houston, TX
Patty Cole Ulrichs, Berkeley Communicators 677-57, Berkeley, CA
Alfred Mangarin, Western Region Social Security 4916-57, Richmond, CA
Satya Sarkar, Peterbilt 5067-57, Newark, CA
Esme Temple, Professional Speakers 2062-60, Toronto, Ont., Canada
Betty Birrell, London Western 4189-60, London, Ont., Canada
Eileen Ball, Carlingwood 3319-61, Ottawa, Ont., Canada
Dick Culverwell, Link 2848-65, Binghamton, NY
John Phillip Ayers, Evangeline 5926-68, Lafayette, LA
Ann S. Campbell, Movers & Shakers 6741-68, Baton Rouge, LA
Monica O'Rourke, Sandgate 3721-69, Sandgate, Qld., Australia
Alan Budd, Newcastle 1121-70, Newcastle, NSW, Australia
Rebecca McDowell, Ingleburn 4213-70, Ingleburn, NSW, Australia
Raymond Leslie Clark, Tuggeranong 5071-70, Canberra, ACT, Australia
Douglas Spinks, Smooth Speech 6041-70, Five Dock, NSW, Australia
Nanette L. McLaughlan,

Milford 4298-72, Auckland, New Zealand
Russell John Woods, Three Kings 5991-72, Auckland, New Zealand

ATM SILVER

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

Kenneth W. McCatty, Gavel 11-1, Long Beach, CA
Richard L. Peterson, Capitol Square 6042-6, St. Paul, MN
Juanita Hamilton, Sage 'n' Sun 1208-9, Kennewick, WA
Ruth E. Ray, New Castle's First 2292-13, New Castle, PA
C.W. Bud Kinsman, Peninsula 3409-32, Gig Harbor, WA
Betty Burgan, Harmon-Izers 1910-33, Las Vegas, NV
David Richey, Ventura Sunrise 5575-33, Ventura, CA
Bob Johnston, Thursday Noon Time 2669-37, Charlotte, NC
Daniel V. Ferens, Megacity 553-40, Kettering, OH
John Fairman, The Lakes 5868-70, Mascot, NSW, Australia

ATM BRONZE

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

Ann Coates Bloxham, Downey Space 513-F, Downey, CA
Timothy L. Nesbitt, Arabian 3857-U, Dhahran, Saudi Arabia
Irv Hershman, Singles by the Sea 743-1, Santa Monica, CA
Robert Howenstine, Tapco 1636-10, Euclid, OH
Michael Cook, Rome 1844-14, Rome, GA
Richard Frye, Gusto Speakers 746-16, Farris, OK

Scott W. Wilson, Helena 487-17, Helena, MT
Robert D. Held, Reddy 5295-19, Sioux City, IA
Ramon E. Mondragon, Sandia 765-23, Albuquerque, NM
Richard T. McGiffin, Good Time 535-29, Eglin AFB, FL
Ella Massey, Speakeasy 3338-36, Arlington, VA
John C. Peuser, Energy 4572-36, Washington, DC
Jack F. Cherry, Texasgulf Lee Creek 4523-37, Aurora, NC
Renate Daniels, Capital Nevada 1813-39, Carson City, NV
Carl Hammond, One Moccasin 6120-39, Winnemucca, NV
Olivia Headley, The Spirit of '76 4676-52, Los Angeles, CA
Marcia Peters Sydor, Advanced/Professional 400-57, Walnut Creek, CA
Gavin Ross Blakey, Tropic City 2987-69, Townsville, Qld., Australia
Hazel Budd, Newcastle 1121-70, Newcastle, NSW, Australia
Ruth Mary Steenson, Belmont 5974-70, Belmont, NSW, Australia
Glenys Della Bosca, Richmond 3185-72, Richmond, New Zealand

ATM

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

Michael F. McCrackin, Flour Forensic Forum 219-F, Irvine, CA
Malcolm S. MacMillan, Ontario-Upland 1506-F, Ontario, CA
Michael P. Clark, Bre'ahs 3607-F, Brea, CA
John Nick Kirkland, Winners 4244-F, Santa Ana, CA
Joyce Vcelik, Rising Stars 5050-F, Downey, CA
William Rossen, Chevron 5270-F, La Habra, CA
Charles Wilson, Electric Toasters 5880-F, Santa Ana, CA

Michael A. Moone, Singles by the Shore, 1706-F, Seal Beach, CA
David R. Stepsay, Libertines 4369-1, Lakewood, CA
John T. Killingsworth, Honeywell 4610-2, Seattle, WA
Dennis Piepho, San Jose 1577 1577-4, San Jose, CA
Ranita A. Dalton, Jet Stream 2624-4, Moffett Field NAS, CA
Gregory J. West, The Talking Chips 3088-4, Santa Clara, CA
Fred Santolucito, HP Toast Busters 5825-4, Palo Alto, CA
Verna L. Dull, Rancho Bernardo 112-5, San Diego, CA
Thomas Cafone, Professional Mens 624-5, San Diego, CA
Ing. J. Apdonia Gonzalez Urema, Presidencia Fronteriza 772-5, Tijuana, Mexico
Dennis Stockdale, Richfield Legion 232-6, Richfield, MN
Verne Johnson, Munsingwear 1053-6, Minneapolis, MN
Phillip J. Pechek, Duluth 1523-6, Duluth, MN
Barbara Faudskar, Metropolitan 1696-6, St. Paul, MN
Mary J. Andrist, Pine Island 4535-6, Pine Island, MN
Charles P.P. Rowland, North Milwaukie 2031-7, Milwaukie, OR
Christine M. Cliff-Tuttle, Storagetalk 4071-26, Louisville, CO
Eldred Alexander, Loveland 4553-26, Loveland, CO
David A. Johnson, Parker 4881-26, Parker, CO
Farag G. Hanna, Lock-Moss Spokesters 6143-26, Security, CO
Aucharaporn Noot Paddock, Lock-Moss Spokesters 6143-26, Security, CO
Ashok Kumar, Tiffin Area 951-28, Tiffin, OH
Marie Key, Acorn 1068-28, Royal Oak, MI
Barry W. Blatt, Bay Area 4578-28, Port Clinton, OH
James Wilkerson, Laurel 956-29, Laurel, MS
Lance Hall, Meridian Area 5169-29, Meridian, MS
Lem Woods Jr., South Shore 923-30, Chicago, IL
Bruce A. Best, Des Plaines 1645-30, Des Plaines, IL
Carole E. Schwartz, Speakeazys 3855-30, Northbrook, IL
Roger Dwyer, Raytheon Sudbury 2258-31, Sudbury, MA
S. Jean Pedricj, Raytheon Equipment Division 2621-31, Waltham, MA
George Manoogian, Brockton 2685-31, Brockton, MA
Robert P. Connor, Eastern Middlesex 3565-31, Wakefield, MA
Sandra M. Lictor, Ratheon Communicators 5350-31, Bedford, MA
Kathy A. Combs, Olympia 84-32, Olympia, WA
Audrey D. Waldorf, Sunrisers 2205-32, Tacoma, WA
June L. Zanjahn, Public Utilities 4958-32, Tacoma, WA
Lykele Miedema, Sunshine 1395-33, Modesto, CA
Joann Searcy, Eye-Opener 1675-33, Lancaster, CA
Jean Poyet, Harmon-Izers 1910-33, Las Vegas, NV
Roger S. Feldmann, Minuteman 2794-33, Vandenburg AFB, CA
Lorene Greene, Morro Bay 6712-33, Morro Bay, CA
Lois Jean Aide, Uptowner 1159-35, Madison, WI
M. Stephen O'Connor, University 1499-35, Milwaukee, WI
Olivia Pickett, Norbeck 367-36, Rockville, MD
George Spellman, WSAE 603-36, Washington, DC
John C. Gridley, Federal Center SW 651-36, Washington, DC
Janet Hamlin, Phenix 1152-36, Washington, DC
Victor Veizaga, George Washington University 1237-36, Washington, DC
Angel Bautista Uy, Metro-Milestone 1511-36, Washington, DC
Beverly Hitchins, Alexandria 1748-36, Alexandria, VA
Arthur H. Wu, Navfac

3396-36, Alexandria, VA
M. Louise Butler, GSA (C) 3448-36, Washington, DC
Miriam-Ellen Bonk, 3469-36, Arlington, VA
Ralph O. Compton, Nav 3469-36, Arlington, VA
Barbara Moseley, Arlington Annex 4857-36, Washington, DC
Pat Day, Catawba valley 1193-37, Hickory, NC
Stephanie S. Mogray, Catawba Valley 1193-37, Hickory, NC
Lewis Haggod Owen, Durham 1203-37, Durham, NC
Ila W. Johnson, Forsyth 1278-37, Winston Salem, NC
Linda B. Laton, Albemarle 1811-37, Albemarle, NC
Charlene H. Smith, Salis 2380-37, Salisbury, NC
Hubert Barney, Northwest 2946-37, Winston Salem, NC
Helen Yefko, Cary 3335-Cary, NC
Patricia Tierney, Research Triangle 4335-37, Park, NC
John Franklin Carson, Tropic City Lee Creek 4523-37, Aurora, NC
Perry Diaz, A-R 1481-39, Fair Oaks, CA
Brenda Bland, Tahoe 2307-39, Lake Tahoe, CA
Margaret L. Mischel, Mather 2695-39, Rancho Cordova, CA
Jan Osborn, Yreka 3623-Yreka, CA
George T. Kerr, Washo Zephyrs 3842-39, Reno, NV
Judith H. McDowell, Worthington 1028-40, Columbus, OH
Elisabeth Giesen, Chin 1448-42, Calgary, Alta., Canada
Paul Robertson, Sunset 3619-42, Regina, Sask., Canada
Linda Strand, Park Place 4662-42, Regina, Sask., Canada
Judy Tondell, Carrot R Valley 5174-42, Melfort Sask., Canada
A.P. Jandial, Starkville 5469-43, Starkville, MS
Mildred F. Thomas, Northwest Arkansas 6431-43, Fayetteville, AR
Walter O'Neal, Plainville 763-44, Plainview, TX

NEW CLUBS

nn Miller, Single Texas
 lkers 4340-44, Lubbock,
 K
 eorge Drugovich, City
 mploymers 5440-44, Abilene,
 K
 y L. Kirkpatrick, Ar-
 tulate 6145-44, Lubbock,
 K
 sa B. Kimball, Risky
 siness 6385-44, Amarillo,
 K
 eredith Gardner, New
 rk 1949-46, New York,
 Y
 ark Grebenau, Sandoz
 71-46, East Hanover, NJ
 ichard Maemone, Grum-
 an 3188-46, Bethpage, NY
 lex Fein, Achievers
 03-47, Ft. Lauderdale, FL
 ark Conn, Friendly
 01-47, Ft. Lauderdale, FL
 ay L. Imamura, Pearl City
 05-49, Pearl City, HI
 awn McGowen, North
 ollywood 147-52, North
 ollywood, CA
 mes H. Warner III, Board-
 an 5614-53, Poughkeepsie,
 Y
 onald Godby, Caterpillar
 mploymers 79-54, Peoria, IL
 ivian R. van Donk,
 ainline 1446-54, Joliet, IL
 enry N. Connors, Hilltop
 58-56, San Antonio, TX
 dy I. Parrott, El Cerrito
 07-57, El Cerrito, CA
 mes R. Williams, Ukiah
 22-57, Ukiah, CA
 arbara J. Wrede, Eel River
 51-57, Fortuna, CA
 net Wedlock, Columbia
 st 2968-58, Columbia, SC
 alph H. Williamson,
 rest City 2729-60, London,
 nt., Canada
 rry G. Morris, Bard's
 rators 5439-60, Stratford,
 nt., Canada
 orence Rumsey, Amway
 63-62, Ada, MI
 ary Roy, Rivergate
 30-63, Goodlettsville, TN
 obert E. Lee Jr., Hixson
 76-63, Hixson, TN
 arilyn E. Tuggle, Hixson
 76-63, Hixson, TN
 arron Bettess,
 etropolitan 2454-64, Win-
 peg, Man., Canada
 James Cook,
 etropolitan 2454-64, Win-
 peg, Man., Canada

Leon Blake, KPAA Film Ci-
 ty 2647-65, Rochester, NY
 Edna G. Stubbs, AM
 Lockport 5460-65, Lockport,
 NY
 Thomas Lawson Stroup Jr.,
 Cavalier 596-66, Hampton,
 VA
 Patsy R. Joyner, Suffolk
 5168-66, Suffolk, VA
 Frank A. Evans, Boomerang
 1791-69, Rockhampton,
 Qld., Australia
 David Evans, Darwin
 2163-69, Darwin, NT,
 Australia
 Patricia Abernethy, Sun-
 shine Coast 2763-69, Alexan-
 dra Headland, Qld.,
 Australia
 John James Loughrey, MDI
 2764-69, Brisbane, Qld.,
 Australia
 Bea Duffield, Tropic City
 2987-69, Townsville, Qld.,
 Australia
 Anthony James Cross, San-
 dgate 3721-69, Sandgate,
 Qld., Australia
 Case Hengst, Woden Valley
 494-70, Canberra, ACT,
 Australia
 Ian Anthony Faulkner,
 Blacktown City 3378-70,
 Blacktown, NSW, Australia
 David O'Keefe, Cork
 1868-71, County Cork,
 Ireland
 Harry Sexton, Hellfire
 3599-71, Dublin, Ireland
 Louis Bishop, Engineers
 3677-71, County Dublin,
 Ireland
 Genevieve Becker, Clonmel
 5462-71, Clonmel, County
 Tipperary
 Coral Grace Paris, Speak-
 Easy 2498-72, Dunedin,
 New Zealand
 Sam Scott, Nelson Cluts
 3758-72, Nelson, New
 Zealand
 Leslie Gordon Paterson,
 Pakuranga 3830-72,
 Pakuranga, Auckland, New
 Zealand
 David Robert Coad, Hutt
 Valley 3839-72, Lower Hutt,
 New Zealand
 Ella Phyllis Troon, Solilo-
 quy 5982-72, Hamilton, New
 Zealand
 Naadia Cloete, CIS-
 Johannesburg 1150-74,
 Johannesburg, South Africa

Nationwide 6991-F

Orange, CA—Tues., 11:30
 a.m., Nationwide Insurance,
 681 S. Parker St., (714)
 647-3049

Downey Real Estators 7015-F

Downey, CA—Tues., 1
 p.m., 12073 Paramount
 Blvd., (213) 803-3177
 "Singles-by-the-Shore"

7016-F

Seal Beach, CA—Tues., 7
 p.m., Spaghetini's, 3005
 Old Ranch Pkwy., (213)
 867-3593

Pacesetters 7054-U

Kingston, Jamaica—Thurs.,
 8:00 p.m., 2A Mark Way,
 (809) 925-9304

ADAH 7061-U

Guadalajara, Jalisco,
 Mexico—Thurs., 8:45 p.m.,
 Pavo 135 Desp. 901, (36)
 13-64-55

Torrejón 7072-U

Torrejon Air Base,
 Spain—1st & 3rd Wed.,
 11:30 a.m., DCM conf. rm.

UCLA Health Sciences

6987-1

Los Angeles, CA—Wed., 7
 p.m., School of Pub.
 Health, UCLA, (213)
 825-7449

Story Masters 6988-1

Redondo Beach, CA—3rd
 Sun., 3 p.m., 1910A Morgan
 Ln.

Puget Sound Videomasters 7006-2

Seattle, WA—4th Wed., 6:30
 p.m., (206) 774-1695

Communicators in Action

7049-2

Renton, WA—2nd & 4th
 Tues., 11:40 a.m., PACCAR-
 MIS, 480 Houser Way N.,
 (206) 251-7280

St. Joe's "Speak Easy"

7058-3

Phoenix, AZ—Thurs., 7
 a.m., St. Joseph's Hosp.,
 350 W. Thomas Rd., (602)
 285-3143

JETS 7025-4

San Francisco, CA—1st &
 3rd Wed., 7 p.m., Arthur
 Anderson & Co., 1 Market
 Plaza, Spear Tower 3500,
 (415) 566-6391

Los Quixotes 7027-4

Santa Clara, CA—2nd & 4th
 Tues., 7:30 p.m., Help-U-
 Sell Realty, 2500 Pruneridge
 Ave., (408) 248-5595

Avantek Microwave

Toasters 7028-4

Santa Clara, CA—Thurs.,
 noon, 3175 Bowers Ave.,
 Bldg. 4, trng. rm., (408)
 970-2759

Valley Voices 7029-4

San Jose, CA—Wed., 5
 p.m., Valley Med. Ctr.
 Cafeteria, 750 S. Bascom
 Ave., (408) 374-1364

PPHD 7009-5

Escondido, CA—Thurs.,
 noon, Town View Prof.
 Ctr., 215 S. Hickory, (619)
 451-0698

Lafayette Park 6985-6

St. Paul, MN—Wed., noon,
 Minn. Dept. Natural
 Resources, 400 Lafayette
 Rd., 6th fl., (612) 296-4891

South Morrow 6984-7

Heppner, OR—Mon., noon,
 Kate's Pizza, 164 N. Main,
 (503) 676-9642

Emanuel 6986-7

Portland, OR—Tues., 4:30
 p.m., Emanuel Hosp., 2801
 N. Gantenbein, rm. 2001

Tuesday Noon 7007-7

Salem, OR—Tues., noon,
 Mental Health Div., 2575
 Bittern St. NE, (503)
 378-2671

ISO-Orators 7052-8

Maryland Heights, MO—
 Wed., noon, Mallinckrodt,
 2703 Wagoner Pl., (314)
 344-3968

Good Morning! 7045-10

Highland Heights, OH—
 Mon., 6:30 a.m., Denny's
 Restaurant, 6207 Wilson
 Mills Rd., (216) 442-7612

Caring Communicators

7004-13

New Castle, PA—Thurs.,
 4:40 p.m., May Emma Hoyt
 Nurses Residence, 1211
 Wilmington Ave., (412)
 656-4096

CIS 7012-13

Pittsburgh, PA—Alt. Wed.,
 8 a.m., Blue Cross of
 Western Penn., 5th Ave.
 Pl., (412) 255-6372

Metro Atlanta 7013-14

Jonesboro, GA—2nd & 4th
 Wed., 7 p.m., Holiday Inn,
 (404) 325-4071

Redmond Park Hospital

7026-14

Rome, GA—1st & 3rd
Thurs., 501 Redmond Rd.,
(404) 291-0291

Novell Networkers 7051-15
Provo, UT—Fri., 8 a.m.,
Novell trng. rm., 122 E.
1700 S.

Beaverhead 7053-17
Dillon, MT—Thurs., 5:30
p.m., Towne Inn Cafe, 840
N. Montana, (406) 683-6339

Premium 7005-19
Des Moines, IA—Tues., 7
a.m., Farmland Insurance
Co., 1963 Bell Ave., (515)
245-8800

Conversationalist 7047-24
Omaha, NE—1st & 3rd
Wed., 7 p.m., Norwest
Bank, 20th & Douglas St.,
(402) 536-2554

University 7036-25
Texarkana, TX—Wed., 1
p.m., E. Tex. State Univ. at
Texarkana, 2600 N. Robison

Rd., (214) 838-6514

**J.C. Penney Corporate
7059-25**
Addison, TX—Thurs., noon,
J.C. Penney, Aberdeen 4,
P.O. Box 659000, (214)
591-2247

Depot's Best 7067-25
Texarkana, TX—Wed., 11:30
a.m., Red River Army
Depot, Bldg. 115, Rm. 113,
Hwy. 82 W., (214) 671-2602

Summit Frisco 7064-26
Frisco, CO—Mon., 7:30
p.m., Frisco Town Hall,
(719) 836-2771 ext. 236

**MCI Communicators
7066-26**
Denver, CO—Tues., 11:30
a.m., MCI Telecommunica-
tions, 707 17th St., Ste.
4100, (303) 291-6696

At Eze 7055-29
Keesler AFB, MS—Thurs.,
11:45 a.m., Arnold Rec. Ctr.
Paul D. Stackpole, DTM

7034-31

Waltham, MA—Monthly
Mon., 6 p.m., Army Corps
of Engineers, Trapelo Rd.,
(617) 326-4269

Modesto Theatre 6990-33
Modesto, CA—Mon. month-
ly, 7 p.m., (209) 526-2349
First Edition 7032-36
Rosslyn, VA—Alt. Tues.,
noon, USA Today, 1000
Wilson Blvd., 17th fl., (703)
276-5237

WDCAO 7046-36
Reston, VA—Tues., noon,
USAA Insurance Co., 1902
Campus Commons Dr.,
(703) 264-2855

Tankmasters 7068-36
Springfield, VA—Thurs., 9
a.m., General Electric, 8080
Grainger Ct., (703) 569-8800
**Cone Communicators
7014-37**

Greensboro, NC—Wed.,
12:30 p.m., Moses Cone

Mem. Hosp., 1200 N. Elm
St., (919) 379-3867

Franklin 7037-38
Philadelphia, PA—2nd & 4th
Thurs., 12:15 p.m., North
American Publishing Co.,
401 N. Broad St., (215)
238-5300

**Philadelphia Humor and
Drama 7038-38**
King of Prussia, PA—4th
Thurs., 6:30 p.m., Stern's
Dept. Store, 160 N. Gulph
Rd., Cmnty. Rm., (215)
891-0101

THAD 7039-38
Philadelphia, PA—Thurs. &
Fri. alt. monthly, 6 p.m.,
(215) 259-5048

**U of C Public Speaking
7010-42**
Calgary, Alta., Canada—
Tues., noon, MacEwan Hal
Univ. of Calgary, 2500
University Dr. NW, (403)
237-5924

The Ralph C. Smedley Memorial Fund

Contribute to the Ralph C. Smedley Memorial Fund.

- Keep the legacy alive
- Increase the benefits of membership in Toastmasters
- Extend the benefits of Toastmasters' membership to others.

Examples of activities the fund supports

- Increasing public awareness of Toastmasters, through the production of television and radio public service announcements.
- Development of new and improved material to help meet member and club needs.

Your donation to the Smedley Fund is tax deductible.

- Donate \$10.00 or more and receive a Toastmasters International paperweight.
- Clubs donating \$50.00 or more receive a special club ribbon.
- Contributors of \$100.00 or more have their name inscribed in a permanent plaque at World Headquarters in Santa Ana, California.

All contributions will be gratefully acknowledged—Support the Ralph C. Smedley Memorial Fund

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—Dr. Ralph C. Smedley, Founder

If you wish to make a donation in honor of an individual or if you wish to make a memorial contribution, please describe below where acknowledgement of your donation should be sent. In such cases, the amount of the donation will not be disclosed.

Send to: Toastmasters International, Ralph C. Smedley Memorial Fund
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SELL THE WORLD

Continued from page 7

funds to be used more creatively. Potential members are less likely to be discouraged by the cost. As employers become more involved with the organization, they may join or encourage their employees to do so. Corporate involvement increases your publicity opportunities.

Each member can play a part in soliciting business involvement. To fully exploit these opportunities, however, each club, area, division and district should have a marketing official responsible for planning, coordinating and implementing these efforts. These officials should be allowed to appoint their own committees because it will be impossible for one person to do it all. These committees should list all events, determine approximate expenditures and then systematically solicit companies for support.

Thomas H. McKerlie, DTM, is a member of Professional Speakers Club 9-F and president of Smedley Club 1-F. He is a sales manager with Ball Corporation in Irwin, California.

Editor's Note: For further help with your club promotion efforts, you may want to order the PR and Advertising Kit (Code 1150) from World Headquarters.

7008-45
 erborough, NH—2nd &
 Thurs., 4:30 p.m., 80
 St., (603) 924-9471
 e at 5:45 **7044-46**
 v York, NY—1st & 3rd
 d., 5:45 p.m., Coopers &
 rand, 1251 Ave. of the
 ericas, (212) 536-1605
Grumman St. Augustine
1-47
 Augustine, FL—Wed.,
) p.m., Grumman St.
 Augustine Corp., (904)
 2501
7050-47
 napa, FL—Tues., noon,
 7 W. Buffalo Ave.,
 ilion Bldg., 3rd fl.
Toasters 7065-47
 napa, FL—Thurs., noon,
 es Bldg., 215 Madison
okoh Region II 7024-49
 a, HI—2nd & 4th Wed.,
 .m., Bank of Hawaii,
 211 Pali Momi St., (808)
 -6228
idmark 7057-54
 rmal, IL—Alt. Wed.,
 45 p.m., State Farm Ins.,
 Landmark Dr., (309)
 -3039
nton Area 7060-54
 nton, IL—2nd & 4th
 n., 7 p.m., Dewitt Coun-
 Bldg., 201 W.
 shington, (217) 935-6805
ver-Tongued Redbird
3-54
 rmal, IL—2nd & 4th
 urs., 11:30 a.m., Redbird
 l., Bone Student Ctr., Ill.
 te Univ., (309) 438-7602
tionwide Insurance
12-56
 n Antonio, TX—Wed.,
 on, Nationwide Insurance
 , 2455 NE Loop 410,
 2) 650-8756
e Oakland Downtowner
13-57
 kland, CA—Thurs.,
 on, City Hall, 1 City Hall
 za, (415) 273-3056
aldsburg 7040-57
 aldsburg, CA—Wed.,
 0 p.m., Healdsburg
 sp., 1375 University
 e., (707) 431-1933
l Pro II 7062-57
 bany, CA—Alt. Tues.,
 0 p.m., Gateview Con-
 minium Club House, 555
 rce St., (415) 234-5424

Columbia Post Office
7031-58
 Columbia, SC—1st & 3rd
 Thurs., 7 p.m., Columbia
 Main Post Office, 1601
 Assembly St., (803) 733-4736
Colonial 7048-58
 Columbia, SC—2nd & 4th
 Thurs., 4:30 p.m., Colonial
 Life & Accident Insurance
 Co., 1200 Colonial Life
 Blvd., (803) 798-5555 ext.
 5863
Gillam 7021-64
 Gillam, Man., Canada—
 Tues., 7 p.m., Gillam
 Schook, (204) 652-2422
CGA 7022-64
 Winnipeg, Man., Canada—
 Wed., 5:30 p.m., CGA
 Bldg., 4 Donald St. S.
DuPont 7003-66
 Richmond, VA—Mon., 6:50
 a.m., E.I. DuPont, (804)
 743-3934
Westpac Brisbane (No. 1)
7023-69
 Brisbane, Qld., Australia—
 2nd & 4th Mon., 5:15 p.m.,
 Westpac Banking Corp., 260
 Queen St., 3rd fl., (07)
 341-9031
Magpie 7030-72
 Hastings, New Zealand—
 Wed., 6:45 a.m., Caferama
 Coffee Lounge, Karamu Rd.
 & Heretaunga St., (070)
 778174
Vital Communicators
7056-74
 Pretoria, South Africa—2nd
 & 4th Mon., 7 p.m., Berea
 Park, V/D Walt St., (012)
 345-2452
NPC-VRC Executive 7035-75
 Cebu City, Philippines—2nd
 & 4th Thurs., 5 p.m., NPC,
 Visayas Regional Ctr., Mar-
 tinez Bldg., Jones Ave.,
 9-95-34
Philippine Airlines 7041-75
 Pasay City, Metro Manila,
 Philippines—2nd & 4th
 Thurs., 5:30 p.m., PA Ctr.
 of Cont. Educ., Andrews
 Avenue, Nichols, 833-0918
Orient Pearl 7042-75
 Quezon City, Philippines—
 Sat., 6:30 p.m.,
 Toastmasters Outreach Ctr.,
 22 Panay Ave.
Roaring 7043-75
 Quezon City, Philippines—
 Wed., 7 p.m., Camelot
 Hotel, Mother Ignacia St.

ANNIVERSARIES

55 Years

Orange County Braille 15-F,
 Anaheim, CA
Huntington Park-Bell 14-1,
 Huntington Park, CA

45 Years

Winnipeg 250-64, Winnipeg,
 Man., Canada

40 Years

Moscow 575-9, Moscow, ID
Broad Ripple 517-11, In-
 dianapolis, IN
Stillwater 576-16, Stillwater,
 OK

35 Years

New Horizons 1360-7,
 Portland, OR
Valparaiso 255-11,
 Valparaiso, IN
Columbus 549-11, Colum-
 bus, IN
Somass 1303-21, Port Alber-
 ni, BC, Canada
Prince Albert 1318-42,
 Prince Albert, Sask., Canada

30 Years

Early Risers 2117-4, Palo
 Alto, CA
Loop 2819-30, Chicago, IL
Urbana 2770-40, Urbana,
 OH
Calliope 2821-47, Orlando,
 FL
Randolph AFB 2845-56,
 Randolph AFB, TX
Downtown 2853-56, San
 Antonio, TX
Forest City 2729-60, Lon-
 don, Ont., Canada
Sydney 1921-70
 Sydney, NSW, Australia

25 Years

Ocean State 854-31, War-
 wick, RI
White Oak 3637-36, Silver
 Spring, MD
Revenooers 3653-36,
 Washington, DC
Defense Mapping 3660-36,
 Washington, DC
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