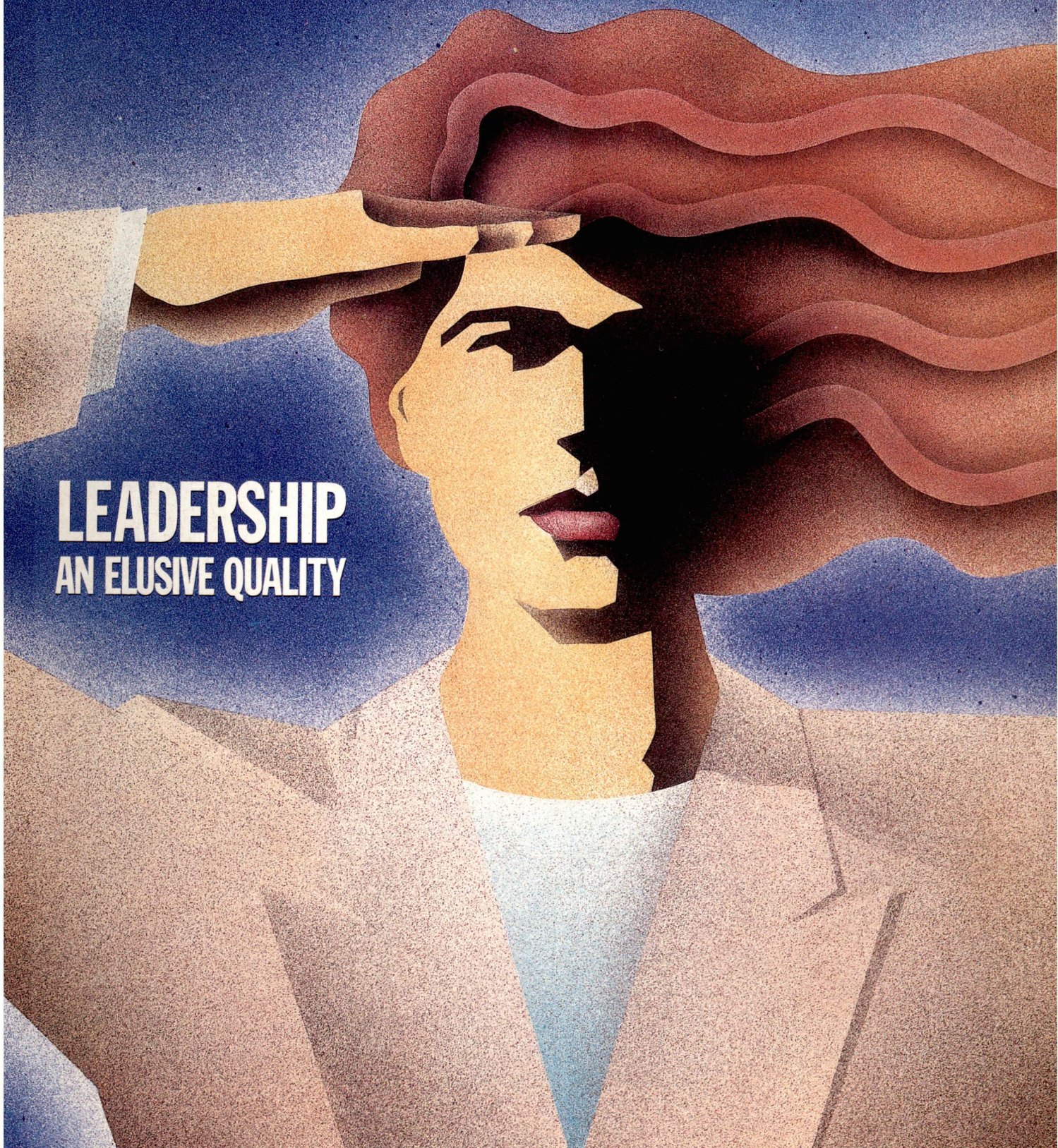
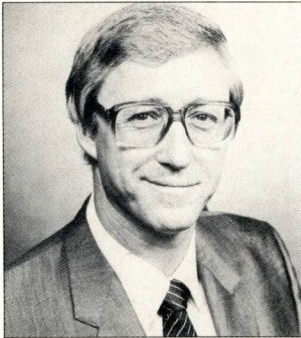


THE *Toastmaster*

FEBRUARY 1988

LEADERSHIP
AN ELUSIVE QUALITY





Practice Your Leadership Skills

You've probably heard the phrase "crisis in leadership" used regarding everything from the decline in international relations to corporate failures and the breakdown of the traditional family structure. But, as Toastmasters, we aren't the kind of people who just sit around and complain about the problem; we try to do something about it. All of us are potential leaders.

In a society desperate for leadership at any level, there are plenty of opportunities to develop your potential for quality leadership. Leadership has been defined as "the art of influencing and directing people in a way that will win their obedience, confidence, respect and loyal cooperation in achieving a common goal." The Toastmasters club is an ideal place to learn this art. Every group of people—be it a sports team, a Toastmasters club or a business—needs good leaders to create a team spirit, a sense of commitment to one another as well as to the group.

The Communication and Leadership manuals are so named because Toastmasters realize that a good communicator also will be in demand as a leader. This is inevitable. Dr. Smedley once said, "The well balanced, intelligent speaker is the natural leader in any group of which he is a part."

Corporations spend millions of dollars each year grooming personnel for managerial and executive positions. In Toastmasters, at a minimal cost, you are provided with a wide range of leadership training opportunities, designed to help you realize your leadership potential and demonstrate your abilities to others. All it takes is desire, time and effort.

Serving as a club, area or district officer is the best leadership training offered by Toastmasters. As an officer, your "hands on" experience is reinforced through the educational material provided in the Communication and Leadership manuals. So you are not only helping fellow members meet their goals, you are also furthering your own self-improvement efforts through special studies and training.

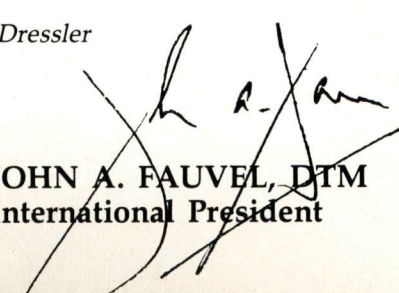
Additional opportunities to develop your leadership skills are available through the Success/Leadership and Speechcraft programs, and by participating in and planning events such as district and regional conferences.

So don't sit around and wait for someone to ask you to assume leadership roles; let your club officers know that you are eager to gain this valuable experience.

If you already are an officer, I encourage you to make the most out of this opportunity. Jump in with both feet. Decide what you want to accomplish, plan how to do it, and follow through to get it done.

"Never one thing and seldom one person can make for success. It takes a number of them merging into one perfect whole."

Marie Dressler


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Cover illustration
by Jeffrey Koegel



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Mother Jones

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How to Start an Advanced Toastmasters Club

Offer the best possible programs and opportunities.

BY DONN LE VIE, JR., ATM

What do you do when you want something different from a Toastmasters meeting? How do you seek out new challenges and growth opportunities for your communication skills? In Houston, Texas, there was only one alternative available: the Greater Houston Speakers Association, a local chapter of the National Speakers Association.

This represented the other end of the public speaking spectrum; members of this organization were already professional speakers, trainers and seminar leaders. What we needed was something in between what our regular Toastmasters meetings were providing and what the Greater Houston Speakers Association had to offer. We formed and advanced Toastmasters club: the Houston Speakers Forum.

Based on our experience, here are some things to consider in starting a successful advanced club.

Why do I want to start one?

Before you actually sign up people, it's a good idea to hold an organizational meeting to determine the amount of interest among members. Attempt to identify the new club's purpose, the structure of club meetings, the criteria for membership, and how the advanced club will interact with "regular" clubs in the division or district.

In our case, we had some specific issues to confront that would be acceptable to the majority of the membership. We knew that in order for an advanced club to succeed, it had to provide a different atmosphere for growth than typically found in the home club (all our members are dual members). At the organizational meeting, many people voiced a desire for evaluations with more "substance"—with stronger

suggestions for improvement.

Membership in the Houston Speakers Forum requires a Toastmaster to have a CTM at the time of application. Most of our members are close to attaining ATM status and want an accelerated speaking schedule to complete the remaining advanced speeches. In District 56, our clubs are brimming with so much talent that it's often difficult to get a speaking slot at the home club, especially if the speech requires twenty to thirty minutes. The advanced club provides this extra forum.

An advanced club also allows seasoned Toastmasters to get together regularly to exchange ideas on presentations, evaluations and outside speaking engagements. Moreover, it keeps the inter-divisional communication channels flowing smoothly, since members may come from several different divisions.

How do I get started?

Write to World Headquarters and obtain the New Club kit. The requirement that charter members can't be dual members is waived since the advanced club falls under the category of "Special Clubs." Much of the material you'll receive is more appropriate for chartering a club with brand new members since Advanced Toastmasters Club materials do not exist. But we have been able to put practically all material to use in one way or another.

Fill out the paperwork, send it to World Headquarters and you are on your way.

What kind of format should I follow?

That will depend on the needs of members. Houston Speakers Forum meetings follow this format:

7-7:30 p.m. Special presentation by an outside speaker

(such as an attorney, speech therapist, university professor, professional speaker or writer).

7:30-7:40 Intermission

7:40-8:40 Three speeches from advanced Toastmasters manuals and evaluations by individual evaluators or an evaluation panel.

8:40-9:00 Business meeting, announcements, agenda for next meeting.

We don't conduct a Table Topics session, nor do we use an Ah Counter/Grammarians, General Evaluator, or vote for Best Speaker. Since these functions are all performed at home clubs, the emphasis is on promoting the development of advanced public oration and discourse skills. We do, however, time all members' speeches according to requirements and we assign a Toastmaster to conduct the evening's meeting.

How often should we meet?

Again, this must be determined by the club, but I can offer some guidelines that have proven successful with the Houston Speakers Forum.

Since our advanced club members all belong to other Toastmasters clubs, it was important that we struck a balance between meeting frequency and maintaining member interest and attendance. We finally decided to meet twice a month and our attendance has averaged seventeen members a meeting.

Those who have experienced starting new Toastmasters clubs know the hard work involved. Starting an advanced club is no different. To make

the task easier, make sure to present quality programming and unique educational sessions. As an added bonus, you might consider announcing outside speaking opportunities for members. Try to motivate members to attend club meetings by offering the best programs and opportunities possible.

What about meeting facilities?

Finding a meeting room for free can be like the search for the Holy Grail. If you meet at a restaurant, you probably have to make sure everyone buys a meal in order to use the room without charge. Try to avoid this—costs can keep members from attending, and the club will be responsible for the difference between the number of meals ordered and that guaranteed.

We meet at a hotel located close to most members. When negotiating with the catering manager, we emphasized that this was a new club and we needed a meeting-by-meeting contract until we became firmly established. We were offered a ballroom but the catering contract specified guaranteeing twenty meals. If you run into this problem, don't worry, because *everything* is negotiable. I simply crossed out the "twenty" on the contract and wrote "fifteen" above it. I requested a full-size lectern, a notice stating "Welcome Houston Speakers Forum Toastmasters" to be placed on the marquee outside the hotel entrance, and a guarantee that the hotel wouldn't schedule any potentially disruptive group or meeting next to our meeting room. They agreed to all conditions.

Arrange for the hotel to schedule your meeting room next to an empty room if possible. Establishing an atmosphere conducive to speaking and listening means attempting to have some control over outside noise. Our very first meeting was held in a restaurant that assured us that we wouldn't hear the band. Just as I rose to speak, the jazz band started to play and practically blew the doors off our meeting room. We learned to get all such guarantees in writing.

At another meeting, an auto racing club was holding a small convention next door, and the noise from their racing videotapes interfered with our meeting. We mentioned this to the catering manager (we had our guarantee in writing this time) and an adjustment on the bill for the meeting room was made. We haven't had any problems since.

The hotel where we meet charges

\$50 for renting rooms. On the contract, I simply crossed this figure out and replaced it with "\$25." The hotel accepted the amended contract. You won't know what you can do unless you try it.

Do we still use the CMP?

We use the Club Management Plan, but not to compete for Distinguished Club recognition. Our emphasis is on different areas. For example, the primary concern of our members is to

complete requirements for ATM, ATM Bronze and ATM Silver as well as fulfilling any prerequisites for DTM status. We don't conduct Speechcraft, Youth Leadership or Communication and Leadership modules. We do, however, pass requests for such programs on to our home clubs where the CMP points are better utilized. If one of our members needs a Speechcraft credit, we try to determine if that person's club would like to handle it. This works out great.

Continued on page 10

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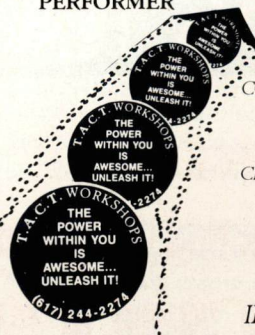
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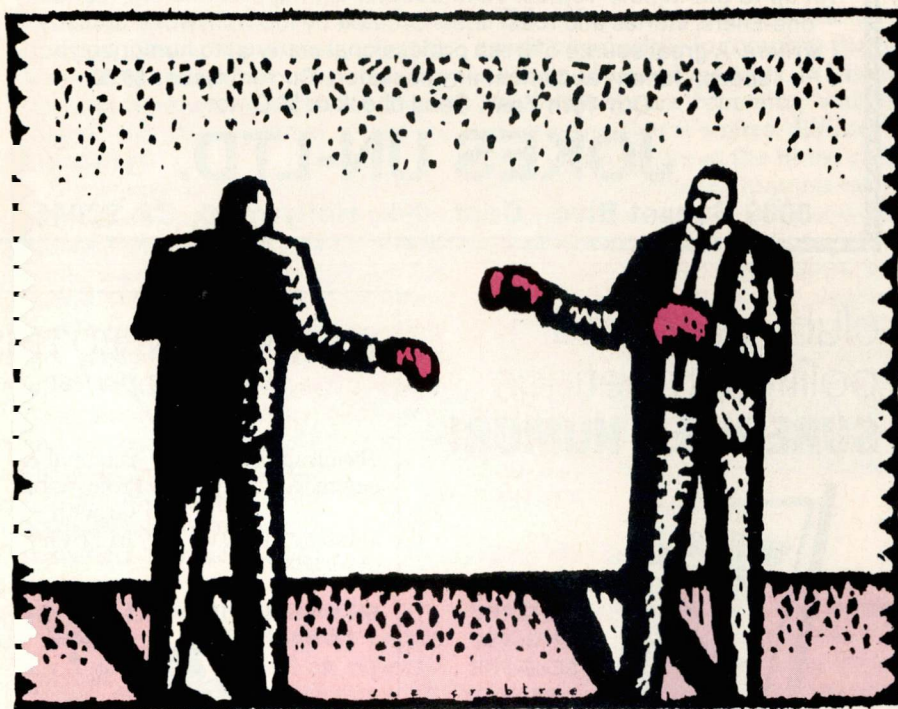
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Prescription For Conflict

BY MIKE LEFAN



An ounce of prevention is better than a pound of cure.

The absence of tension in an organization, as in a human being, is not a sign of happiness; it is a sign of death," wrote James J. Cribbin, a management consultant and member of the American Psychological Association.

Tension and conflict occur wherever people interact. Tension doesn't occur where people don't affect each other, and interaction, after all, suggests mutual dependence. If you don't have expectations of a person, you're not going to have conflict. But when you depend on people, and when people

depend on you, conflict and tension are inevitable.

Since friction is unavoidable in relationships, the challenge really is how to deal with it. Good problem-solving skills are a valuable asset, but it's even better to *prevent* problems from occurring. Fire prevention is better than rushing to quench the latest blaze. Learning to recognize potential problems, therefore, is the key to effective interpersonal communication. Following are some common communication barriers:

- **Tunnel Vision**

Most of us evaluate everything from our own particular perspectives. An accountant thinks like an accountant, a carpenter thinks like a carpenter, a parent thinks like a parent. We all think and perceive within the framework of our own field of experience.

- **Preconceived Ideas**

"You can't tell a book by its cover," advises the old saying—but we usually try to, anyway. First impressions are lasting—and they're often wrong. Yet, when an idea gets into our heads, it's hard to change it, and we end up in "tug of war" battles with other people.

- **Territorial Instinct**

Many animals mark a territory with their scents and then seek to drive out any intruders. Humans do that, too. We're protective of our ideas, our jobs and our attitudes. We become jealous and try to chase away intruders—real or imagined—and are always ready to protect what we perceive to be our territory.

- **Wearing Sunglasses Indoors**

Whether you want to dirty your hands with it or not, the truth is that "politics" is a reality we all must contend with. Because people's expectations, goals and ethics conflict, a certain amount of politicking is inevitable. You can try to wear "emotional sunglasses" indoors to maintain your "cool" image, but then you'll be blind to what's happening in the shadows—and what you don't know *can* hurt you.

To some extent, these problems are preventable. But before you get the idea that somewhere in your pilgrimage you'll gain the ability to be totally fair, stable and judicious—be warned: It's not going to happen. Dealing with

"people problems" is a lifelong learning process, and no family, company, club or person will ever be 100 percent wise and fair. Somebody or something is forever throwing the proverbial monkey wrench into things. But if you feel that you're ambushed by circumstances more often than the laws of probability would allow, then take some preventive medicine.

John C. Talbot, a private consultant on interpersonal communication, has written that "effective management of conflict between persons or groups requires recognition that the problem isn't the particular point of contention seen by the parties in conflict; the real problem is the relationship between the parties."

In other words, the problem isn't labor versus management, husband versus wife or parent versus child. Those are just labels—they're impersonal and can't interact. The real dilemma is the relationship between people who depend on each other in various ways.

If you're serious about improving skills to prevent conflict, you must pay attention to certain pivotal areas:

- Make a mental note of what really grabs the attention of those you're in relationships with and what turns them off.
- Understand the kind of behavior that's subtly rewarded or punished.
- Use these insights to guide your actions and be willing to evaluate them on an ongoing basis.

Consider these strategies for handling people-related problems:

Work with People As They Are

"Quick sensitiveness is inseparable from a ready understanding," wrote Joseph Addison, the 18th century English essayist. Learn the limits of people's perspectives. Empathize with what they seek to protect. Get a glimpse of their prejudices. Note their position in the power structure. Be understanding of the emotional need to "save face" or look good.

Most of us have a hard time accepting people the way they are—we try to influence them into becoming what we want them to be. But nobody takes kindly to the notion of having to change to meet someone else's ideal. Each of us is unique, and you're wise if you appreciate that this individuality is a strength.

Be of One Mind

That's the instruction of the apostle Paul to a church mentioned in the Bible—a church that was having internal problems. He didn't tell them all to think alike, but rather to be "of one mind." That means to be united in goals and in the willingness to work together.

Don't concentrate on jockeying for the limelight. In fact, do what you can to make others look good. Whether it's your family, employer, club or society, seek to advance your group's best interests. If you're accomplishing anything worthwhile, people will notice.

Of course, some problems aren't so much interpersonal as they are systemic. These problems result from the nature of the group itself, and can also often be prevented.

Know Your Organization

Learn what the organizational chart says—and then find out how the group really works. Who are the real movers and shakers? Who is allied with whom? This is valuable information.

Learn to take advantage of any

group's inner workings, cliques, channels or other unofficial rules that move things along from day to day. Realize that if you break certain internal taboos, you've had it. Without sacrificing your principles, you must remember the adage "When in Rome, do as the Romans do."

Develop the ability to hear what's said—and what's *not* said. After all, forewarned is forearmed.

Paddle Your Own Boat

If you don't paddle your own boat, nobody will. But be careful about making waves so high that you swamp somebody else's boat. Strive for a harmonious blending of group and personal ambitions.

Conflicts and tension may be inevitable within any group, but your attitude towards others in a conflict can go a long way toward keeping relationships harmonious and productive. □

Mike LeFan, of Temple, Texas, writes a syndicated newspaper column, "More For Your Money." He is the author of a book called Shopping Texas by Mail.

A Wise Approach to Conflict

BY MIKE LEFAN

The way you handle conflicts depends a lot on how you look at life.

If you have an authoritarian approach, you'll seek to resolve conflict in terms of power struggle. In that case, the person with the greatest power wins. That's simple, direct—and abusive. It creates winners and losers, and the losers tend to resent the winners.

The wisest strategy in a conflict is to look for a 'win-win' solution. Try to let everybody win a little.

Another attitude toward conflict is 'rather switch than fight.' People with this approach choose to do anything in their power—change jobs, marriage partners or friends—rather than face unpleasant situations. Unfortunately, the real problem often travels with us. Fleeing from conflict denies our potential for growth.

You can also view conflict as an inherent part of all interpersonal relationships, a challenge to be worked through. This attitude is more realistic, since conflict is intrinsic to relationships. Achieving this frame of mind requires an acceptance of responsibility.

The Japanese people have nurtured and capitalized on this approach. They've learned a valuable lesson about developing team spirit laced with personal excellence.

The question isn't whether we'll have conflicts or not. The real challenge is, what will our attitude be in conflict? Do we simply want to end up with winners and losers, or do we want to develop ways for the group to achieve its greatest good, while encouraging each individual to advance as well?

Your approach to conflict will make the difference.

LEADERSHIP

An Elusive Quality

BY PETER CRABTREE, DTM

What differentiates a boss from a leader? Theodore Roosevelt once said, “The leader works in the open, the boss in covert. The leader leads, and the boss drives.”

As a leader, you must be able to set goals and priorities, plan, make decisions, manage time and resources, and be a good listener. These skills can all be learned. Skills make you “successful”—you get things done.

But to be “effective”—that is, to get things done and satisfy the needs of the people you are leading—you need certain other characteristics; these qualities are intangible, and can be learned not in the classroom but only in the workplace of life.

British author Gilbert K. Chesterton once remarked that if he were to run a boarding house, he would be more interested in the philosophies of the residents than in their incomes. If the residents had the right philosophy, Chesterton would be sure of getting the rent. If they had the wrong philosophy, he might never be paid, no matter how much money they earned; they would lack the intrinsic integrity that would make them meet their responsibilities.

The leader is like the boarder with the right philosophy—the philosophy that comes from treating people with respect, and from meeting commitments. Leadership qualities have to be developed. They cannot be learned in the way that skills can be learned. Let’s look at five of these qualities:

1. Desire to lead by being out in front

You are not afraid to be in the spotlight. You have a vision of the future. Your inner force drives you to lead fearlessly, despite being in the firing line of people’s abuse, mockery or direct opposition.

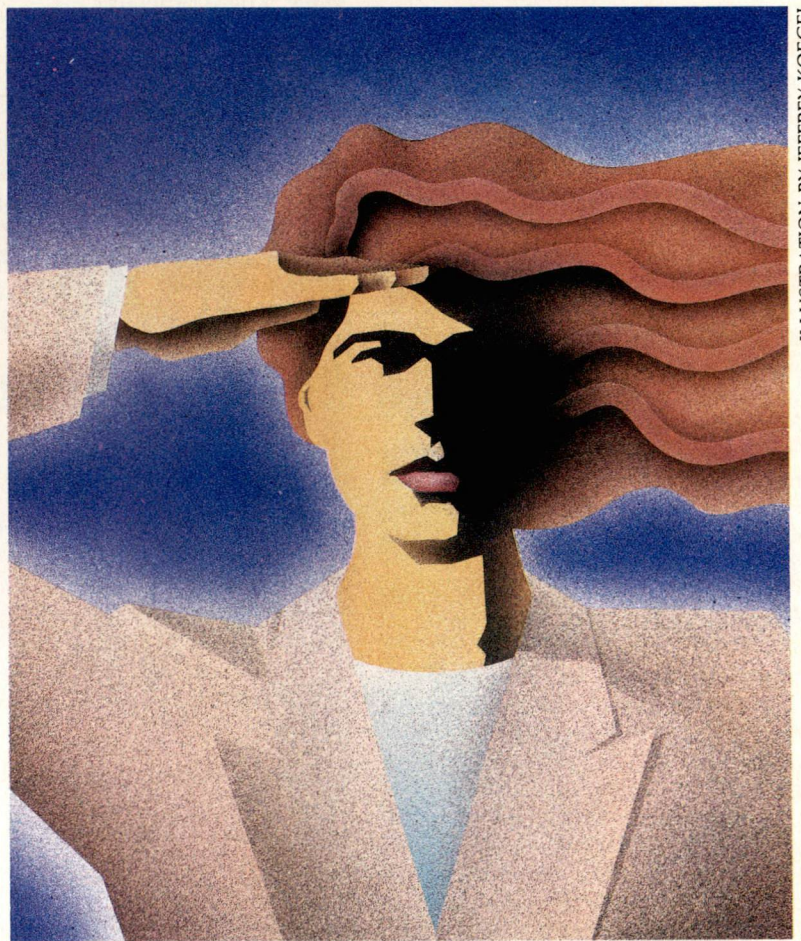


ILLUSTRATION BY JEFFREY KOEGEL

“The best leader doesn’t say much, but what he says carries weight. When he is finished with his work, the people say ‘It happened naturally.’”

Lao-Tzu, Chinese philosopher, circa 550 B.C.

Every day we meet opportunities to be out in front. But if we ask ourselves "what will my friends think?" or "will I be liked?" the chance to lead is lost. Winston Churchill was not afraid to be out in front. Long before World War II broke out, he was warning of the dangers of Hitler's ambitions and the growth of Nazi Germany. He was ridiculed by many for his "war-mongering," and was only vindicated years later when the war came.

John Brown stood out in front with his fervent belief that slavery was evil. He was prepared to give his life for this belief, and indeed did give his life. He played his role in the movement that ultimately led to the abolition of slavery.

2. Strength to stand alone

Do you know when you're right? I'm not referring to stubbornness that refuses to acknowledge error. I'm talking about a sincere confidence that your vision, your decision on an issue, is the only way to go. When you are in that position, you have no concerns for the barbs of the non-believers. You endure the insults, the mockery and the skepticism because all your efforts are directed toward your goal.

Mahatma Gandhi had this confidence. When the young lawyer went to South Africa, he was appalled by the injustices that were practiced there against the non-whites—they had to carry identification papers, could not travel in the same part of a train as the whites, and could not move about freely in their own country.

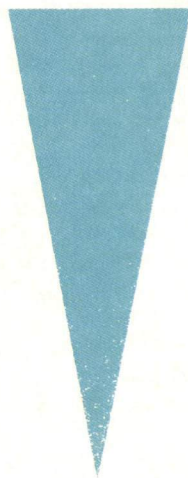
Gandhi began a campaign of passive resistance in Africa, later continued in India against the pass books, the obligation to buy English-made clothing and the ban on Indians producing their own salt. He was able to endure incredible physical and mental abuse because he had the inner confidence of knowing that truth and justice would ultimately prevail.

3. Understanding people's needs

As a leader you are sensitive to the feelings, responsibilities and needs of the people you lead. After all, you share the same feelings. Taking into account the points of view of your followers requires extra strength, because to do so often makes the decisions harder to reach.

In his book *Leadership*, James J. Cribben sums up the importance of this characteristic in a series of questions: "Do you believe your subordinates are essentially good? More good than bad? Infinitely perfectible? Bound by heredity and environment? Capable of being programmed in a predictable manner? Capable of learning, growth and self-fulfillment? Self-determining and accountable for their behavior? Honest answers to these questions, singly and in combination, are far more important ingredients of effective leadership than techniques are."

Be open to people, sensitive to criticism and willing to change.



4. Desire to help others grow

Do you find real pleasure in assisting others to improve themselves?

Before responding "yes" to this question too readily, let's think for a moment of the situations in which we have a choice to make. At one extreme, there are the cases where the improvement will benefit us; in the middle are situations where the other person's improvement will have no impact on us; and at the other extreme are the cases where we may appear to be threatened by the improvement.

As a leader, you don't consider the effect the other person's improvement will have on yourself. You have the self-confidence to know that you can never be threatened by a friend, acquaintance or peer gaining more knowledge or expertise. You're well aware that you can only benefit from the improvement of anyone you can assist.

In his book *See You At The Top*, Zig Ziglar tells a story that illustrates how hard this can be in practice: "There was an old man sitting in the cathedral, playing the organ. It was the end of the day and the setting sun shining through the beautiful stained glass windows gave the old man an angelic appearance. He was a skilled organist playing sad and melancholy songs because he knew that he was going to be replaced by a younger man.

"At dusk, the young man rather brusquely stepped in the back door of the cathedral. The old man saw him enter, removed the key from the organ, put it in his pocket and slowly made his way to the back of the cathedral. As the old man was about to pass the younger man, he paused for a moment, took the key from his pocket and said, 'You will need this.'" The young man walked hurriedly to the organ, sat down on the bench, inserted the key and started to play. The old man had played beautifully and skillfully, but the young man played with sheer genius. Music such as the world had never known came from the organ. It filled the cathedral, the town and even the countryside.

"This was the world's first exposure to the music of Johann Sebastian Bach. The old man, with tears streaming from his eyes, said to himself, 'Suppose, just suppose I had not given the master the key.'"

5. Recognizing your own fallibility

This may be the most elusive quality of them all. Many people have achieved greatness, only to lose it because of arrogance: Julius Caesar for being aloof from the people; Napoleon for believing he could conquer the Russian winter; Richard Nixon for assuming he was above the law.

How difficult it is for us to recognize our own mistakes, and then to acknowledge them and use

Continued on page 10

LEADERSHIP

Continued from page 9

them for making making better decisions. Michael Maccoby, in his book *The Leader*, says, "Only the most secure leaders with deep-rooted values of human development can open themselves to criticism and make use of it while in a position of power."

What can we do to prevent our ego from being the instrument of our downfall? The direction is clear, but hard to follow; be open to criticism, sensitive to people, and willing to change. For we are all human—only God is infallible.

Leadership—generated from within.

The qualities of leadership I have described are based not on classroom skills but on the belief that people are more important than things or results.

Toastmasters is an excellent organization in which to foster these qualities because it is a volunteer organization. No one tells us to do anything. Our Toastmasters leaders have to think of their followers and meet their needs, or nothing will happen.

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See September 1986 issue of *Toastmaster Magazine* which describes the personal computer tool as it was used to make Top 10.

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The key point is that leadership is not a skill, at least not in the sense that communication, delegation, planning and listening are skills. The latter can be taught to us by others from outside ourselves, and we can take them in and learn from them. We then return them to society in the same (or similar) form. Using them make us managers.

On the other hand, leadership has to be generated from within us. Certainly we can make use of the skills, but we overlay them with understanding for people—it's much like eating our food and converting it inside ourselves into the energy that is displayed through our activity.

Nothing says that you have to have a title—captain, president, governor—to be a successful leader. If you bring the qualities you build in Toastmasters into your daily tasks as manager, supervisor or group leader, you'll no longer just be "successful"—you will become "effective." In short, you will become a better leader. □



Peter Crabtree, DTM, a Toastmaster since 1972, is a member of Oakville Toastmasters Club 2245-60 in Oakville, Ontario, Canada. A former District Governor, he also was a member of

Toastmasters International Board of Directors in 1984-1986. He is director of Human Resources for Ontario's Ministry of Environment.

ADVANCED CLUB

Continued from page 5

We welcome all guests and especially try to recruit new CTMs. Any guests new to Toastmasters are directed and encouraged to join the club that best fits their schedule and geographic location. I guess we act as a sort of Toastmaster "steeringhouse."

One of the great things about an advanced Toastmasters club is the extended networking that takes place with committed members from different divisions. Several weeks ago, it came to our attention that a new public access cable television channel would soon go on the air and that it was looking for programming. Being seasoned Toastmasters (which means we make opportunities happen), we thought it would be a good idea to contact the

station to see if they would be interested in televising several of our meetings, or perhaps the upcoming second annual tri-divisional debate contest.

It's a great feeling to have members such as these who live up to their commitments with club involvement. As the first president of the Houston Speakers Forum, I've yet to hear an excuse from any of the members when asked to participate at the next meeting.

What are the officers' duties?

Some of our club officers' responsibilities are a little different from those of an ordinary club.

President - usual functions

V.P. Education - Educational Programming Coordinator—coordinates educational programs; responsible for monitoring members' progress; submits monthly educational article to newsletter.

V.P. Administration - Outside Speech Coordinator—arranges for outside speakers to present informative topics on all aspects of effective verbal communication; also announces outside speaking engagements available to members.

Publicity Coordinator - Assistant to V.P. Administration—responsible for press releases announcing club events, and public service announcements for radio and television.

Secretary/Treasurer - usual functions

Sergeant at Arms - usual functions

Parliamentarian - provides guidance on correct usage of Roberts Rules of Order.

Bulletin Editor - usual functions

There you have it. I hope the lessons learned by us along the way will help you plan for the successful organization of an advanced Toastmasters club. It may be just the "shot in the arm" you need to accelerate attainment of the ATM, ATM Bronze, ATM Silver or DTM award. □



Donn Le Vie, Jr., ATM, President of Houston Speakers Forum Club 6514-56 and Area Governor, is a former geologist, oceanographer and Mission Specialist Candidate for NASA's

Space Shuttle Program. He writes and speaks on communication and conducts writing seminars around the country.

Appreciate Your Audience

BY GENE PERRET

I recently heard a story about a speaker who appeared for his performance and found only one person in the audience. The old "show must go on" adage prevailed and he began his presentation. He soon surrendered, though, because his listener wasn't even listening; he was reading a magazine.

The speaker said, "This is kind of silly. Why don't I just send you a copy of my speech so you can read it at your leisure and I can go home?" The man in the audience shook his head. The speaker had to continue.

It got no better. He finally pleaded with the man to let him end his speech. Again, the suggestion was rejected.

Finally, the speaker asked, "Why are you doing this to me? Why force me to go on when you're the only person in the audience? The gentleman replied, "Because I'm the next speaker."

This is a funny story with a serious point. You can have an audience without a speaker, but you can't have a speaker without an audience.

I remember attending a service club meeting once when the program chairman said, "Our next speaker needs no introduction. He didn't show up." The meeting continued. But no speaker would continue if the audience didn't show up.

The audience is tremendously important to any lecturer, but especially to anyone doing humor. No speaker should fear the audience, but all should respect it.

I've listened to many platform performers receive awards, honors and testimonials. They all thank their mentors and a whole bunch of other folks. Rarely have I heard people thank their audiences.

I believe that no one will ever become a polished platform performer without recognizing, respecting and appreciating the impact of the listeners.

Why place so much emphasis on the contribution of the people in the auditorium? After all, the speaker is the one with the microphone and the notes. The speaker is the one who stands at

You can have an audience without a speaker, but you can't have a speaker without an audience.

the lectern under all the lights. The speaker is the one whose picture is in the program. Why is the audience suddenly supreme?

Feedback

The first reason the audience is so valuable to us is because, to put it bluntly, it feeds our egos. We stand up and speak because we want to be heard. We tell a joke or story because we expect to get laughs. We finish with a strong ending because we like to step away from the microphone to the sound of applause. Most of us relish that attention and there's nothing wrong with that. It's precisely this addiction that makes for great entertainers.

I once wrote for a benefit show that featured George Burns as performer and Bob Hope as emcee. Burns did almost an hour of comedy, dancing and singing. He was about 89 years old at the time. Afterward, Hope said, "George, how can you work that hard at your age?" Burns said, "I couldn't do it, Bob, if I wasn't getting laughs." They all love the response of the audience.

Bob Hope was scheduled to take a quiet, week-long vacation just to relax and do a little fishing. He came home early. I asked him why. He told me, "I came home when I found out that trout can't applaud."

Craving that response is not only normal; it's healthy. But you can't applaud yourself and you'll feel silly if you're the only one laughing at your own jokes. You need the audience and its feedback.

The audience is like a jury. If the response is warm and enthusiastic, the speaker absorbs it and glows. If the

response is indifferent, the speaker has only himself and his presentation to blame. The jury's verdict is that the performance needs fine-tuning.

Inspiration

In addition to offering feedback, the folks in the hall provide encouragement and inspiration, and actually become a part of the delivery. I do a lot of comedy in my presentations. It's prepared and practiced, but I do it slightly differently each time. Why? Because I'm responding to my audience. They actually regulate my delivery.

Most comedians wouldn't perform without a live audience. With television's technical advances they could, but they won't. An audience is a crucial part of a comedy performance.

Another reason performers need a public is that the audience determines our success. We receive instant gratification by applause or cheers, but the more lasting effect is when listeners tell those who missed our lecture, "You really should have been there. The luncheon speaker was great." We become stars when they tell the program chairman how much they enjoyed our presentation.

I'm always amused to read about celebrities who don't give autographs or who hate the public. The public buys the tickets. A star can demand outrageous fees only if people will repay that with their attendance. Naturally, celebrities don't owe the public their entire private lives, but they—and speakers, too—do owe "fans" some gratitude. □



Gene Perret, a comedy writer for such famous performers as Bob Hope, Phyllis Diller and Carol Burnett, spoke at Toastmasters 1986 International Con-

vention. Mr. Perret's column on humor and speaking appears bimonthly in *The Toastmaster*.

The Key to Audience Behavior

BY KATHERINE HANLEY



ILLUSTRATION BY DIRK HAGNER

At the end of a party an extrovert will say with regret, "the party's over," and look for somewhere else to go.

An introvert will say with relief, "the party's over," and happily head home.

As every Toastmaster knows, developing rapport with an audience is vital to the success of a presentation. There are many ways by which this rapport may be achieved; the most valuable and widely used tools are the use of humor, personal anecdotes or incidents connected with the location of the presentation.

In order to develop rapport with people, you need to know something about them. What do you and they have in common? How might they be expected to react? What are their preferences and interests? Sometimes this preparation requires research or interaction with a contact person. There are a few secrets, however, which characterize any group of listeners. A good Toastmaster, possessing these secrets, can adapt his or her delivery to suit the audience.

One secret is the fact that people

have different "listening styles." Based on research conducted by psychiatrist Carl Jung and refined by many later studies, the notion of personality types is today receiving attention in many areas. Its value for speakers is considerable since a good presenter prepares with as much information as possible. Basic to the study of personality types is the principle that at a very young age (some say infancy), people develop either an extroverted or introverted perspective. These terms have become fairly commonplace although they're often misused. What do they signify for the Toastmaster?

Extroverts make up about 75 percent of the population. These persons are "turned on" by the world around them. They are apt to be sociable, talkative, at home in groups and at ease in discussions. Highly extroverted persons may enjoy performing and might do well at social events (some are born storytellers). They're often assertive and spontaneous and are frequently perceived by others as being well-rounded. This is not to say that extroverts aren't shy; only that they tend to develop public skills with more ease than do introverts. The key factor is not so much how they behave, but how they perceive the world or a speaker—you, for instance.

In contrast, introverts are more "turned on" by their own inner world. These people, about 25 percent of the population, internalize their perceptions of reality and are in many ways the opposite of extroverts. They tend to be less sociable, less apt to assert themselves, more contemplative and more apt to think before they speak. For example, at the end of a party an extrovert will say with regret, "the party's over," and look for somewhere else to go. An introvert will say with relief, "the party's over," and happily head home.

Are You an Introvert?

BY KATHERINE HANLEY

Carl Jung's estimation that 75 percent of the population are extroverted probably still holds true. If you are among the 25 percent who are introverted, however, you may answer "yes" to several of these questions:

- Do people find you a bit difficult to approach?
- Are you often weary after a social event?
- Do you often feel overwhelmed by crowds?
- Do you have a high need for private space?
- At a party, are you apt to gravitate toward one person rather than circulate?
- Are you willing and apt to visit cultural spots or sightsee by yourself?
- Is the idea of an evening with nothing to do and nowhere to go appealing?
- Do you prefer to work alone?
- When a speaker proposes small group discussion, are you annoyed rather than pleased?
- Do you find that others usually enter a discussion before you do?

Shades of Gray

Both of these characteristics are, of course, manifested in degrees: Someone may be strongly introverted or moderately extroverted. The preference may also fluctuate with mood and undergo a shift with age.

Extroverts do well in fields requiring extensive human interaction, such as sales, public relations or personnel. They tend to be good speakers, and it is likely that most Toastmasters are extroverts. Introverts do well in fields requiring solitude or one-on-one interaction; they're often found in research, accounting, counseling or service careers. Toastmasters who are introverts probably are persons whose professions require them to make presentations and who have determined to acquire public speaking skills so that they can perform credibly. I'm a member of this group myself.

More information about these two basic personality types can be obtained by studying Carl Jung's writings on the topic.

Implications for Speakers

The implications of this material for Toastmasters is fascinatingly simple: In any audience of one hundred people you can expect, according to Jung, 75 extroverts and 25 introverts. This means that you need to expect major differences in the way the two groups listen and interact with one another and with you as a speaker.

Extroverted listeners probably will give you better eye contact and more feedback; they're more likely to applaud and laugh at your wit. They tend to welcome discussion and question sessions and may in fact ask questions without being invited to do so. They also may whisper to their neighbors during your speech. This behavior is not deliberate rudeness; they are paying you the compliment of listening actively. Because extroverts are turned on by the world around them, they'll get involved in the presentation, providing that the speaker is good and works for warm rapport, good eye contact and high identification with the audience.

Introverted listeners, in contrast, may make less eye contact and lead the speaker to believe that they aren't listening. This may not be true, however; they just "process" the speech in less

visible ways. They may take notes and their body language may be subtle. Given the opportunity for questions, they will take time to carefully articulate the question before asking it; thus, the first hands raised tend to be those of extroverts. Strong introverts, in fact, may prefer the opportunity to submit questions in written form. Many introverts aren't shy; they're simply more concerned with the inner world.

As you prepare your presentation, it will be helpful to keep a few hints in mind. The introverts in your audience may distance themselves from you, perhaps sitting toward the rear of the room or on the side; they may react less and need more time to ask questions or make comments. Many proficient speakers yield to the temptation to focus on more active listeners. While this isn't necessarily wrong, it leaves out 25 percent of the listeners.

In an audience containing a high percentage of introverts, a speaker needs to remember that the typical signs of approval will be less visible. I once addressed a group of highly sophisticated researchers. They paid complete attention to my presentation but projected almost no response. However, I later received a letter from the group coordinator who said that they had given my talk highest commendation.

The Introverted Speaker

If you tend to be introverted yourself, you should realize that addressing a large group of people, no matter how strong your motivation, is to act against your basic nature, and that any strain you may feel is natural and healthy. You may have to work hard to estab-

lish a good audience rapport, but you may ultimately project more sincerity. Highly introverted people may want to rely occasionally on good audio-visual materials to focus audience attention on a screen. This allows the speaker to step out of the spotlight for a moment and save energy for the return to active speech. Some of the skills at which extroverts often excel may prove difficult for introverts. An introverted friend of mine, for instance, diligently tried to begin presentations with a witty anecdote. It simply wasn't her style and she eventually gave up and moved directly into her message. She was much more at home in this manner and her audience relaxed as she did.

The Extroverted Speaker

Extroverts generally tend to be better speakers, but their very success may make them overlook the introverts in the audience. When fielding questions, it's important to give the introverts a chance to collect their thoughts and contribute. Don't assume that listeners who don't make eye contact aren't interested.

It's helpful to know something about listening styles and personality types since the focus of Toastmasters is on people speaking to people; the more we learn, the more effective we can be. As you gain proficiency and ease, you'll notice even more subtle differences in your listeners than those outlined here. Good luck! □

Katherine Hanley is a professor of English at the College of Saint Rose in Albany, New York. She has twenty years experience in teaching speech courses.



Toastmasters Celebrate Constitution Day—From left: Donna Hunt, Jack Mills, Margaret Pickell, William Thomas and John Williams.

Toastmasters Plant Tree on Constitution Day

On Constitution Day, September 17, 1987, the Energy Systems Toastmasters Club in Oak Ridge, Tennessee, held a special program to commemorate the 200th anniversary of the signing of the U.S. Constitution.

The program, held at the American Museum of Science and Energy, featured patriotic music, period-dressed speakers, an essay on "Why I'm Glad to be an American" by a fifth grade student, as well as a speech by President George Washington—enacted by Toastmaster Jack Mills—on the "Blessings of Liberty."

The planting and dedication of the Tennessee state tree, the tulip poplar, on the front lawn of the museum highlighted the ceremony.

Margaret Pickell, a club member and Area 8 Governor, said the club chose to "plant a living legacy" to commemorate this historical event. "Trees are symbols of strength, growth and longevity," she said. "They are among the few living things in 1987 that were alive when the Constitution was signed by our forefathers in Philadelphia 200 years ago."

Pickell said the tulip poplar was chosen because "it was used by Tennessee pioneers to construct their homes, barns and other buildings while settling here."

*Regina Clark
Energy Systems Club 3753-63
Oak Ridge, Tennessee*

Hospital Honors Historic Event

Following up on a call in the May issue of *The Toastmaster* "to join in the celebration of the 200th anniversary of the U.S. Constitution," the Toastmasters at Northeast Florida State Hospital in Macclenny, Florida, organized their own bicentennial celebration on August 19. More than 300 patients and staff members attended the morning festivities on the hospital lawn.

The program featured several speeches, patriotic music and a welcome address by Bud Stotler, who informed the audience on the historical importance of the day. Patients wore early American costumes, and were awarded prizes for the most authentic dress.

*Charlene Grafton
Orange Park Club 1980-47
Jacksonville, Florida*

Speaking Up For Freedom

In keeping with the Bicentennial theme of "Freedom and the Constitution," the two Toastmasters clubs in Casper, Wyoming—Pioneer Club 97-26 and Morning Tour Club 2503-26—combined their efforts and celebrated with three special meetings in the month of September.

The meetings, advertised in the newspaper and on local television and radio stations, generated much interest. Six new members signed up.

Patricia Leek chaired the planning committee and Marie Neville coor-

inated the activities. Joe Rochelle impersonated Abraham Lincoln as he led Table Topics at one meeting.

Guest speaker Charles Levendosky, a nationally known authority on the First Amendment and a columnist for the Casper newspaper, addressed the topic of "Freedom of Speech." Club member David Kinsky spoke about "Jefferson and Religion" and "Freedom of the Press;" Roger Tanner's subject was "The Constitution, a Guiding Light For Many Nations;" and Dennis Leek concluded with a speech titled "I am the Symbol of Freedom."

*Dennis Leek
Pioneer Club 97-26
Casper, Wyoming*

Official Youth Month

Members of the Peterbilt Club 5067-57 in Newark and the Fun Club 3317-57 in Fremont, California, conducted the eight-week Youth Leadership program during the fall for junior and senior high school students.

Several District 57 officers and club members helped coordinate the program and served as guest speakers. The mayors and city council members of Fremont and Newark issued proclamations officially declaring October, 1987 a Youth Leadership Month.

In order to attract adults, a "parents evening" was organized, where parents of student participants attended the regular club meeting of the Peterbilt Toastmasters club.

The graduation ceremony, which featured a speech contest, was held at Peterbilt Motors on November 14. The event was attended by parents and participants as well as District Governor Marion Kiebel, Newark City Council member Shirley Sisk and Fremont City Councilman Bill Ball.

The young people of the Tri-City area greatly benefited from the program, and parents, teachers and civic leaders appreciated the initiative of Toastmasters in helping train the youth of today to become leaders of tomorrow.

*Satya Sarkar, ATM
Area 13A Governor
Peterbilt Club 5067-57
Fun Club 3317-57
Dublin, California*

SA-LUTE-TH ACHI-VE-R



1810



1842



1843



1840



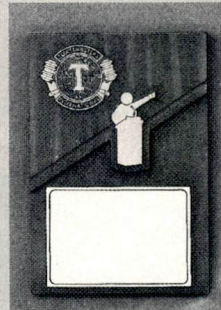
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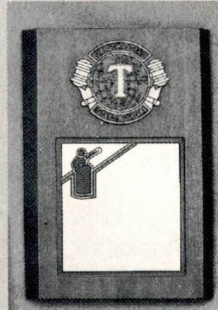
1980



1976



1977



1978



1984

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The most pressure-packed communications spotlight in the world follows the president of the United States, and on the morning of Wednesday, October 8, 1984, the pressure on Ronald Reagan was particularly intense.

The press had pretty much decided that Walter Mondale had won the first television debate with Reagan in Louisville the night before. Speculation swept the country that there was hope for Mondale yet, and that maybe, just maybe, he could pull the election out over the popular 73-year-old president, who had appeared so tired and confused to the nation's viewers.

A couple of days later, I received a call from the White House. Up to that point, I had played a small, creative consulting role on the president's Tuesday Team, the group masterminding the reelection campaign. Now some of the president's staff wanted me to come down to Washington and see what I could do about averting a second TV debate disaster, an event even *they* feared could cost Ronald Reagan the election. There was great resistance to bringing me in, because many people felt that the president had been over-coached for the first debate. Nancy Reagan was upset that the president had performed so badly against Mondale after all that coaching, and since she didn't know me, she probably thought, "God, that's all we need—one more consultant. We had too many the first time." She wasn't wrong, but my aim was to provide the structure needed to bring the president back to basics.

The Reassurance Issue

What the American people wanted from the president, I felt, was some reassurance that he wasn't too old for the job, and given that, they would reelect him. Clearly, they hadn't received that reassurance in the first debate, although his supposed "losses" from that performance were exaggerated. Although there had been a drop in Reagan's polling results in the large cities of the Northeast—which are not his natural constituency anyway—I was told his numbers stayed even or actually went up in places like Texas after the first debate. Nevertheless, it was important for the president to do well in the second debate.

When I arrived at the White House, the first thing Reagan's top aides, Jim Baker and Michael Deaver, told me was that I would not be talking to Mr. Reagan directly. They said, "We'd like your ideas, and if we think they're good, we'll present them to the president." So I said fine, and we got down to business.

Source: *You Are the Message: Secrets of the Master Communicators*, by Roger Ailes with Jon Kraushar. Dow Jones-Irwin, 1818 Ridge Road, Homewood, IL 60430. (\$19.95)

You Are The Message

The importance of communicating
your composite personality:
A case history.

BY ROGER AILES WITH JON KRAUSHAR

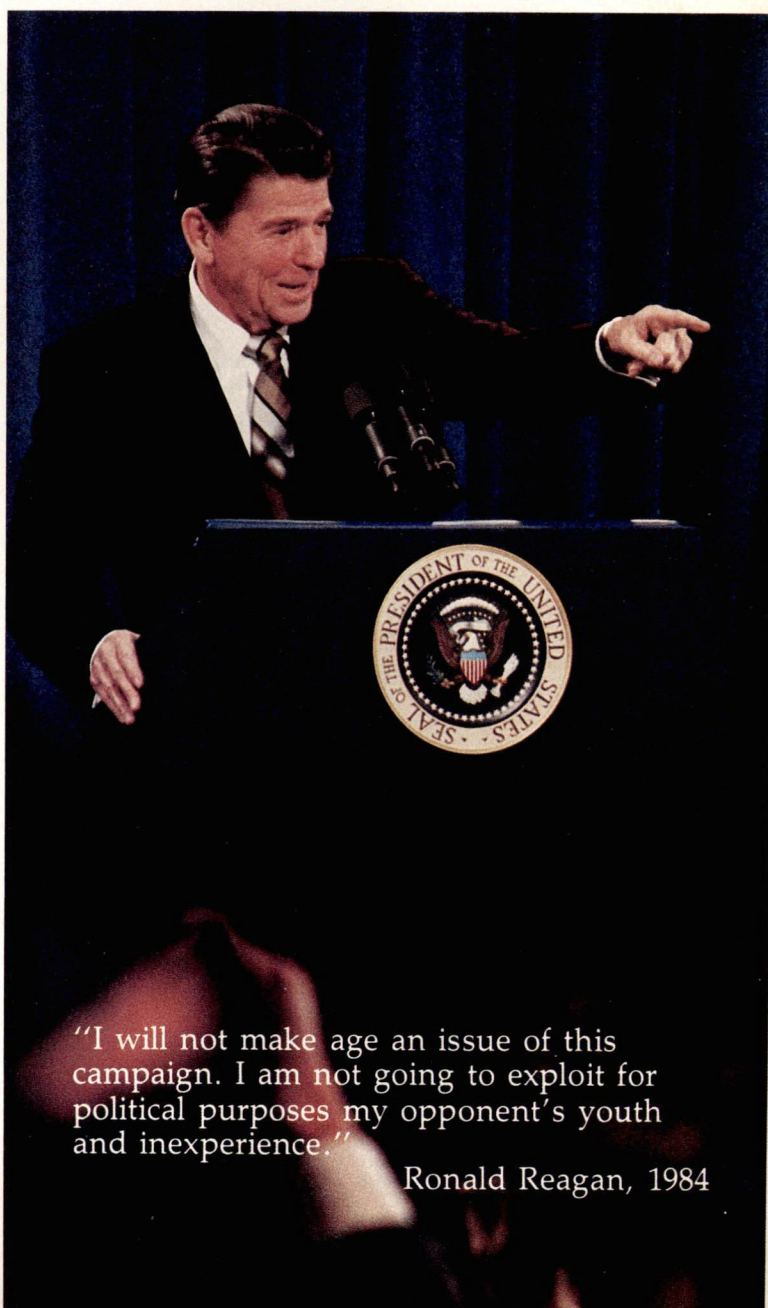


PHOTO COURTESY OF JACK KIGHTLINGER, THE WHITE HOUSE

"I will not make age an issue of this campaign. I am not going to exploit for political purposes my opponent's youth and inexperience."

Ronald Reagan, 1984

Defining Goals

"What are the president's goals for the second debate?" I asked. Their replies were vague, so I went through a checklist of possible objectives.

Finally Baker said, "Maybe you ought to go to the debate practice this afternoon. Don't say anything, just sit in the back and watch, and give us your observations."

At 4 p.m., I arrived at the little theater in the Executive Office Building next to the White House. There were two lecterns on the stage, with Reagan standing at one and his budget director David Stockman at the other. Several members of the administration were set up as a panel of questioners. The moment I walked in, I could see that the president was uncomfortable, out of sorts and tired. He clearly didn't want to be there, but this mock debate was on his schedule.

Stockman's Other Book

Someone fired a question at Stockman and he gave a perfect answer, reading it out of some notebook put together by Ph.D.s. In response, the president ad-libbed, fumbling around a bit. Then back to Stockman, who read a perfect rebuttal and buried the president again, making him look confused about the facts. Every time they finished a round, somebody in the audience would raise a hand and say, "Mr. President, the tonnage on that warhead is wrong. The date of that treaty was so-and-so," and they'd correct him.

I watched this performance for about 20 minutes, with Stockman's written answers annihilating the president, and Reagan trying to remember all the detailed facts and statistics as he had in the first debate. I signaled for Deaver and Baker to come out into the hall. "If you think he was bad in Kentucky, wait 'til he gets to Kansas City. It'll be a disaster if you keep this up."

Well, what do we do?" they asked.

Access to the President

I told them to cancel the mock debates, get everyone off his back, and give me access to him for a couple of hours between then and Sunday, when the second debate was scheduled. I also asked for the last half hour before the debate alone with the president. "If you give me that," I told them, "he'll win. If you don't, he'll probably lose." I realized that sounded presumptuous, but actually I was gambling on Reagan and his innate gift of communication. I felt pretty sure that if I could get him back to being *himself* again, he'd be okay.

When I went back into the theater, they were still at it, correcting everything the president said. Finally, someone asked him a fairly tough question, and he gave a brilliant answer. There was complete silence. So I stood up in the back and called out, "Mr. President, that was a ter-

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rific answer!" Reagan flashed me a big smile and seemed to grow about four inches. He was like a guy in a batting slump who finally puts one over the wall. He really needed someone to give him a cheer.

Two days later, I met with Reagan and his aides. Again, I asked the question, "Mr. President, what's your goal in the second debate?"

He obviously hadn't thought much about it, and finally he said, "Well, Mondale's saying some things that aren't true and I've got to correct the record."

Let Reagan Be Reagan

"Mr. President," I said, "there are five strategies you can choose from. You can attack, defend, counterattack, sell, or ignore. You've picked defense, which is the weakest possible position. If you do that, you'll lose again." That got his attention. Then I talked to him about communications, about debates, and what I thought the public expected. I said, "You didn't get elected on details. You got elected on themes. Every time a question is asked, relate it to one of your themes. You know enough facts, and it's too late to learn new ones now, anyway."

After about 15 minutes of conversation, Mike Deaver, the man who knew the president best, slipped me a note that said, "He's really tuned in. Keep going!"

The Pepper Drill

After that, we did what I call a pepper drill. We fired questions at the president and he had about 90 seconds for each answer, which was considerably less time than he would have in the actual debate.

"What I want you to do, Mr. President, is to go back to your instincts. Just say what comes to you out of your experience."

I asked others in the room not to interrupt the drill but to make a note of anything they thought should be corrected later. That was a little risky because there were a lot of high-powered people there, but I knew I was in charge and that I had to remain in charge of that session until the president regained his rhythm and confidence.

For the next hour, we fired away at him. Every time he'd start to stumble, I'd ask, "What do your instincts tell you about this?" and he'd come right back on the track. He was very good. Finally, I said, "Mr. President, if you do that on Sunday night, you're home free."

The Unmentionable Topic

On Saturday, I met with Mike Deaver in his office prior to my 90-minute meeting with the president in the White House residential quarters. Before going upstairs, Deaver warned me, "Don't introduce anything new at this meeting. Let's just see if the president has any questions or concerns about the debate, and if he has, we'll

go over them."

I said, "I have two concerns. One, the close that the president prepared is too long. It won't fit in the time allotted."

It's too late to change it," Deaver said. "The president's working on it. He's got it."

I offered a second close, which was much shorter. Deaver rejected it. Then I asked, "Has anybody talked to the president about the age issue?"

Deaver replied, "We don't want to introduce anything new."

I took that to mean that they'd already discussed it, that it was none of my business, and that they didn't want me to get into that sensitive area with the president.

On the way to the president's residence, Deaver and I met up with Robert McFarlane, who was then National Security Advisor, and we all went upstairs to join the president. He came in carrying his yellow pad, looking relaxed in casual slacks, loafers and a polo shirt.

The four of us discussed several issues and the president read through his closing statement. Then, as we were walking out toward the security elevator, I realized that no one had discussed the age question. Although I had been warned not to bring up anything new, I was sure some reporter would ask the question. So I said, "Mr. President, what are you going to do when they say you're too old for the job?"

He stopped cold and blinked. Silence.

"It's critical that you get by that issue successfully," I said.

He thought for a moment. Then he smiled and said, "Well, there's an old line I've used before about..." and he told me what he planned to say.

"Fine," I said. "That's a good answer. But whatever happens, say that and nothing else. Don't get drawn in the age question at all. Just say your line and stand there."

"I got it," he said. We left.

On Sunday, in Kansas City, I met with the president in his hotel suite just before the debate. He led me into a back bedroom where there was one chair and a bed. I expected him to take the chair, but he took off his jacket, bounced up on the bed, and said, "Okay, coach, what do we do?"

We ran through the strategy one more time—how to go on offense, when to move, what to hit on. He had it down pretty well. Then I gave him a pep talk and asked him if he was ready.

"Let's go get 'em," he said.

One For the Gipper

During the debate, I sat in a room under the stage watching the monitor. Sure enough, someone asked the age question. Everybody around me groaned. "Don't worry," I said. "Here comes a home run." Up on stage, Reagan was saying that, of course, he felt up to the job, and then he let Mondale have it: "...and I want you to know that I will not make age an issue of this

Words themselves are meaningless unless the rest of you is in synchronization.

campaign. I am not going to exploit for political purposes my opponent's youth and inexperience." It was not just the president's words. It was his timing, inflection, facial expression, and body language which made the moment powerful.

As far as I was concerned, the debate was over. The news media had their lead quote for the next day, and everybody had a laugh. I watched Mondale's face. Even he broke into a smile, but I could see in his eyes that he knew it was over, too. I could almost hear him thinking, "Son-of-a-gun, the old man got away with it! He got a laugh on that line, and I can't top it." The public had the reassurance they were looking for, and Reagan had the election won.

The Composite You

This story wraps up everything I've ever learned about successful communication. It says, "*You are the message.*" What does that mean exactly? It means that when you communicate with someone, it's not just the words you choose to send to the other person that make up the message. You're also sending signals of what kind of person *you* are—by your eyes, your facial expression, your body movement, your vocal pitch, tone, volume and intensity, your commitment to your message, your sense of humor, and many other factors.

The receiving person is bombarded with symbols and signals from you. Everything you do in relation to other people causes them to make judgments about what you stand for and what your message is. *You are the message* comes down to the fact that unless you identify yourself as a walking, talking message, you miss the critical point.

The words themselves are meaningless unless the rest of you is in synchronization. The total you affects how others feel about you and respond to you. In the case of the Reagan-Mondale debate, the audience really had just one thing on its mind: Is the president too old to serve another term? Reagan was very popular with the majority of voters. But was he physically capable of handling a second presidential term? The president could have insisted in words that he was feeling fit and able. And he certainly did that. But that was only a small part of the message.

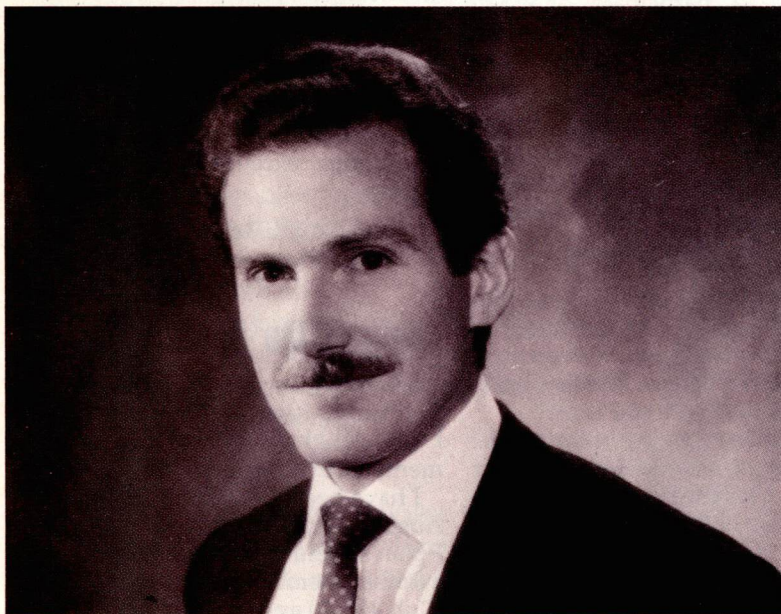
In the first debate, the president seemed tired and nervous and even confused at times. He now needed to demonstrate that he was still the same Ronald Reagan the voters had elected in 1980. My role in coaching him was to remind him that his objective in the debates was to communicate that composite personality which the voters liked so much. My advice to the president was simple: "You are the message." □

Are You a Winner?

What does all this mean to you in terms of getting what you want by being who you are? What it means is that your composite message deter-

Continued on page 29

Jon Kraushar: Professional Communicator



“Acquiring communications skills is a life-long endeavor. It’s like playing golf—you’re only as good as your own last best effort. There is no such thing as a perfect game.”

Jon Kraushar, a Toastmaster of seven years, is co-author with Roger Ailes of the book, *You Are The Message: Secrets of the Master Communicators*. (Dow Jones-Irwin).

As a senior vice president and head of training at Ailes Communications, Inc., Kraushar works with Ailes in preparing elected officials and senior executives from corporations such as IBM, American Express, Mobil and Merrill Lynch to meet the press, testify before Congressional committees and address stockholders, clients and employees. Kraushar also has been a consultant to the National Republican Congressional and Senatorial Committees and to the 1984 Reagan-Bush campaign in New York.

Kraushar emphasizes that interpersonal communications skills are crucial in all forms of effective communication. “Words themselves are meaningless unless they synchronize with your composite personality,” he says. “But acquiring communications skills is a life-long endeavor. It’s like playing golf—you’re only as good as your own last best effort. There is no such thing as a perfect game.”

An active member and former club officer of the Bryant Park Club 2895-39 in New York, Kraushar incorporates much of Toastmasters’

educational philosophy when coaching clients. For instance, when preparing volunteer speakers for the 1984 Reagan-Bush presidential campaign, he taught them his “five essential components to effective presentations,” which are as follows:

- Be prepared—know your subject.
- Be absolutely committed to what you are saying. In order for others to believe you, they must realize that you firmly believe in your own message.
- Establish a comfort level with the audience. Don’t focus on your own discomfort; concentrate on making your information accessible to the audience, making them understand your viewpoint.
- Be interesting. Organize your material and try to present it in a thought-provoking manner. Use rhetorical questions, fascinating facts and personal experiences. “In other words, follow all the advice given in a basic Toastmasters manual.”
- “The Magic Bullet”—Be likeable. “This, of course, means different things to different audiences,” Kraushar says, “But as a rule of thumb, know the composition of your audience. And don’t speak from your head, speak from your heart. Your sincerity is what makes you likeable.”

Kraushar, whose innovative work in communications has been covered by *The New York Times*, *The Chicago Tribune*, *The Washington Post* and other media across the country, was introduced to the Bryant Park Toastmasters club seven years ago when a friend invited him to a lunch meeting.

“I was simply astonished by what I saw,” he recalls. “The level of professionalism was incredible and the intellectual stimulation completely bowled me over. Here was a group of accomplished professionals who gave fascinating accounts of their lives and careers. I decided that these were people I wanted to exchange ideas with.”

Calling Toastmasters “a great organization,” Kraushar says he never fails to learn from club meetings. In order to get maximum benefit out of Toastmasters membership, he feels that “people should stay with a club over a long period of time and use it as a personal speaking platform.”

“Exposure doesn’t begin and end at the club level,” he maintains. “The club lectern can be used as a launching pad for addressing community groups and seeking out specialty speaking engagements.”

The father of a 2-year-old son and an eight-month-old daughter, Kraushar says he hopes to enroll his children in Youth Leadership in a few years. “I’m pleased to pass on ‘the good news’ about Toastmasters to others,” he says. □

A Tournament of Champions

I really enjoyed the November issue on speech contents. Author Thomas Montalbo, DTM, was right on the mark when he wrote, "There are no losers in speech contests." It's up to district and club officers to reinforce this important lesson.

When announcing the results, the presiding officer should state, "The third place winner is... the second place winner is... and the first place winner is..." instead of "our second runner up is... our first runner up is... and the winner is..." The latter method only reinforces the competitive aspect of the contest, not the benefits. John Peuser, DTM, Toastmaster of the Day at my Division speech contest, didn't call the event a speech contest, but a tournament of champions, because all division contestants were champions. They entered the room as champions and they left the same way.

It's also up to the audience to emphasize that there are only winners. If you liked a speech, don't hesitate to let the contestant know, even if he or she didn't win. As a past district contestant I know this means a lot. If you can't understand the results, tell the speaker. Although I didn't garner first, second or third place in a recent contest, it was comforting to hear comments like "I had you tied for second on my ballot."

If Toastmasters are careful to emphasize that all participants are winners, more members will want to enter speech contests.

*Michael Ditkoff, ATM
Suitland Federal Toastmasters 3349-36
Suitland, Maryland*

Concentration Counts

This is a response to Bill Wallingford's letter in the August, 1987 issue of *The Toastmaster* opposing the minute of silence following each contest speech.

Wallingford said that silence may be golden in a hospital or "where intense concentration is required." How true this is in a speech contest, after each speech! The judges need that time to score each speaker and mark their ballots. Put yourself in the shoes of a judge. Could you do an adequate job of scoring each speaker if there wasn't a minute of silence after each speech? If you were the Sergeant-at-Arms of

the Table Topics Contest, wouldn't you want that time to bring the next contestant into the room? And finally, imagine that you're one of the contestants. Wouldn't you take advantage of that extra minute to collect your thoughts and squelch any nervousness you might have?

It's easy to criticize the contest process when you are not involved. If you were to judge, participate, or otherwise become involved in the contest, you could appreciate why we have that minute of silence after each speaker.

*Robert Handel, ATM
Blue-Gray Club 2459-48
Montgomery, Alabama*

Toasting Toastmasters

The cover picture on the December issue goes against the tradition of Toastmasters events we received from founder Ralph Smedley. Here's a brick-bat toast to that editorial error!

We remember well the International Convention in Seattle when Doctor Smedley's presence greatly added to the event. No alcohol appeared at the head table. (Even though some may have smuggled such drinks in from the bar to the distant tables...)

As Dr. Perry Gresham pointed out in his article, "Return of the Toast," the toast need not be offered with alcoholic beverages, but can be given with water. In his book, *Toasts—Plain, Spicy and Wry*, he says, "It is a mistake to assume that toasting is limited to wine. Many happy toasts have been given with a cup of cold water... The toast is a moment of deep sharing and mutual delight."

In Toastmasters, let us eschew use of alcoholic drinks in proposing toasts. Instead, let us cultivate, as Dr. Gresham does, the creation of toasts in words that sparkle while our hands hold up a glass of water that leaves no offense or regretful reminder of earlier tragedy.

How about a cover picture showing several different drinks—water, juice, coffee—raised in a toast by Toastmasters? Why not also include at least one woman's hand in the group? It does seem a needed follow-up to the December cover.

*Fred W. Decker, Ph.D.
Oregon State Club 3722-7
Corvallis, Oregon*

November Issue Lauded

Your November issue on speech contests was probably the best issue I have read since I joined Toastmasters in 1974.

I have participated in the international speech contest at club, area, division and district levels. I also have participated in humorous speech contests and evaluation contests. I have judged at all levels and served as counter, chief judge and pace-setter speaker for our area evaluation contest this year.

What I am trying to say in this roundabout way is that I learned a great deal from your excellent and thorough edition.

*Anne M. Thompson, ATM
Daybreakers Club 2429-26
Rocky Ford, Colorado*

Bridging the Gap

When reading Hall of Fame in the September issue of *The Toastmaster*, I was delighted to note the achievements of members in District 70.

I have been away from my home in Australia since December 13, 1986, but I plan to return to Australia soon. As a former member of the Woden Valley Club 494-70 and of the Weston Creek Club 5483-70, both in Canberra, Australia, I was elated to see some of my friends' names in print. I particularly want to congratulate Simon Osborne for his outstanding performance in reaching his ATM Silver status.

Being so far away from home for so long proved to me that being a Toastmaster bridges the distance and makes one feel proud to belong to such an important organization.

*Rita Van Veen, CTM
Millwoods Vocabulaires Club 4383-42
Edmonton, Alberta, Canada*

Olympic Bound?

The Toastmasters of Calgary, Alberta in Canada want to invite you to our city for the Winter Olympic Celebrations.

Please contact us so that we may tell you times, locations and directions to club meetings or special events.

*Al Foster
(403) 249-8964
District 42
2636 Lougheed Dr. SW
Calgary, Alberta, Canada*

EXPERIENCE A CAPITAL ADVENTURE IN **WASHINGTON, D.C.**

Toastmasters International's 57th Annual Convention will be held at the Washington Hilton and Towers in Washington, D.C.

August 16-20, 1988

The Washington Hilton and Towers

- Luxurious guest rooms with extra long beds and refrigerators.
- Walking distance from embassies, buses, the subway, sights and shops.
- Lighted, championship-caliber tennis courts.
- Enjoy weight, game and exercise rooms.
- Relax in a Finnish sauna or whirlpool jacuzzi, or swim in an olympic size swimming pool.
- Rent bicycles for short sightseeing or shopping trips.
- Gracious convention facilities and meeting rooms.
- Easy access to Washington National, Dulles International, and Baltimore Washington airports.

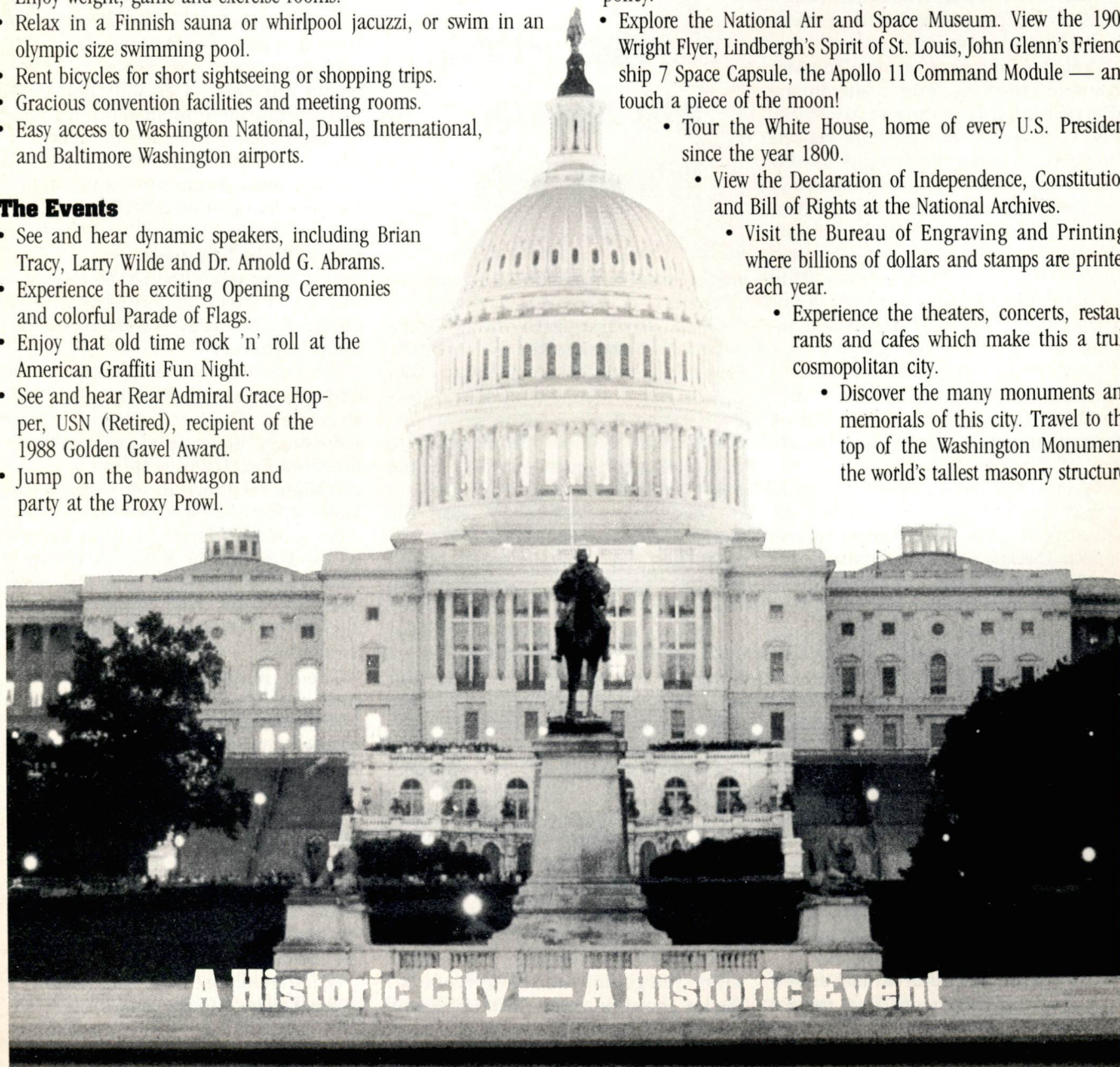
The Events

- See and hear dynamic speakers, including Brian Tracy, Larry Wilde and Dr. Arnold G. Abrams.
- Experience the exciting Opening Ceremonies and colorful Parade of Flags.
- Enjoy that old time rock 'n' roll at the American Graffiti Fun Night.
- See and hear Rear Admiral Grace Hopper, USN (Retired), recipient of the 1988 Golden Gavel Award.
- Jump on the bandwagon and party at the Proxy Prowl.

- Enjoy many outstanding educational sessions on personal growth, club success and professional development.
- Dine and dance in elegance at the President's Dinner Dance.
- Represent your club in the election of your International Officers and Directors.
- Witness the World Championship of Public Speaking.

Washington, D. C.

- See the United States Capitol and its 180-foot white dome. Take a free tour and see where congress meets to shape U.S. legislative policy.
- Explore the National Air and Space Museum. View the 1903 Wright Flyer, Lindbergh's Spirit of St. Louis, John Glenn's Friendship 7 Space Capsule, the Apollo 11 Command Module — and touch a piece of the moon!
 - Tour the White House, home of every U.S. President since the year 1800.
 - View the Declaration of Independence, Constitution and Bill of Rights at the National Archives.
 - Visit the Bureau of Engraving and Printing, where billions of dollars and stamps are printed each year.
 - Experience the theaters, concerts, restaurants and cafes which make this a truly cosmopolitan city.
 - Discover the many monuments and memorials of this city. Travel to the top of the Washington Monument, the world's tallest masonry structure.



A Historic City — A Historic Event

LISTEN LOUD AND CLEAR

BY MARY JOYCE PORCELLI

I don't know what the problem is," Jim complained to his friend. "Whether I'm speaking professionally or on a personal basis, I can't seem to get people to listen—I mean *really* listen to me.

"Take my business partner, Tom, for example. Just yesterday, late in the afternoon, I was getting ready to ask if we could get started on some reports we need to deliver next week. I knew Tom would ask to get them done early and I wanted to be sure we got Saturday off. But before I could get the words out of my mouth, he suggested we do the reports this weekend. With the staff there, I could only say yes or risk looking as though I had less interest in my own business."

Tom, though, has a different story. "Jim used to be great to work with," Tom complained to his wife. "But he doesn't want to accept the fact that life isn't all business now.

"Yesterday, even though I'd mentioned we had plans for dinner, he came up, as usual, with something else to do in the late afternoon just as I was finishing my day. Those annual reports could have been done any time next week, but just to pacify him I suggested Saturday because I know he wants them done early." Tom sighed. "Things sure aren't the way they used to be between us."

Concentrate and Clarify

Things "aren't the way they used to be" because both Tom and Jim have become victims of ineffective listening. Each *thought* they understood the other, but by making assumptions about what would be said, they simply jumped to the wrong conclusions about the other person's desires.

As a result, both individuals ended up angry and frustrated. That misery

Project interest
with eloquent
listening skills

might have been avoided if at least one of them had listened effectively.

Good listening isn't easy. That's because we think faster than we talk. Our minds tend to race ahead to other details while someone speaks. However, since its imperative in a successful relationship or public forum to really hear and understand what the other person is saying, it's important for everyone involved to learn the skills of effective listening.

The first step is to take a deep breath and relax your mind. You need to concentrate on yourself and the speaker.

Not only is it essential that you hear and see the speaker's words and actions, it's also necessary to study your own role in the conversation. What are your reactions? What is your body language saying? You must concentrate on your total being as well as the speaker's.

Avoid making assumptions about what you're going to hear. Listen carefully to what's actually being said and clarify anything you don't understand by repeating the speaker's statements in the form of questions.

For instance, suppose a coworker says, "I'm getting tired of everyone being lax about finances. Nobody seems

to care anymore about keeping good books."

Instead of becoming flustered or taking offense, try this reply: "Do I hear you saying that you're dissatisfied with the way I keep our business records?"

Imagine your surprise if your colleague answers, "Certainly not. I was just offering an opinion about the state of national consumer affairs today." In any case, you'll have opened up positive lines of communication so that the problem can be quickly curtailed.

Check Body Language

Outlining what you *think* you have heard is an excellent way to become an effective listener. So is learning to read body language.

Take a cue from the speaker's body language to gauge how to react constructively. Does the person talking seem angry, eager, anxious? Whatever the situation, try to respond with appropriate feedback to let the speaker know you really are listening.

For example, although someone may be speaking quietly, if you see clenched fists, you're facing an angry person. Someone with arms tightly crossed against the chest is probably feeling threatened.

Check your own body language to be sure your stance isn't contributing to this problem. Keep your body loose, relaxed. Give an occasional, reassuring smile.

Initiate a receptive attitude by leaning forward slightly and opening your arms a bit, as if to welcome the speaker into your space. Remember, too, that a speaker welcomes eye contact. Even if you're nervous, try not to stare down at your feet or shift your glance about the room while someone is talking.

While an intense stare isn't necessary (a quick glance to the side for brief in-

tervals is okay), keep your focus on the person talking to show that the conversation is important to you.

Be Constructive

Try to make your replies as constructive as your body language. Someone who's angry will feel better if you acknowledge the anger.

You might say, "I can see you're very upset about this, so we need to start working now to resolve the problem." Or you could answer, "While I can't completely agree with you, I do hear your complaints and will consider your viewpoint." Any positive statements that can be honestly expressed should be used to promote effective listening.

You won't be an effective listener if you're easily distracted during a conversation. So what if the aide you're talking with is wearing a brightly colored shirt or someone in the group you're addressing has a bizarre hairstyle? Forget such details—however fascinating—for the moment, and concentrate on the message the speaker's trying to convey.

Depending on the importance of a discussion at the office (you should listen effectively to any conversation, but some are more significant than others), have someone else answer the telephone. Unless the call needs to be answered immediately, say that you'll return all calls. In other words, keep your concentration focused on your conversational partner as much as possible.

If other people try to divert your attention, simply indicate you'll get back to them. Only interrupt the speaker long enough to tell the intruders that you can't talk at the moment.

You could politely say something like, "I'm afraid your business will have to wait until later. I'm in the middle of something else right now, but I'll get back to you as soon as possible."

Remember, though, that despite your best intentions there will be times when it's mandatory to halt the conversation in progress. Don't let such situations fluster you. Just take care of whatever is pressing and resume the discussion as soon as possible.

No, effective listening isn't easy. It takes concentration and studied self-awareness. It also takes time and effort. And it takes practice.

But, like any other endeavor, practice approximates perfection. You can drastically improve personal and business relationships, as well as speaking

Cultivate Audience Feedback

BY DIANE BONE

As speakers, we don't think of ourselves as listeners. We assume that we talk and the audience listens. Such assumptions are generally true, but there is more to it than that. Successful speakers understand the power of audience feedback through verbal and nonverbal messages.

We listen to our audiences for two reasons: 1) to verify that they heard what we said; and 2) if we don't listen to them, they won't listen to us. Here are some useful guidelines for listening more effectively to our audiences.

Verbal Feedback

• **Encourage participation.** To encourage trust and build rapport, get the audience to interact with you. Ask questions, take a poll, or do a survey. When someone asks a question, look directly at the person and pay close attention to what is said. Lean forward, nod in agreement, look interested. Make sure your own nonverbal feedback shows acceptance.

• **Acknowledge the audience.** People want to be recognized. The way we respond as speakers makes a difference. Treat all comments with respect and thank audience members for their participation.

Be careful not to start formulating your answer to someone while the person is speaking. Give the person your undivided attention. Repeat what they said for clarity, pause a moment to think, then answer. You can give a C+ answer without thinking, but you can give an A+ answer if you pause to organize and frame your response.

• **Repeat what you hear.** Take the time to paraphrase or repeat a question word-for-word. Try to pick up the feelings in the question and feed that back as well, especially if the question is challenging or hostile:

Q. "How can you justify these prices?"

A. "You feel our prices are too high?"

Repeat the question for your own understanding and for the benefit of others in the audience who may not have heard it. If you are taping your speech, be sure to repeat the question for the tape.

Nonverbal Feedback

• **Watch your audience.** To gauge an audience's response, look for signs of restlessness or dissent—heads rotating side-to-side, rigid body posture, folded arms across the chest, rolling or narrowing eyes, scowling. Develop sensitivity to this feedback. Be aware that the audience can affect you positively or negatively with its nonverbal behavior.

• **Make eye contact.** See your audience as individuals. Establish eye contact with as many people as possible in different parts of the room. Look directly at people for 3 to 5 seconds. Eye contact is the speaker's best nonverbal tool for connecting with the audience, and getting their feedback.

• **Pay attention to non-word signals.** Listen for restlessness: coughing, talking or shuffling. These nonverbal behaviors may be a sign of boredom. Tell a story, add humor, change your volume, or your rate of speech.

Good speakers pay close attention to their audiences. They care about audience participation, and in building trust and gaining rapport. As a speaker, put yourself in your audience's shoes. Would you want to listen to yourself?

Diane Bone is president of Diane Bone and Associates, a communications consulting firm based in Palo Alto, California.

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and social skills, by learning to listen loud and clear. **Mary Joyce Porcelli, a seminar leader, lives in Norfolk, Virginia.**



Beneath this deceptive exterior lay one of the greatest fighting spirits American womanhood ever knew. This was Mother Jones— orator, union organizer and hell-raiser.

SPIRITED SISTERS

BY NANCY L. HOWELL

Today women speak in Toastmasters and on platforms all over the world. We've made a lot of progress in the past 150 years!

In the early 19th century, women simply did not speak in public. For one thing, many people were convinced that women's voices weren't loud enough to be heard in large groups. Others believed that any woman brazen enough to appear on a public platform— before a mixed audience of men and women—was committing an irreligious act.

In spite of public opinion, however, a young Scotswoman, Fanny Wright, would not be silenced. In 1829 she gave lectures to mixed audiences. One male critic denounced her as "a shameless and impious woman." The press dubbed her "the monster female" and the clergy spoke of her as "the great red harlot of infidelity."

Opponents heckled her, then turned out the lights. One critic pictured her as a goose in a

PHOTO COURTESY OF MOTHER JONES MAGAZINE

dress. Another said she wanted to "turn the world into a universal brothel."

Sisters in Spirit

Following closely behind Fanny Wright were two Quaker sisters, Angelina and Sarah Grimke, who'd left their aristocratic home in South Carolina to live in Philadelphia and become active in women's rights and the abolition of slavery.

The Congregational clergy of New England denounced the sisters, saying they "masqueraded as public lecturers." But the crowds that came to hear them overflowed the halls, spilled out into the aisles and left those outside straining to hear.

One of the great orators of the day, Wendell Phillips, said Angelina spoke with "eloquence such as never has been heard from a woman." Because Fanny Wright and the Grimke sisters paved the way, women's voices would never again be stilled.

One of the most prolific speakers and writers among women was Elizabeth Cady Stanton. She was born in 1815 and became the organizer of the first women's rights convention in Seneca Falls, New York. She also ran as a candidate for the United States Congress and was founder and first president of the National Woman Suffrage Association.

Throughout her life, Stanton was a controversial figure. At one time she scandalized the nation by wearing a dress that stopped just below the knee with trousers made of the same material. She did this at a time of such high sexual anxiety that table legs were covered with cloths that hung to the floor and women did not admit to having ankles. The dress was, of course, the Bloomer dress.

Stanton was the first woman ever invited to address a committee of the New York State legislature, a move that gained her the reputation as the legal brain of the women's movement. She had many great skills as an orator, not the least of which was her ability to use her enemies' wrath to gain the public's attention, and her ability to articulate an issue and orchestrate demands for reform.

During her lifetime, she saw family and friends turn against her and scorn her work, but when she was 80 years old, she was given a birthday party attended by more than 3000 people. When she died at age 87, her friend Susan B. Anthony wrote of her death in a note, "Well, it is an awful hush."

Women's voices would never again be stilled.

Rights and Reform

Once women began speaking in public, they used their voices and the podium for reform. One such female pioneer was a plump old woman in a mid-Victorian black dress with little ribbons and bows. A black lace bonnet trimmed with violets and lavender ribbons framed her rosy cheeks.

Beneath this deceptive exterior lay one of the greatest fighting spirits American womanhood ever knew. This was Mother Jones—orator, union organizer and hell-raiser.

Mary Harris Jones was the young wife of a miner living in Memphis, Tennessee, when an epidemic of yellow fever broke out. One by one she watched her four children get sick and die of the fever. Her husband also died.

A half-century later, when the women of Ludlow, Colorado, saw their husbands shot down and their children burned to death during a miner's strike, she knew what they suffered and was there, not only speaking out against the violence, but injecting energy and determination into the crowd. She also held the widows' hands, bathed sick children and brought food to the hungry.

Mother Jones devoted her life to organized labor. She went to prison rather than give up the fight. Today her name and work live on in the national magazine that carries her name, *Mother Jones*.

There were other women who spoke for the oppressed and exploited—Susan B. Anthony, Charlotte Gilman, Margaret Sanger. They advocated women's rights and spoke out against women working 12-hour days in the mills.

For this they were criticized and humiliated, but they would not be silenced.

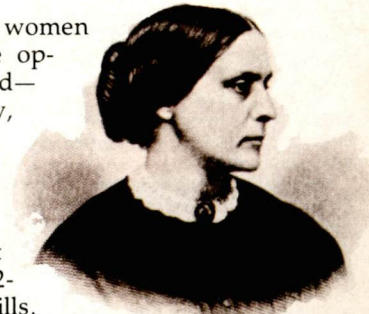
More recently, the voices of Eleanor Roosevelt, Coretta Scott King and Gloria Steinem have echoed across America. These are controversial voices and the message they bring often makes people feel uncomfortable and threatened. But these are the voices of reform that rouse public sentiment and effect change.

We can credit Fanny Wright and others like her, who dared to defy convention and speak out in public, for the very fact that today women are accepted into Toastmasters. □

Nancy L. Howell is a member of Vienna Club 1762-36 in Vienna, Virginia. She is an insurance underwriter and is studying sociology and journalism.



Elizabeth Cady Stanton



Susan B. Anthony

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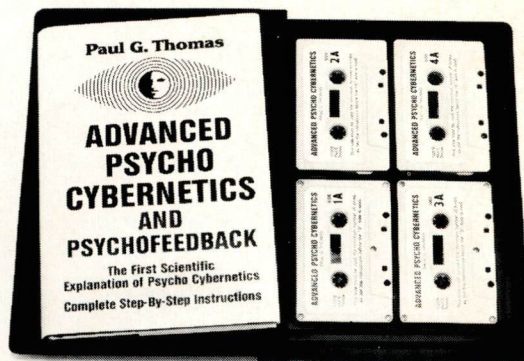


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Maybe you want to play better golf, tennis, bowl or any other recreational activity? Perhaps lose unsightly weight? Or maybe, deepen your relationship with the Diety of your chosen religion.

Whatever it is you want out of life, many books and self-improvement programs have been published promising to bring you these and other benefits.

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Paul G. Thomas reveals how anyone, regardless of color, creed, sex or education, can get the winning edge and experience an entire spectrum of benefits, ranging from increased wealth to improved personality to greater success in any and every endeavour.

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YOU ARE THE MESSAGE

Continued from page 18

mines whether you're going to be successful in whatever career you've chosen, whether you're going to move up in the management of your company, whether you're going to be a winner or a loser, whether you're going to succeed in negotiating situations, whether you're going to become a superstar or just another droning voice who eventually gets a wristwatch at retirement. The stakes are that high. It's important for you to accept that *you* (the whole you) are the message—and that message determines whether or not you'll get what you want in this life.

Over the past 25 years, I've worked with literally thousands of business and political leaders, show business personalities and men and women who just want to be successful. I've helped many of them learn to communicate more effectively, control communication environments, make persuasive presentations, field hostile questions from journalists or irate corporate shareholders, and generally handle the ever-changing communication situations we all find ourselves in every day. The secret of that training has always been *you are the message*. If you are uncomfortable with who you are, others will be uncomfortable, too. But if you can identify and use your good qualities as a person, others will want to be with you and cooperate with you.

A Personal Inventory

Take a piece of paper and list personal assets that help you communicate. Consider your physical appearance, energy, rate of speech, pitch and tone of voice, animation and gestures, expressiveness of eyes, and ability to hold the interest of people who listen to you. Perhaps you

If you are uncomfortable with who you are, others will be uncomfortable, too.

can add other qualities. These assets form the best part of the composite you. Study the list to see which areas you wish to improve. Those categories you feel less confident of are also part of your total message. You need to learn how to accentuate the positive and eliminate the negative.

You are the message is a new way of looking at yourself and others. Sometimes, we can make mistakes about others if, as we view them, we segment them and only get a partial picture. This person has good looking hair; that person has no hair. This person should lose weight; that one should gain weight. We look at all these parts of people, but then we quickly perceive the person in totality. You can have the greatest head of hair in the world, or the greatest smile, or the greatest voice, or whatever, but after two minutes you're going to be looked at as a whole person. All of those impressions of your various parts will have been blended into one complete composite picture, and the other person will have a feeling about you based on that total impression. Enough of that image has to be working in your favor for you to be liked, accepted and given what you want. □

Roger Ailes, a communications coach and television producer, is president of *Ailes Communications, Inc.*, a communications and political media consulting firm in New York.

A former White House Communications Consultant, Ailes has advised and helped elect many candidates for office, including 12 current U.S. senators. He is Senior Media Adviser to several 1988 political campaigns.

In television, Ailes is best known for his work as executive producer of NBC's "Tomorrow Show" and the Emmy Award winning "Mike Douglas Show."

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▶ **REGION VI/June 10-11**

HYATT REGENCY, Flint, Michigan
Contact: Bill Anderson, DTM, P.O. Box 2493,
Kalamazoo, MI 49003

▶ **REGION VII/June 3-4**

SHERATON TARA HOTEL, Framingham, Massachusetts
Contact: Lew Muttly, DTM, 129 Nimrod Drive, Concord,
MA 01742

▶ **REGION VIII/June 24-25**

AIRPORT SHERATON, Charlotte, North Carolina
Contact: Bucky Sutton, DTM, 1313 Pinecrest Drive,
Rockhill, NC 29730

1988 INTERNATIONAL CONVENTION
WASHINGTON HILTON AND TOWERS
August 16-20
Washington, D.C.

1989 INTERNATIONAL CONVENTION
MARRIOTT'S DESERT SPRINGS
August 15-19
Palm Desert, California

day Morning 6034-70,
Hurtsville, NSW, Australia
Krista Greenwood,
Dynamic Dora Creek
6419-70, Dora Creek,
NSW, Australia
John I. Barrell, New
Plymouth 2833-72, New
Plymouth, New Zealand
Marion Bogie, Lower
Waikato 3157-72, Taupiri,
New Zealand
Lina M. Tan, Dagupan
5383-75, Dagupan City,
Philippines

▶ **NEW CLUBS**

5110-U SIM II

Singapore—1st & 3rd Fri.,
7:30 p.m., Mandarin Hotel,
333 Orchard Rd., 8th fl., S.
wing

5150-U Tudor

Anchorage, AK—Anchorage
Transit Bldg., (907) 786-8405

6747-U Augsburg

Augsburg, Germany—Fri.,
11:30 a.m., Augsburg Rm.,
Flak Kaserne, (089) 791-4174

6749-U Tampico

Tampico, Tamaulipas,
Mexico—Wed., 8:15 p.m.,
Burger King, Ave. Hidalgo,
(12) 13-33-94

6761-U San Vito

San Vito Air Stn., Italy—1st
& 3rd Wed., noon, con-
solidated open mess, (AV)
622-3515

6750-1 Founder's

Los Angeles, CA—Thurs., 7
p.m., D. Westbrook Prod.
Studio, 7150 Sunset Blvd.,
(213) 851-0818

5597-3 Mesa Red Tape

Mesa, AZ—Wed., 11:30
a.m., Mesa city council
chambers, 57 E. First St.,
(602) 834-2069

6759-4 Audibles

Sunnyvale, CA—Thurs.,
6:30 a.m., Palmer College of
Chiropractic W., 1095 Dun-
ford Way, (408) 244-8907

3946-5 IEVS Droppers

Oceanside, CA—Tues.,
noon, Co. of San Diego
Dept. of Soc. Serv., 318 N.
Horne, (619) 967-4510

6754-5 Real Communicators

Chula Vista, CA—Mon., 5
p.m., S. San Diego Bay
Cities Board of Realtors, 588
L St., (619) 425-1130

6744-7 Ti-Chatter

Oregon City, OR—Wed., 7
a.m., Chopping Block,

716-B Main St., (503)
656-8888

5296-8 Postmaster

St. Louis, MO—Tues. &
Wed., 7 p.m., Post Office,
1720 Market St.

**1584-11 The Heartland
Classics**

Elizabethtown, KY—2nd &
4th Mon., 6 p.m., Christ
Episcopal Church, 122 N.
Mulberry St., (502) 737-2338

6752-14 BellSouth

Atlanta, GA—Thurs., noon,
Southern Bell Ctr., 675 W.
Peachtree St., NE, (404)
767-4682

6746-19 Golden Circle

Ankeny, IA—Tues., 7 a.m.,
Golden Circle Incubator,
2010 Ankeny Blvd., Bldg.
19, (51) 964-6725

6757-24 Blue Ah Busters

Omaha, NE—1st & 3rd
Tues., 7 a.m., Blue Cross &
Blue Shield of Nebr., 7261
Mercy Rd., (402) 390-1800
ext. 262

**5496-25 The Speaking
Connection**

Ft. Worth, TX—Tues., 6:30
p.m., Ramada Inn Central,
2000 Beach St., 1873 Rm.

6748-25 AT&T Pro Speakers

Irving, TX—Thurs., 1 p.m.,
AT&T 545 E. Carpenter
Fwy., (214) 830-8351

6756-45 Voices from Within

Hillsboro, NH—Tues., 7
p.m., Hillsboro Correctional
Inst., RFD -2 H.O.C., (603)
627-5620

6745-47 GTEDS Microchips

Temple Terrace, FL—Thurs.,
4:30 p.m., GTEDS Tech.
Ctr., One East Telecom
Pkwy., (813) 978-4128

6762-47 River City Singles

Jacksonville, FL—Mon., 6:30
p.m., Shoney's Restaurant,
5085 University Blvd. W.,
(904) 262-0334

6763-47 Downtown

Ft. Lauderdale, FL—Wed.,
7:15 p.m., Florida National
Bank, 100 NE Third Ave.,
(305) 467-5130

6755-56 Armadillo

Austin, TX—Thurs., noon,
Stephen F. Austin State
Bldg., 9th fl., 17th & Con-
gress, (512) 476-8605

6758-56 Momentum Masters

San Antonio, TX—Thurs.,
noon, MBank Alamo, (512)
271-8220

3541-60 Bowmanville

Bowmanville, Ont.,
Canada—Tues., 7:30 p.m.,

Lions Ctr., Beech Ave.,
(416) 723-1657
6751-60 London Talbot
London, Ont., Canada—
Mon., 12:05 p.m., Bell
Canada, 100 Dundas St.
6760-73 Moorabbin Saints
Moorabbin, Vic., Australia—
1st & 3rd Tues., 7:30 p.m.,
St. Kilda Football Social
Club, Linton St., (03)
772-7825
6753-74 Stellenbosch
Stellenbosch, South
Africa—2nd Thurs., 7 p.m.,
De Akker Restaurant, Dorp
St., (02231) 72828
3086-75 Panday Pira
San Fernando, Pampanga,
Philippines—2nd & 4th
Thurs., 6 p.m., San Fernan-
do Brewery, VIP Rm.



► ANNIVERSARIES

50 Years

Century 100-F, Santa Ana,
CA
Modoc 98-7, Klamath Falls,
OR
Pioneer 97-26, Casper, WY

45 Years

Miles City 239-17, Miles
City, MT

40 Years

Faribault 372-6, Birm-
ingham, AL
Mainliner 1213-4, South
San Francisco, CA
Blue Ox 1235-7 Portland,
OR
Nora 1183-11, Indianapolis,
IN
Shelton 1236-32, Shelton,
WA
West Hills 1249-40, Cincin-
nati, OH
Freeport-Hempstead
1105-46, Freeport, NY

30 Years

Foothill 116-F, Glendora,
CA
Papago 2694-3, Phoenix, AZ
Gainesville 2520-14,
Gainesville, GA
Jay Cee 2446-17, Havre, MT
Plant Industry Station
2627-36 Beltsville, MD

25 Years

Leisure World 2230-F, Seal
Beach, CA
Saratoga 3572-4, Cupertino,
CA
Alcoa 1092-13, Pittsburgh,
PA
Thunderbird 1566-16, Tulsa,

Double Anniversary—Those present at the recent celebration of High Noon Club 505-56 of Houston, Texas, included Joe Westerlage, CTM (fourth from right). Westerlage also celebrated completing 30 years in Toastmasters during which he served as district governor and international director.

OK
Guymon 1680-16, Guymon,
OK
Irving Park 2069-30,
Chicago, IL
Suitland Federal 3349-36,
Suitland, MD
Arsenal 2264-38, Suitland,
MD
Breakfast 3581-62,
Muskegon, MI

20 Years

Pajaro Valley 2373-4, Wat-
sonville, CA
Daniel Boone 3536-8, St.
Charles, MO
Capital Nevada 1813-39,
Carson City, NV
Skyline 3258-41, Rapid City,
SD

15 Years

High Risers 3278-2, Seattle,
WA
Bootstrappers 2397-7,
Salem, OR
Engineering Society
2686-18, Baltimore, MD
Abilene 1071-44, Abilene,
TX
Selma 2791-48, Selma, AL
McDonnell Douglas
1825-60, Mississauga, Ont.,
Canada
Mohawk 3597-60, Hamilton,
Ont., Canada
Taumarunui 2053-72,
Taumarunui, New Zealand

Makati 1697-75, Makati,
Philippines

10 Years

Wordmasters 165-F,
Westminster, CA
Sensational Salesmen 417-F,
Tustin, CA
Kenworth Seattle 1750-2,
Seattle, WA
Janus 1455-4, San Francisco,
CA
The Single Speakers 593-5,
La Mesa, CA
Berea 2917-10, Berea, OH
OKC Pros 3220-16,
Oklahoma City, OK
AMMRC 3504-31, Water-
town, MA
FUDS 398-33, Bakersfield,
CA
Valle Nogales 579-57, Her-
cules, CA
Dynamique 3604-61, Laval,
Que., Canada
Portage 3064-64, Portage La
Prairie, Man., Canada
Kallangur 1444-69,
Kallangur, Qld., Australia
Randwick 3812-70, Dee
Why, NSW, Australia

► RALPH C. SMEDLEY MEMORIAL FUND

*The Ralph C. Smedley Memo-
rial Fund provides the oppor-
tunity to contribute to research*

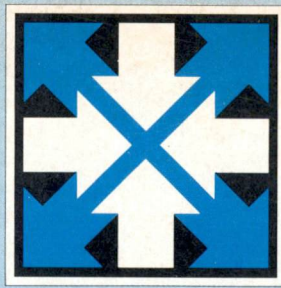
*and development of new com-
munication and leadership pro-
grams for the benefit of our
membership and the people
served by our organization.
Donations will regularly be ac-
knowledged in the Hall of Fame.*

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Sarasota Evening Club
6026-47
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Oliver Redington
Tommy H. Powell
Ingleburn Club 4213-70
Michael E. Harris
David L. Anderson
Bayou Pierre Club 2485-25,
in memory of Adler Hirsch
Frank L. Slane, in memory
of Ralph Goldsmith
Rockwell Gargassers Club
3079-28, in honor of David
J. Bohla
Rockwell Gargassers Club
3079-28
Tulsa Club 148-16, in
memory of Ralph Goldsmith
Fireside Club 851-5, in
honor of Les Stubbs, DTM
The Pas Club 2237-64
Cedar Hills Club 751-7, in
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"Leadership" is a seminar-style program designed to help you recognize and develop your leadership skills.

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- The difference between a leader and a manager.
- Qualities of a good leader.
- Personality qualities of a leader.
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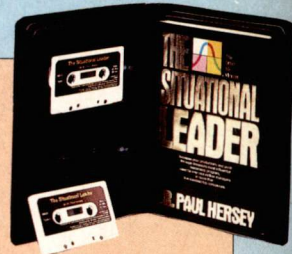
- Develop skills to lead people
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