

JANUARY, 1965

THE TOASTMASTER

FOR BETTER LISTENING, THINKING, SPEAKING

JOLIETTE, QUEBEC
TOASTMASTER TOWN OF THE MONTH

In This Issue:

The Four Horsemen of Toastmasters

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TOASTMASTERS INTERNATIONAL IS:

. . . a nonprofit, nonpartisan, nonsectarian educational organization which has helped more than three-quarter million men through its program of self-expression and self-improvement. There are now more than 3800 clubs in 50 countries and territories throughout the free world.

A Toastmasters club is an organized group providing its members with opportunities to improve their abilities to speak in public, conduct meetings and develop executive abilities. In congenial fellowship, ambitious men help each other through practice, mutual constructive criticism and the assumption of responsibilities within the organization.

Each club is a member of Toastmasters International. The club and its members receive services, supplies and continuing counsel from the World Headquarters.

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The TOASTMASTER

For Better Listening—Thinking—Speaking

OFFICIAL PUBLICATION OF TOASTMASTERS INTERNATIONAL, INC.

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As we ride the trails of the Toastmasters educational program, four marauders follow along on our flanks. While they are not the Four Horsemen of the Apocalypse—War, Conquest, Famine and Death—they seem only a little less abhorrent, only slightly less destructive. They threaten starvation of our appetite for improvement, defeat for our efforts to serve and death to our enthusiasm for sharing.

Among these unwanted companions is MISUNDERSTANDING. He delights in the brevity of membership of men with whom we have never quite shared our vision of Dr. Smedley's dream. Actually, not only

do some leave our clubs without grasping the real purpose and worth of our program, but a great percentage of the citizenry holds a grossly distorted view of our organization or have never heard of it at all. Such is the product of MISUNDERSTANDING.

Astride the second mount is THOUGHTLESSNESS, who revels in the small number of guests we bring to our meetings and in our apparent unwillingness to share that which we say we enjoy. He is also encouraged by the manner in which we turn our backs on fellow members who are forced to drop out. Seldom do we seek the cause

for their departure, rarely do we aid them in solving their problem or in joining another club. Such is the result of THOUGHTLESSNESS.

APATHY also rides with us causing us to miss the full potential in our own development through limited participation. Our lack of concern injures others as well when we fail to offer our best in thought and performance. Many guests fail to join because they recognize a mediocre enthusiasm, a rather puny self-esteem. Such is the effect of APATHY.

Completing this dishonorable quartette is SELFISHNESS. We frequently decline committee assignments or club offices and, if by chance we do accept, all too often the level of performance is minimal. Of course, our excuse is that there are so many demands on everyone's time these days and we are exceptionally busy right now. Such is the nature of SELFISHNESS.

But when we have stated that our public image is something less than we might desire, that we could use more effective leadership and that we have difficulty in securing and holding members—so what? Aren't these problems typical of all large groups? Doesn't the difficulty lie in the fact that we are dealing with human beings and therefore must accept the situation? Perhaps, but I doubt that we are

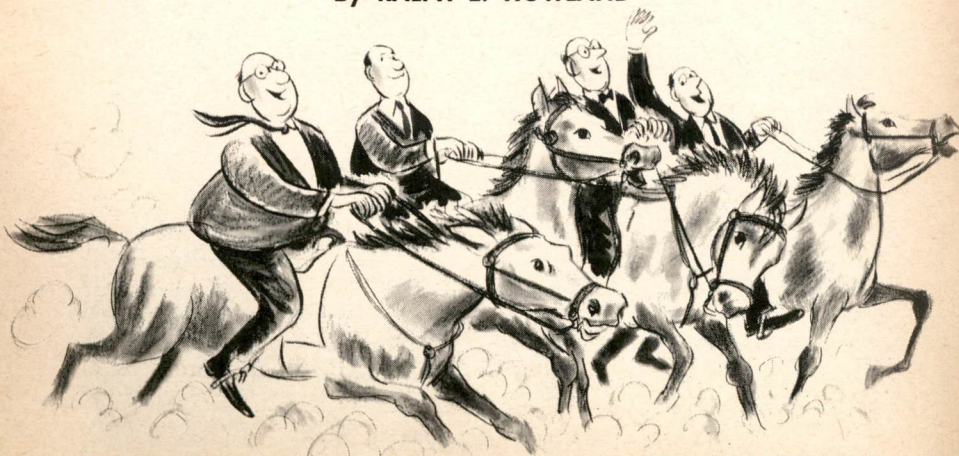
satisfied with such a shallow explanation. You and I know that there is something unique in the experience Toastmasters offers, something exciting about the potential it holds for all men. If these truly are our thoughts, let us search for the causes that permit these Horsemen to harrass us.

Probably our public image can seldom be greater than the view we hold of our own organization. For many of us this is a distorted picture. We readily admit the so-called "selfish" aspect of our program, the opportunity to develop our latent talents, but the other half of the picture is blurred. It is fairly obvious that self-improvement will have an effect on job performance, on civic service and in the family circle. We often describe ourselves as a service club to service clubs and with considerable justification. But isn't there a larger, a grander view of the Toastmaster idea? What are we missing with our limited sight?

We know that our personal progress depends on the effort we invest, the effectiveness of evaluation given to us and on the calibre of speeches and programs presented before us. Unfortunately, we sometimes fail to realize that our fellow members are equally dependent on what we offer them. We hold the key to the growth and progress of those associated with us. Mem-

The Four Horsemen of Toastmasters

By RALPH E. HOWLAND



bership in a Toastmaster club is equal parts of personal development and service to others. Neither half of this duality can be fully realized without the other. We cannot be halfhearted in either purpose or effort.

Is this service to mankind any less important than teaching or medicine or the ministry? Are we not aiding in the discovery, the development and use of the talents given men by their Creator? It makes no difference which of the major faiths we profess, the command is present to utilize one's abilities and so is the exhortation to use them for the good of our fellow men. Dr. Albert Schweitzer shares his insight into life when he states that, "Every man has to seek in his own way to make his own self more noble and to realize his own true worth." We are in position to help every person with whom we have Toastmaster contact to find his "better self" and in doing so we shall surely discover our own "true worth." Ours can be a service of great import if we will but recognize it and then offer it, for among the greatest problems of our world are misunderstanding between men and the waste of their undeveloped talents.

With a greater appreciation of the potential that is ours, we will have a fresh approach to our own membership. This can bring our participation, recruitment of

members and willingness to accept office to a new level. Our new posture and attitude will bring more guests, enroll more members and keep them with us longer than ever before. Out of all this will come the public image we desire and it will come primarily because we have taken time to discover a new self-image, time to understand our collective purpose, our individual mission. Happily, this process is contagious.

To make certain that this pattern of progress is lasting, we must have a complete indoctrination program for our new members. The major service and fraternal clubs owe much of their success to the fact that initiates are given insight into that which they have joined. With a detailed personal program, they are given an understanding of organizational purpose and a realization of what is available to them and expected of them. Only with such an indoctrination program will we be certain to share our new vision of the role of Toastmasters International in our society.

Hand in hand with indoctrination must go a full orientation program for officers. The man who has indicated a willingness to serve and has received the confidence of his electors deserves the best in training and assistance. A full view of goals and resources, of tools and tech-

niques must be given to him. This responsibility is yours and mine. While this is most necessary at the club level because of the immediate effect such offices have upon the individual member and his development, we need to improve orientation at all levels — area, district and the international.

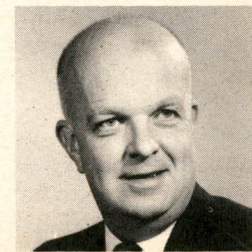
With a new attitude toward our purpose, with a method for sharing this dream with others and with a program for helping our leaders realize their full potential, we could seize these Horsemen and drag them from their saddles. In place of selfishness we can put SERVICE; for apathy we can substitute PARTICIPATION; we can replace thoughtlessness with SHARING — leaving one riderless horse.

Few of us can answer the call to a pulpit or a scalpel or a blackboard, but each of us can serve our fellow men through Toastmasters. Since that program requires KNOWLEDGE, why not take your knowledge, your special, personal knowledge, and enthusiastically mount

up in place of misunderstanding? If you will help lead, we will guard the flanks against the return of these Four Horsemen. Together, perhaps, we will fulfill the promise Toastmasters International holds for mankind.

AUTHOR'S NOTE: This article was based upon a speech given at the 1964 Spring Conference in District 35. Fundamental to realizing the full potential of our program is the understanding that Toastmastering is basically service to fellow members and that our self-improvement is an enjoyable, valuable by-product. Once this concept is accepted it is an easy, logical step into community service. (See "Where We Are Going," by Frank I. Spangler, past president, Toastmasters International, in the May, 1964, issue of The Toastmaster.) This step is especially meaningful if the intent is to serve that most vital portion of our society, our youth. (See "Leadership Unlimited," by Paris S. Jackson, president, Toastmasters International, in the November, 1964, issue of The Toastmaster.)

Ralph E. Howland, Toastmasters International Director, is president of Craftwood Corporation of Oconomowoc, Wis. A Toastmaster for 13 years, he has been a member of two clubs, Oconomowoc 834-35 and the Oconomowoc Breakfast Club 3569-35.



Executive Director

EDITOR'S NOTE: This is the first in a series of articles intended to familiarize Toastmasters with their world organization. Other articles will deal with other departments at World Headquarters, the Board of Directors, Districts and other constituents of the Toastmasters organization.

EXECUTIVE DIRECTOR Maurice Forley is the focal point of nearly 80,000 Toastmasters, 18,500 club officers, more than 1,000 district officers and 21 international officers and members of the Board of Directors.

To manage the affairs, provide the services, answer the questions, plan new programs and direct the activities of this aggregation constituting Toastmasters International, he has the able assistance of 33 highly skilled World Headquarters staff members.

To meet his diverse responsibilities, Forley holds several titles. He is Secretary-Treasurer of the corporation, member of its Board of Directors and Executive Committee (serving on each without a vote), and Business Manager. But he is more widely known by his working title of Executive Director.

As Secretary-Treasurer—Board member—Business Manager, the Executive Director is the only paid, full-time officer of the corporation. His principal duty is to carry out the policies as established by the Board of Directors and the delegates to the annual convention. He is not elected by the delegates to the annual convention (the planning and management of which is also his responsibility); his indefinite term of office depends upon the Board of Directors and elected officers. Since he came to Toastmasters in 1956 as Administrative



Executive Director Maurice Forley dictates to secretary, Mrs. Helen Miller. Thousands of letters come into World Headquarters each month and each is answered as soon as possible. Toastmasters International is the largest mailer in Orange County.

Counsel and Editor of THE TOASTMASTER, Forley has worked with nine administrations. He became Executive Director in 1958.

Since all the other corporate officers serve their term and leave the Toastmasters scene, the Executive Director's major responsibility is to maintain the continuity, direction and the stability of the organization. He is a link with the past and a bridge to the future, while holding a steady course consistent with the basic philosophy set forth by Founder Ralph C. Smedley and the corporate objectives as stated in the Articles of Incorporation and the Bylaws. Along with Dr. Smedley and Legal Counsel (and Past International President) Joseph Rinnert, the Executive Director is the conscience of Toastmasters. Sometimes, at the risk of personal popularity, he must say "No," or persuade others to say "No."

As a guide, Forley often quotes Alexander Pope's dictum, "Be not the first to cast the old aside, Nor yet the last by whom the new is tried."

Inevitably, since Toastmasters International itself is unique, the job of the Executive Director is unique. TMI is a nonprofit organization, but it must not be unprofitable. A substantial amount of material is distributed without cost. The several hundred items in the Supply Catalogue are sold as close to actual cost as possible. The cost of services and materials TMI buys have been rising steadily while the services and materials provided to members have been increased. The Executive Director's job is to keep organization income slightly ahead of corporation expense. If TMI goes into the red, the Executive Director may expect to hear charges of poor management; if there is substantial excess of income over

expenses—this circumstance which would win commendation for any other corporation manager—may subject him to charges of inept management.

With an annual budget of approximately three-quarters of a million dollars, Forley, aided by Finance Manager Herbert Wellner and budget-minded department heads, has never presented an annual financial report in which either income or expense have varied more than 5% from the predicted budget. While TMI is not a business, it must be run on a business like basis. The Executive Director must decide (subject to Board approval), when to adjust membership fees for overseas clubs which do not participate in or pay for district activities; and when to donate TM materials to other organizations and educational institutions to foster good will and encourage prospective members. Recently a tax official emerged from Forley's office and said plaintively, "How am I to classify this outfit for tax purposes? When I talked to the Finance Manager, I decided this was a business. After talking to the Executive Director, I can't decide whether this is a charitable organization, a mail order business, an educational institution or a publishing house. I think I'll assign this job to another assessor."

In the course of a day, as Busi-

ness Manager, the Executive Director must wrestle with printing costs, postal rates, import duties, customs declarations in several languages, currency exchange, local, county and state taxes and federal information returns, laws concerning nonprofit corporations, mortgage payments, collection of delinquent club dues, district budget requisitions and investment of reserve funds. In the last six years total assets of TMI have increased 148%, from about \$450,000 to more than one million dollars. A substantial portion of the assets is in the impressive new World Headquarters building—a project which Forley initiated and guided to completion.

As manager of an organization that boasts "Education is our business," the Executive Director supervises the constant revision or the preparation of new educational and administrative materials, maintains contacts and familiarity with developments in speech and related fields and keeps a sensitive finger on the demanding pulse of membership needs. To do this, Forley holds the rank of associate professor at California State College at Fullerton where he teaches a course in advanced public speaking. Many of the Toastmasters' educational and administrative aids were written by Forley, and he has just written a book, "Public Speaking Without Pain,"

Executive Director Maurice Forley conducts a staff meeting. Left to right are Herbert Wellner, finance manager; Mrs. Flora Wiley, administrative services manager; Forley; John Bartlow, production manager; Robert "Buck" Engle, membership services manager; and G. B. Urias, publications manager.



based on his experience with Toastmasters, which will soon be published by David McKay and Company of New York. With Dr. Seth Fessenden, chairman of the California State College Speech Department, he is completing a "Listener's Manual" to be published by Wadsworth Publishing Company and which may be added to the TMI program after it has been field-tested. Forley has also written articles which have appeared in *Readers Digest*, *Educational Screen*, *Journal of the American Society of Personnel Administrators*, *Journal of the American Society of Training Directors*, and many other publications. When he was Editor of THE TOASTMASTER magazine, the Pacific Coast Industrial Editors gave him the first place award for the outstanding editorial of the year, which he wrote for THE TOASTMASTER magazine.

"Our members are our richest

resource," says Forley. "We have men of outstanding ability and great experience, drawn from every walk of life and every kind of job. We want them to give us their ideas and help in strengthening our program and our educational materials." Under this encouragement, many of the innovations of his administration have originated with members, from new Toastmasters to Board members.

One of the most important responsibilities of the Executive Director is to maintain effective communications between the membership and World Headquarters. Physical limitations prevent the Executive Director from visiting many of the 3,700 clubs in 50 countries or attending many district conferences and regional meetings, although he gets to a few each year. Forley established TM Topics as a vehicle of communication between club officers and TMI,

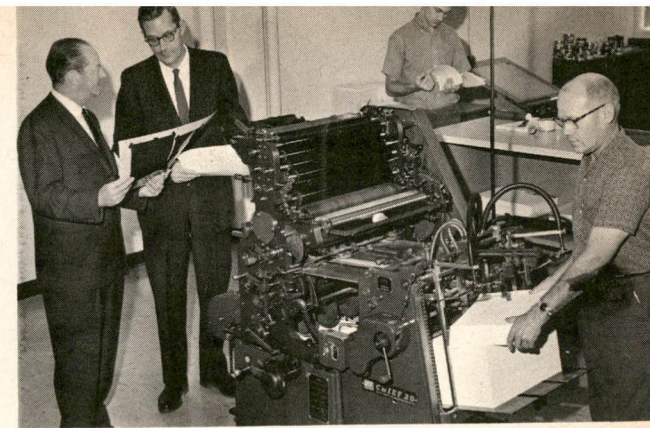
and the District Newsletter serves the same purpose for district officers. Every day hundreds of letters pour into Santa Ana from all over the world asking advice, asking questions, offering suggestions and submitting complaints. The World Headquarters staff seeks to answer every letter and to do so as promptly as possible. A steady stream of letters and manuals from Santa Ana to all parts of the world make Toastmasters International the largest mailing source in Orange County. Toastmasters International printing presses consume more than 40 tons of paper a year. Phone calls come in from all over the United States and Canada and on occasion from Scotland, Australia and Japan. The proximity of World Headquarters to Disneyland has made the new building a mecca for visiting members. The Executive Director greets and talks with as many visitors as possible.

With the support of Dr. Smedley, five years ago Forley proposed the establishment of Gavel Clubs to give Toastmasters training through the affiliated group to those unable or not qualified to enjoy full Toastmasters membership. The Board endorsed the project and today there are more than 200 Gavel Clubs among high schools, hospitals, rehabilitational institutions and mental health groups. And, as a part of his effort to encourage improved

content of members' speeches, the Executive Director originated the reading plan of "Better Reading for Better Speaking" and enlisted for his reading plan advisory board the counsel of Dr. Lee DuBridge, president of the California Institute of Technology, Dr. Frank Baxter, TV's Peabody Award winner, and Lennox Grey, chairman of the Graduate Department of English at Columbia University. Forley has also taken the initiative in fostering "Club Speakers Bureaus" so that Toastmasters can apply their skills for the benefit of others and with benefit to themselves. This activity has brought Toastmasters International recognition and awards from many organizations, including the Boy Scouts of America, the National Foundation and the American Cancer Society. As an earned by-product, the increased prestige of the organization has made members more proud to proclaim their membership.

Expressing his views on the club's present and future plans, Executive Director Forley believes that the greatest opportunities for Toastmasters rest in the manner the organization confronts the challenge to adapt itself to men's needs while adhering to the verities upon which Toastmasters International was founded. "None of us can do the job alone. It requires the best

World Headquarters' Production Department prints most of the manuals in use by Toastmasters. Here, Executive Director Forley checks with Production Manager John Bartlow on a manual about to go on the press. On the right is Almer Parks and in the background, Tom Ceclre, WHQ pressmen.



efforts of all our Board and club members and the continuing toil of our staff," he says. "We must strengthen our members' sense of belonging — of organizational unity. Unity does not mean uniformity. There is plenty of room for differing viewpoints; but we must unite in cultivating the ties that bind 3,700 clubs into one great organization and we must have an organizational purpose as well as a personal purpose for each member. The man who limits his interest to his personal gratification and to his own club misses some of the richest rewards of membership."

"The stimulating friendships and shared experiences with men of other clubs and other countries adds stature and each individual and adds new dimensions to his membership," says Forley.

As a result of negotiations conducted by the Executive Director, the Board of Directors has established the Territorial Council

of the British Isles and the Territorial Council of Australia. In the near future, a Japanese Council will be considered by the Board and an international tape recording exchange program is being developed.

The Youth Leadership Training Program, sponsored by President Paris S. Jackson, is potentially one of the most rewarding innovations endorsed by the Board of Directors in the 40-year history of Toastmasters International; the Executive Director

Thousands of visitors visit World Headquarters each year. Here, Executive Director Forley shows two visitors the World Headquarters library that is open to all Toastmasters.



is working with President Jackson and educational administrators to develop the project and he promises the earnest, wholehearted support of the entire World Headquarters staff in achieving the full benefits of the program during the coming year. Forley does not believe Toastmasters International will realize its greatest potential so long as the organization is merely "a self-improvement service station where each man stops long enough to get what he needs and then passes on." While continuing to emphasize the personal improvement aspects of the educational program, the Executive Director believes that Toastmasters need to work together and give of themselves in a common effort to help others. "Effective communication is a prerequisite for effective leadership. Tomorrow's leaders are today's teenagers. There is no better way to build a better world than to help tomorrow's leaders develop the capacity to meet their responsi-

bilities. For too long, our organization has sat back and permitted other groups to attempt the training which we are preeminently qualified to provide."

According to the Executive Director, his daily contact with Founder Dr. Ralph C. Smedley and the many letters of appreciation from Toastmasters all over the world are the rewards that supply the satisfaction in the job and the incentive for him and the members of the World Headquarters staff to strive steadily to improve service to the Toastmasters' membership.

"In many organizations, the individual is subordinated to the group. The Toastmasters organization is dedicated to the individual. In everything we do we strive to help the individual to realize his fullest potential so that he can get more out of living and by applying his training for the benefit of others, he can make himself a better man and citizen and contribute to a better world."

I respect faith but doubt is what gets you an education

— Benjamin Franklin

JOLIETTE, QUEBEC

Toastmaster Town of The Month



Joliette, Quebec, Canada, located on the north side of the St. Lawrence River, 40 miles from Montreal, was founded by Barthelemy Joliette in 1823.

At the foot of the Laurentides Mountains, Joliette, a city of over 85,000 residents, is a paradise for fishing, hunting and camping enthusiasts. Sports play an important part in the city. There is an ice arena, an archery club which hosted the 1964 National Archery Tournament, a golf and curling club and a baseball park. Joliette is also the training camp for the Alouettes and Rifles football teams.

Among Joliette's main industries are Dominion Brake Shoe Ltd., the most modern steel foundry in Canada; Vessot S. Co. Ltd., one of Canada's leading producers of feed mills machinery; Allied Chemicals Canada Ltd.; Domtar Chemicals Ltd., one of the largest lime plants in Canada; Vandesca-Syracuse Ltd., the only plant in Canada manufacturing vetrified hotel Chinaware; Cie Canadienne Papeterie Ltd.; Imperial Tobacco Ltd.; and the F. H. Jones Tobacco Sales Ltd.

Other plants in Joliette make textiles, furniture, concrete products, concentrated milk, poultry dressings, clothing and felt for paper products.

Joliette Toastmasters Club 1669-61 was organized in 1954. Being a French club, members have participated in translating Toastmaster manuals into French. The club has also helped form other French-language Toastmasters clubs in the area. The first Regional French Speech Contest was held in Joliette in 1962 and in December, 1964, the club was honored when the mayor proclaimed Toastmasters Week in Joliette.

The Toastmaster salutes Joliette, Quebec, Canada, Toastmaster Town of the Month.

PERSONALLY SPEAKING

By DR. RALPH C. SMEDLEY

FOUNDER

Happy New Year Toastmasters! Let's talk about our clubs and the work involved in the coming year. It takes work, and plenty of it, to create and maintain a good Toastmasters club.

And who is supposed to do this work? The club officers, naturally, are responsible for it, as leaders and planners. Working with their committees, they devise the plans and programs which shall be purposeful, enjoyable, and restful for all members.

But the responsibility is not theirs alone. Every member shares in it, because every member is entitled to the benefits which come only through the sharing of responsibility. The privilege of working, together and individually, for personal improvement is one of the great values in Toastmaster training. A man gains in proportion to what he invests in the work.

All this is by way of saying that while officers and committeemen carry the principal responsibility, this is shared by every member of the club and the success of the club depends upon the manner in which the members individually do their part.

You cannot have a club without members, and you cannot gain and hold members unless you have a worthy club program to offer them. Such a program, offering progressive training opportunities presented in an attractive, entertaining manner and properly publicized in advance, is the fundamental requirement for every Toastmasters club.

If your club is having difficulties in membership or attendance, check up on the programs being offered and the chances are ten to one that you will find right there the solution for your problem.

Orderly procedure is important. Why do men join a Toastmasters club? In most cases the answer is because they want to learn to speak before an audience and they need to overcome their fears and to develop self-confidence.

There are other values involved which are not so obvious nor so generally recognized but which are important. Among them are learning how to conduct meetings — how to participate in an orderly fashion in the

transaction of business in assemblies. In a word, this means training in parliamentary procedure.

In our Toastmasters clubs we do not advocate lectures on parliamentary procedure, except as they may be incidental to the practice which the club carries on. We urge the plan of directed parliamentary practice, which introduces the members to correct procedures and trains them both in presiding over meetings and in participating in the transaction of business. Unfortunately, some of our clubs have a tendency to make a joke out of their parliamentary practice.

Almost as bad as the frivolity is the undirected practice which has no special objective and does not get anywhere in particular. To help the clubs develop themselves in parliamentary skill in a very simple manner, World Headquarters provides a series of scripts or outlines for this purpose.

One series of such scripts presents the entire procedure somewhat in the form of a short one-act play. Each member has a part to read and, as each man holds the script in his hands, he has a record of the proper procedure.

Another series entitled "Streamlined Scripts" consists of paragraphs of instruction which can be followed by the participants. In this case, the chairman

has the complete outline in his hands while each member has a numbered slip directing him as to what his part in the performance is to be. In this, as in the other plan, the practice is directed to the accomplishment of a specific purpose.

Thus, one script is devoted to the proper method of introducing business. Another deals with amendments. Still others take up such matters as limiting debate, introducing resolutions, receiving reports, approving minutes, elections and voting, special types of motions, and similar matters of importance.

While it is not our purpose to produce technical experts on parliamentary procedure, it is our obligation to give our members a reasonable amount of practice. Two things are to be watched most carefully in this process: First, do not make a joke of parliamentary procedure. Second, do not waste time in purposeless, poorly directed practice. The time usually allotted to table topics in your meeting can be profitably used occasionally for parliamentary practice. This provides all the values involved in the table topics because it gives every member a chance to participate. I strongly recommend that at least once a month the table topics period be devoted to directed parliamentary practice.



Present for the November meeting of the Toastmasters International Board of Directors were: first row, L. Kenneth Wright, vice president for education; Paris S. Jackson, president; Alex Smetka, immediate past president; Maurice Forley, executive director, Charles C. Mohr, senior vice president; Lothar Salin, vice president for organization; second row, Directors A. W. Stillwell, John H. Lee, Arthur M. Diamond, Norval A. Anderson, Ralph E. Howland, Cleve L. Campbell and George J. Flannery, Jr.; third row, Directors Robert L. Knotts, Richard F. Martin, James Sonstelie, Luther R. Gower, La Rue A. Thurston, Amos W. Randall, A. Ernest Pallister, Raymond L. Picl; and Joseph Rinnert, legal counsel and past international president.

BOARD REPORT

Toastmasters International President Paris S. Jackson presented to the Board of Directors, during their Nov. 19-21 meeting at World Headquarters, plans for the Annual Youth Leadership Training Program as described in his article in the November issue of *The Toastmaster Magazine*.

Actions of the Board included:

1. Region VI was approved as the site of the 1969 International Convention and Region I was approved for the 1970 convention. Bids have been submitted by Cleveland and Columbus, Ohio, for 1969, and by Portland, Oregon, and Spokane, Washington, for 1970.

2. Approved a resolution stating that an appointed member of the Board of Directors, appointed to serve less than two years, is eligible to be elected to serve a full two-year term on the Board at any time following his appointed term.

3. Adopted a resolution providing release of funds to districts be authorized only upon receipt by World Headquarters of district

budgets and audit reports completed on the official forms provided by World Headquarters.

4. Stated that Toastmasters International should not sponsor or arrange group travel for its members. It does feel, however, that it is permissible for Toastmasters clubs or districts to arrange or participate in group travel activities independently.

5. Recommended that each district prepare and distribute by October 1 of each year, to district officers and club presidents, a handbook containing district objectives for the year; annual district calendar of scheduled events; names, addresses and telephone numbers of district officers; and the district budget.

6. Directed World Headquarters to establish a certificate award system recognizing outstanding performance by Area Governors. The program will be offered to districts for use commencing July 1, 1965.

7. Unanimously adopted two resolutions: 1. Expressed its full confidence in the ability and performance of Maurice Forley as Executive Director; 2. Censured several Toastmasters for conduct detrimental to the organization.

8. Approved the establishment of a fund to accept memorial contributions and/or gifts from Toastmasters and/or friends of Toastmasters during their lifetime, and/or bequests through wills upon death. The use of funds received will be restricted to educational purposes.

9. Amended the procedural rules governing the selection of director candidates at the Zone Business Meetings to clarify the nominating procedures.

10. Approved the nominating committee for 1964-65. On the committee are: Aubrey B. Hamilton, past president, chairman; Russell V. Puzey, past president; John W. Haynes, past president; Clint Raymond, Region I; E. C. Friar, Region II; Dr. Milton Adams, Region III; Doug Wheeler, Region IV; William Gobel, Region V; Otto Althoff, Region VI; Walter Moran, Region VII; and Fred Payne, Region VIII.



Lothar Salin, Toastmasters International vice president for organization, accepts the Certificate of Achievement for having completed the 20 projects prescribed in the Toastmasters manuals "The Advanced Speaker" and "Leadership Through Speech." It recognizes him as an Able Toastmaster. The presentation by TMI President Paris S. Jackson took place during the meeting of the Board of Directors at World Headquarters.



JUST IN JEST

Time tells on a man — especially a good time!

A Roman Senator, dressed in the finest linen toga and crowned with a laurel wreath, stepped up to the bar of a saloon and announced: "I'll have a martini."

"Don't you mean a martini?" asked the bartender.

"When I want two, I'll ask for them!"

Quote

Maybe hard work never killed a person, but you never heard of anyone resting to death, either.

— Kenosha (Wis.) News

A golfer hit a new ball into the lake, another new ball out of bounds onto a highway, and another new ball into the woods. "Why don't you use an old ball?" said the caddy.

Replied the golfer sadly, "I've never had one."

— Supervisor

We've heard the typical American described as a man who has just driven home from an Italian movie in his German car, sitting on a Danish chair, drinking Brazilian coffee out of an English bone china cup, writing a letter on Canadian-made paper with a Japanese ballpoint pen to his congressman to complain about too much American gold leaving the country.

Luck is when preparedness catches up with opportunity.

A prison inmate, in a series of unfortunate events, had his teeth pulled, his appendix removed, and his right arm amputated after a work mishap.

The warden visited him in the infirmary after the last accident and said, accusingly: "You can't fool me, Murphy. You're trying to escape piece by piece."

— Successful Farming

Another measure of civilization's progress is the way that the cost of relaxing keeps going up.

Sign in a jeweler's window: Eternity Rings Guaranteed two years.

Clewtock News

Overheard at a meeting of psychiatric nurses: "Status is sitting on the platform so you can look down on everybody."

Quote

"How could you swindle people who trusted you?" asked the judge.

Replied the Con Man: "Your Honor, it's almost impossible to swindle people who don't trust you."

— Construction Digest

In closing, we pass on some wise words by that great philosopher, Anon: There is nothing in the world like good wine, good food, good music, and a bad girl.

Gavel Splinters

CLUBS IN THE NEWS

An Annual Event

The start of what will become an annual event took place in Sarnia, Ontario, Canada, when the Sarnia Toastmasters Club 3700-62 played host to members of Traveling Toastmasters Club 806-62, Hi-Noon Toastmasters Club 1021-62, and Toastmistress Club 390, all of Port Huron, Mich.

The meeting was conducted along the lines of a regular Toastmasters meeting with the host club providing the Toastmaster and Topicmaster and all clubs providing topic and prepared speakers.

Also taking part in the program was the area governor, James Leader, who spoke on the friendship existing between the citizens of the twin cities of Sarnia and Port Huron.

Sarnia Club 3700-62
Sarnia, Ontario, Canada

Blue Ribbon Club

During the past several weeks the Redstone Club 1932-48, Huntsville, Ala., has participated in a number of interesting activities. A goal was set to become a blue ribbon club and at the half-way mark the club's Achievement Manual tally showed the club to be well over the mid-point total.

Billboards on Toastmasters International's 40th anniversary were displayed by merchants in Huntsville and the mayor proclaimed Toastmasters Week. Also, the Marshall Space Flight Center, Army Missile Command, Huntsville, newspapers, radio and television stations gave recognition to Toastmasters.

One of the proudest accomplishments of the club was its very successful Speechcraft Course. Advertisements for the course were carried in four newspapers plus television and radio. There were 18 participants. Net result: 11 new members.

Redstone Club 1932-48
Huntsville, Ala.

Club Builder

In the past year Eyeopeners Toastmasters Club 2607-3, Tucson, Ariz., has been instrumental in the founding or beginning of four other Toastmasters clubs. They have achieved this, in the main, through demonstration meetings which have been staged before many service clubs in Tucson, Benson and Nogales including Rotary, Lions, Kiwanis and 20-30.

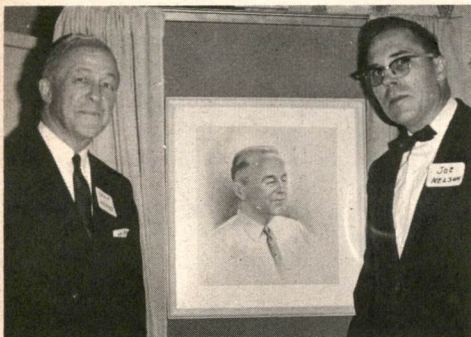
The most enjoyable demonstration was put on before a group in Hermosillo, Sonora, Mexico. The bilingual meeting was attended by 15 prospective Mexican Toastmasters and their wives.

Eyeopeners Club 2607-3
Tucson, Ariz.

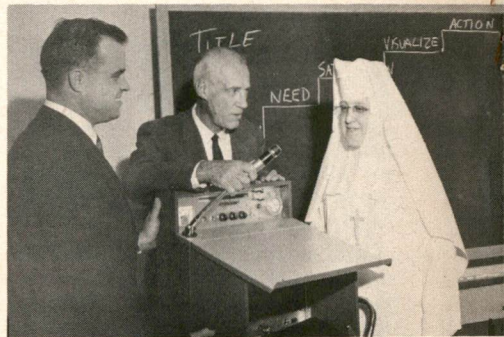
Toastmasters Week in Seattle was proclaimed by Mayor J. D. Braman and the proclamation received publicity in the metropolitan Seattle newspapers. In the photograph Mayor Braman, left, hands the official proclamation to Robert White, right, governor of District 2, while Harold Stratemeyer, lieutenant governor, looks on.



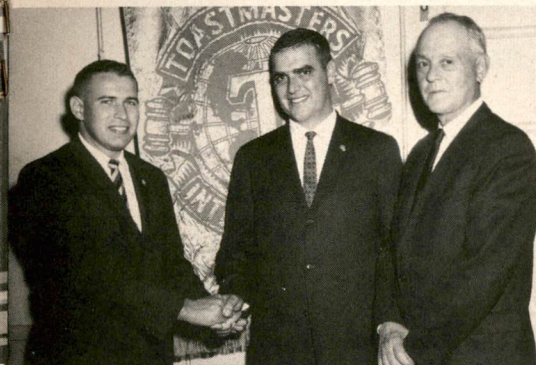
Mayor Garrett Hagedorn signs a proclamation designating Toastmasters Week in Midland Park, N.J. Standing behind the mayor, left to right, are Peter Sarthou, president of Midland Park Toastmasters Club 3041-46; Thomas Cosgrove, educational vice president and Charles Claeys, administrative vice president.



Emmit L. Holmes, left, was presented with a portrait done of him by Werner Sallman as part of a special program honoring his retirement from the Illinois Central Railroad after 52 years. Making the presentation was Joe Nelson, educational vice president of the Wilson Avenue Toastmasters Club 169-30, Chicago, Ill., of which Holmes is the senior member. The Wilson Avenue Club invited Toastmasters from throughout the Chicago area to the special "Old-timers Night."



Metropolitan Division Toastmaster Clubs in Milwaukee are conducting classes in public speaking for the sisters and registered nurses of the newly organized St. Francis Hospital Speakers Bureau. Allen Hoftiezer, left, Metropolitan Public Relations Director, and Arthur Garvey, Lieutenant Governor, Metropolitan Division, orient Sister M. Assumptia, CSSF, of St. Francis Hospital, on the finer points of microphone usage.



Toastmasters Club 1409-56, U.S. Naval Air Station, Corpus Christi, Texas, celebrated two birthdays recently — the 40th anniversary of Toastmasters International and the 11th birthday of 1409. Bill Snell, outgoing president, congratulates new president, Gordon Evans, while Rear Admiral F. A. Brandley, installing officer, looks on.



Dr. Jonas Salk shows Toastmasters International President Paris S. Jackson and Past President George J. Mucey the work in progress at The Salk Institute for Biological Studies in San Diego, Calif. The meeting took place during a meeting of March of Dimes volunteer leaders from throughout the country. Executive Director Maurice Forley also attended the meeting.



King Boreas Toastmasters Club 208-6, St. Paul, Minn., celebrated its 1200th consecutive weekly meeting with a dinner-dance. Taking part were three active charter members, Waldo Luebben, Tracy Jeffers and George Ma'er. The King Boreas Club was organized in August, 1941, and chartered in October, 1941.

THE TOASTMASTER



D. H. Tibbals, center, member of the World Headquarters staff and Smedley Number One Club 1-F, Santa Ana, Calif., presented a charter to Vista Toastmasters Club 276-5, Vista, Calif. From left to right at the ceremonies were: Howard Clark, Area 3 governor; John Harder, club administrative vice president; Harvey Emley, secretary-treasurer; Robert Bates, president; Tibbals; James Bury, District 5 governor; H. W. Van Daniker, sergeant at arms; Gil Hinthorne, educational vice president; Joseph Sawaya, District 5 lieutenant governor; and John Dower, District 5 educational governor.



Secrets of the Masters

By LT. COL. ROBERT J. DAVIS

“WHO IS THE BEST professor on the campus?” Alone in my booth in a student snack bar, I was intrigued by the conversation at the next table. Each of the young speakers had definite opinions. “Well, I think it is generally recognized on campus that Dr. Lovenstein in Economics is the most interesting lecturer at State.” “He would have to be good to compare with Dr. Bobrovnikoff in Astronomy — he’s terrific.” So it went.

The simple truth illustrated in this discussion — that some professors command attention and understanding from their students while others anesthetize their classes — led me to think it would be stimulating to discover first hand what makes good lecturers successful. Reporting my findings at my Toastmasters Club would serve nicely as justification for the time required for the task.

My quest to find the “secrets of the masters” began with a question to my junior year, English major, daughter. “Who at Ohio State has the reputation of being an exceptionally interesting lecturer?” With only slight hesitation, she mentioned four or five men and their departments. One had been her instructor, the others she knew from taking part in discussions similar to the one I had overheard. An oral survey of some other students confirmed the names that she gave me and added a few more. A graduate student praised one of his instructors so lavishly that I placed another name on the list. Surely these teachers were standouts among the almost 3,000 faculty members at this university.

Starting at the top of the list, I telephoned each professor until I had permission to visit three different undergraduate classes.

These classes were to be taught by:

Dr. Meno Lovenstein, Professor of Economics. (Nationally known, recent winner of an outstanding teacher award, he is an expert in the field of defense economics.)

Dr. Leo A. Estel, Assistant Professor of Sociology and Anthropology. (Bearded, sweated, he requires a large auditorium to satisfy the demand for his classes.)

Dr. William T. Morris, Professor of Industrial Engineering. (Former Air Force officer, he recently published a best-seller on management, *The Analysis of Management Decisions*, Homewood, Ill., Richard D. Irwin, Inc., 1964.)

A few days later, I attended the first class with blank notebook and open mind.

At the outset I had scant confidence that I would find outstanding and mutually-possessed qualities in the three scheduled lectures; however, I was enthusiastic when I left the last of the three classes. Clearly, each of these paragons had used the same two major techniques — techniques that made their talks sparkle and that put their students into the palms of their hands. Best of all, these techniques were within the capability of every Toastmaster.

Each professor was unques-

tionably well-informed, enthusiastic, sincere, respectful of his audience, and clearly audible. Each came to class ahead of time and wasted no time in launching into his subject. But the two things which were strikingly similar and especially effective in all three classes were:

1. Simplicity of the lecture plan.

2. Abundant use of examples.

The first lecture I attended was Dr. Lovenstein’s and while there I did not attempt to understand everything he said — I tried to observe and record many things. But after hearing all three talks, I did think about the substance of Dr. Lovenstein’s lecture and found that it was easy to recall because of its simple structure. He spoke of the nature of supply and demand in four kinds of markets. It was apparently easy for him to keep the organization of his talk in mind because of its uncluttered format.

Dr. Estel’s class was next. He discussed a pair of primitive tools called blades and burins. First, he described the appearance and use of the blade in four prehistoric time periods; then he did the same with the burin (a little pick used for drawing pictures on bone and rock). Looking back on it, I realized that he had handy pegs on which to hang his thoughts.

His information was arranged logically and simply and this made note taking and comprehension easy.

While I attended Dr. Morris' class, I half expected some easy-to-follow plan. I smiled to myself as he revealed his subject — the five steps of the decision making process. It seems easy to recall those steps as he taught them months ago; triggering action, fact gathering, search for alternatives, selection, and action. Even

though his subject was organized differently from those of the first two professors, it contained only a few easy-to-identify points with which to contend.

In speaking to groups then, there is virtue in simplicity. Each of these admired professors attempted only a few well-organized points in his hour. By choosing a limited number of important objectives, each one allowed himself sufficient time in which to achieve audience understanding.

These methods of the interesting lecturer established understanding largely through the use of examples. Sometimes the examples were real; sometimes hypothetical. From personal experience and from common experience, examples were ubiquitous in all three talks. As soon

as the speaker made a key statement, he followed it by at least one illustration that was well chosen to clarify his thought. In one instance, five examples were cited to support one point.

When Dr. Lovenstein stated that the advertising industry can create a demand for a certain product even though competitive brands are in fact identical, he pointed out that the demand for a well-known brand of aspirin was great despite its higher price. He implied

slyly that advertising uses sacred symbols as persuasive devices — for example, printing the name of a product in the form of a cross.

Dr. Estel spoke on a subject made to order for the use of examples. When he mentioned a feature of one of the primitive tools, he illustrated it with a typical use. He supported his remarks frequently by giving the location and descriptions of ancient pictures and artifacts relating to the use of these tools.

Dr. Morris made the most copious use of examples. When he said that triggering action meant the event or situation change that required a decision, he gave two hypothetical examples. Inviting the class to consider themselves plant managers, he said the foreman reported No. 3 machine broken down. A de-



cision was required — should the machine be repaired or replaced? Suppose, as company president, you learned your competitor installed electronic equipment while yours was still manual. Would you follow suit? At each point, he brought his ideas into focus with short, but pertinent, examples. Sometimes he used contrasting illustrations. He spoke of the importance of the scientific method in searching for alternatives and told how a search for a downed pilot is *not* conducted — “Get out there and fly around till you find him!” He then quickly went through the basic system of grids, communications plans, etc., that are used in the typical Air Force search mission.

Really good professors are interesting and stimulating because they set attainable goals and because what they say is buttressed and repeated by pointed examples. Their colleagues who plan poorly, who attempt too much, and who try to make points without using frequent

and relevant examples, run the risk of being turgid, dull, and pedantic. The instructor that succeeds in putting his points across to the student is the one who (1) knows exactly what he can handle well in a class period and (2) uses many verbal illustrations to help the listener relate his own knowledge or experience to the new information.

Although I was surprised and pleased with my discovery that the masters' secrets were simplicity of the lecture plan and explanation by examples, I should not have been. These principles are not new. The greatest teacher in history spoke simply and in parables. Truly surprising are the vast numbers of professional speakers who ignore these two important techniques in practice.

Never again will I go before an audience with more weighty points to be made than I can properly handle hung around my neck like an albatross. A simple plan and good examples will be my goals for each performance from now on.

Lt. Col. Robert J. Davis is a manpower and personnel officer currently serving as Director of Education in the Air Force ROTC program at Ohio State University. He is a past educational vice president of Beechwold Toastmasters Club 859-40.



Membership Services Manager offers some suggestions that can help your club.

Full Membership Is Your Responsibility

By "BUCK" ENGLE

Membership Services Manager, Toastmasters International

"HELLO BILL. You recall our discussion about the Toastmasters program? We Toastmasters would like you to have dinner with us on Tuesday evening at 7:00 p.m. Fine, Bill, I'll pick you up at 6:45."

Stop! Reread that paragraph. Read it out loud. This invitation just didn't happen. It was planned. Planned by the 10 members of the COTO Toastmasters club. They all knew Bill before he accepted. That is, they knew all about him but they had not met him.

How did it happen? It took action — lots of action, not only on the part of the club's executive committee but the membership attendance committee, educational committee and the social and reception committee. The president, educational vice-president, (educational committee chairman), administrative

vice-president (membership and attendance chairman), sergeant-at-arms (social and reception chairman), secretary, treasurer and chairman of the speakers bureau decided during their first executive committee meeting to have a continuous membership program. Every meeting night would be guest night.

The first step was for the executive committee to review the club membership and club operation. To do this they utilized the club evaluation reports of their area or district officers and the Membership Building Program Check List (Form 1015), available from Toastmasters International. Many of the following ideas used by the committee came from the five sections of this check list. These sections aid in the review of the club membership, club meetings, present club membership pro-

gram, selecting and hosting of guests and the guest follow-up program.

When reviewing the club membership by employment or profession they found: two insurance salesmen, a purchasing agent, lawyer, school teacher, Red Cross director, two plant foremen, an engineer and an owner of a private business — a representative cross section of the community. But they also discovered that there was no representation from three large companies or from many of the small corporations or private businesses in the community. Next the committee reviewed the club's records to determine when and if Speechcraft had been presented and found that it had last been presented two years before when they had recruited new members.

After a careful review of the membership it was found that sufficient experienced members were available to conduct Speechcraft. Thus, the first three steps in the club's new continuous membership program had been taken. Many more were yet to come.

At the next weekly club meeting only one speaker was scheduled along with a very short table topics program. This provided time for the administra-

tive vice-president to present the concept of the continuous membership program and some of the results of the check list review. At the same time, a Speechcraft schedule was presented.

Each committee then began to plan its part of the membership program. All members were asked to make a list of their friends who they thought could profit from the Toastmasters program. They considered neighbors, business acquaintances, lodge brothers, merchants, car pool members, church friends and civic club members. This provided a list of 40 potential members. A fact card was prepared on each po-

tential member. His interests, hobbies, number and sex of children, position or business, lodges, civic activities were listed. An invitation schedule was prepared. Two weeks in advance an appointed host extended an invitation to a prospective member to have dinner with the Toastmasters of the COTO Toastmasters Club. A goal was set. Ten new members in the next 10 weeks. During this period 30 prospective members accepted invitations. From this point on nothing was left to chance. The selected host for each guest either knew him or



met him before his dinner visit. Members were urged to arrive 15-20 minutes before meeting time to meet the guests. All members were provided information from the guest fact card. Using this information they were able to make the guest feel "at home." Upon arriving the guest was given a name card (with the name printed large enough to be read across the table) and asked to sign the guest book by the sargeant-at-arms. When the guest was formally introduced during the meeting his business affiliation and position or profession were given.

Each participant in the program had been cautioned to stay within allotted time and to make no comment on schedule changes. The president announced program changes before he called the meeting to order. The guest was able to see a complete Toastmasters meeting conducted by 10 members.

Each Toastmaster brought his Basic Training Manual or his Advanced Speaker Manual to the meetings. Following the meeting these manuals were shown and explained to the guests by the educational vice-president, the host and the club president.

The day following the meeting the membership and attendance committee still had work to do. They prepared a letter for the

president to sign and send to each of the previous night's guests thanking them for attending and inviting them to return, giving the time and date of the next meeting. Included in the letter were several comments on how the Toastmasters program could help in their business. The committee insured that the host also extended a second invitation to dinner and made arrangements to accompany the prospective member. Each guest received in the mail a copy of the club bulletin containing his name, business affiliation and position or profession and a firm invitation to return.

Yes, this club's continuous membership program is paying off. Of the 30 accepting invitations, nine joined. Seven others are still interested.

You have just read how many clubs plan and conduct a continuous membership program. Not all clubs use all of these ideas at one time. Many clubs have membership building programs that have been equally or more successful.

Why not share your successful membership ideas with all clubs? Send them to: Toastmasters International, Attention: Membership Services Department, 2200 North Grand Avenue, Santa Ana, California.

Clubs Around the World

Blue Danube Toastmasters Club 3508-U, Ulm, Germany, was recently chartered. Lt. Col. Donald G. Lasley congratulated the new officers, left to right, Howard Tolle, president; Captain Robert Erwin, first vice president; Sgt. Clarence King, second vice president; Cpl. Stephen H. Salzberg, secretary-treasurer; and Hans Koikey, sergeant at arms. Lt. Col. Felix Neri organized the club.



A juvenile session of the United Nations was sponsored by Toastmasters Club 2688-U in Oranjestad, Aruba, Netherlands Antilles. Students from 12 schools took part in the session. As part of the program they represented 24 countries and discussed three world problems. Dutch was the official language for the session although delegates were free to use Spanish, English and Papiamentu which were then translated into Dutch. In the picture Past Presidents of 2688-U, Erwin Oehlers and Bob L. Henriquez, discuss a point of order with the Swedish delegation.

Toastmasters in Japan met to form the Japanese Toastmasters Council. At the Tokyo meeting were William Hoeft, John Ratliff, Robert Mosier, Darrell Morehouse, Paul Hoshino, Roy Fellers, Edwin Larson, Larry Hoffman, Felipe Delan, and Toru Miyagi. There are now approximately 25 clubs in Japan.



A Good Critique:

By ROBERT HAAKENSON

“WATTLES is a great speaker; he doesn't say anything, but he says it well.”

This is a superficial critique.

When it's your turn to be the critic, is your critique any more penetrating, any more analytical? It is a habit widespread among critics to react only to the obvious — the external, the superficial, and thus to miss the woods for the trees.

Let us concern ourselves briefly with achieving more comprehensive and more meaningful critiques. We will:

1. Describe the problem of superficial critiquing.
2. Assess the consequences of weak evaluation.
3. Suggest a program for effective and comprehensive critiquing.

First we must face up to the realization that speaking is highly subjective. What one person likes in a speaker may be heartily disliked by another. What “works” for one speaker may be the downfall of another. Despite these vast individual differences, however, there are

certain established central tendencies.

Now let us face up to the fact that a great deal of critiquing is very superficially done. An acquaintance of mine reported making a talk to a mid-western Toastmasters club. This was somewhat a spur of the moment command performance, soliciting the support of the Toastmasters for a civic project. The speaker did a good job, under the circumstances perhaps an exceptional job. He said what he had to say with clarity and impact in the time allotted. He said it communicatively. When critique time came, however, his speech was included with those of the members for evaluation. This inclusion pleased him and he looked forward to getting a statement of objective, straightforward analysis. Instead, alas, his critic simply announced a tally of the total number of *vocalized pauses* (“uhs”) he had committed. This is not to imply that excessive vocalized pauses are unimportant; indeed, they are quite distracting and can be

C.O.D.



detrimental to the speaker's effectiveness. On the other hand, in the total sweep of things, the “uhs” were quite inconsequential.

This sort of superficial critiquing is altogether too frequent. Its happening is understandable: We react first to those things that hit us first. The elements of delivery or presentation are on the surface and most conspicuous, and, therefore, we react to them. But there is much more to a speech than the speaker's manner, voice, language, and bodily movement.

Further, this is the kind of critiquing that can be understood by those present — the speaker members of the group, and other critics—because these are *overt* things observed by all.

Well, is there any harm or danger in this type of critiquing? Of course there is. Our values become distorted. The confident, gregarious, “smooth” speaker is apt to prevail. These distortions give rise to the expression mentioned earlier: “He didn't say anything, but he said it *well*.”

Under this system of values, speakers and audiences alike are “taken in” by a little bit of slick salesmanship. The great cause of effective, genuine communication is set back.

What constitutes a proper critique then? First the conscientious critic will take into account the classic elements of the speaking situation, the so-called “classic speech triangle”: speaker, and audience-occasion. All of the critic's observations will have these elements in mind. Is the talk itself *good*, and appropriate to the speaker and audience-occasion?

He must then analyze:

1. Content: *What* the speaker says — the topic, ideas and their supports;
2. Organization: *How* the speech is *put together*; and
3. Delivery: *How* the speaker *says* it.

If any one of these three is to be held more important than the others, it should be content. The critique should evaluate the topic or subject. Is it appropriate to the speaker? Is he an expert?

Is he enthusiastic about it? Is the topic appropriate to the audience — is it useful to them? Or at least interesting? Is the topic appropriate to the occasion? Is it appropriately formal or informal, serious or light? Will it dovetail with what precedes and follows? Can it be handled within the time allotted?

Next, are the supports or specifics effective? Are there plentiful definitions, descriptions, instances, narratives, case histories, contrasts, comparisons, figures and statistics, quotations, etc.? Are they germane, relevant to the points being made? Are they accurate? Are they filled with human interest qualities—narrative, vivid, emotionally stimulating? Are there elements of suspense, conflict or competition, novelty, action?

In analyzing organization, the critic should point out if there was a discernible introduction, body and conclusion. In the introduction, did the speaker have an effective “icebreaker,” that is, a story, a quotation, definition or other device that called attention to the speaker, stimulated interest in his subject, and established common ground among the speaker, speech and audience? Was there a complete preview of the talk’s theme or thesis

and the three or four main headings on which it would be developed?

In the body of the talk, did the speaker develop the three or four main headings (not fewer than two, not more than five) with appropriate sub-points and plenty of specifics? Were there smooth transitions, such as partial summaries, throughout, serving as landmarks, denoting progress in the talk and holding things together cohesively?

Did the main headings really cover the subject and were they paralleled in construction (for example, past, present, future; who, what, where, when, how; problem,

solution)? In his conclusion, did the speaker offer a full summary, emphasizing the main headings of the talk? Then did the speaker conclude with a solid “haymaker,” a compelling statement, put in an impressive way? Did the speaker avoid concluding weakly by limping off on the weak crutch of “thank you,” for lack of a more artistic and climactic way to terminate?

In his delivery or presentation of the talk, did the speaker have authority? Did he have “command presence” reflecting “situation well in hand?” Did the speaker have reasonable con-



fidence, self-assurance, poise? Was the speaker direct? Did he enjoy rapport with the audience? Was he enthusiastic? Friendly? Genuine?

Did the speaker demonstrate real *involvement* in what he was saying? Was his “heart in his work?”

Was the speaker communicative? Did he, above all else, exhibit his determination to win the desired response from the audience? Was he “conversational,” that is, unselfconscious and totally caught up in the process of sharing ideas and information with his listeners?

Was the speaker vocally expressive? In his pitch, rate and loudness, did he achieve a variety of inflections that really fit his context? Could he be heard and understood? Did the attractiveness of his voice help “sell the message,” or did it detract?

Was his pronunciation accurate? Was his enunciation crisp and precise, without straining?

Was the speaker physically expressive? Were bodily actions plentiful, meaningful and spontaneous? Did he move easily

about the platform? Was his stance or posture erect, yet comfortable? Did his gestures involve head, shoulders, torso, as well as his arms and hands? Did they convey meaning? Was his facial expression friendly, alert? Was his eye contact direct, continuous and responsive?

In short, was his platform delivery very similar to that of an animated, spirited, yet friendly conversation?

In summary, when we react to speakers — either as critics or simply as members of audiences — we tend to react to superficials or externals, usually factors of delivery. When we do so, we not only fail to get what the speaker has to offer, but often do both the speaker and ourselves a real disservice.

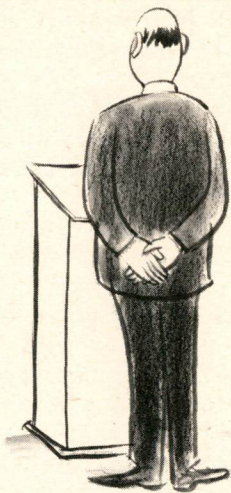
We miss the point and mis-evaluate his communication. To overcome this widespread practice of superficial critiquing, we should keep in mind the classic elements of the speaking situation—speaker, speech, audience — occasion — and criticize analytically and fully: *Content, Organization and Delivery.*

Robert Haakenson, Ph.D., is manager of Community Education for the Smith, Kline & French Laboratories in Philadelphia, Pa. A graduate of Augustana College, Sioux Falls, S.D., he holds the degrees of Master of Arts and Doctor of Philosophy from the State University of Iowa. He previously wrote “Aces for Openers” that appeared in the July, 1964, issue of *The Toastmaster*.



Speaking Without Notes

By JOHN CROSS



“FRIENDS, ROMANS, countrymen,” began Mark Antony at the death of Caesar. Now, can you see him glancing down at his notes as he proceeded? Can you picture Patrick Henry referring to his notes in his famous “Give me liberty or give me death” speech?

Great speeches do not come from a piece of paper, they flow out of a man. Your speech should be so much a part of you and you should be so filled with it that it comes pouring out like an artesian well with no need for the priming and pumping of notes.

“Ah,” you say, “I wish that I could speak without notes.” Well, you can if you want to. It’s a matter of believing that

you can and then learning how and doing it. It’s the same thing as when you joined Toastmasters; you wanted to learn to speak in public; you thought you could and now you’re doing it.

Gaining self-confidence is the big factor in speaking without notes. The average man can walk sure-footed on quite a narrow board if it is close to the ground but when that board is elevated fifty feet from the earth he can’t walk it because of fear. A minister friend of mine told me of his first attempt to preach without notes. He ran completely out of words in 12 minutes. There was nothing to do but to close the service. Members of his congregation thought their pastor had taken sick.

Speaking without notes does require more poise. It also takes better preparation and there is a danger of forgetting. But the advantages outweigh the disadvantages. More poise is something that we all want, and we don’t begrudge more preparation if we can give a better speech. If we should forget a point, perhaps it wasn’t so important anyway.

When you aren’t tied to your notes you have a new freedom. Your speaking will come through with more directness. You will not only have better eye contact but you will be more aware of your audience response. You will be inspired when you see a sudden glow of interest on the face of a listener. Then you will catch that little frown of puzzlement on the face of another and be able to add a word of clarification. You won’t be interrupted and lose track of your listeners to study your notes. You will be freer and more natural in your gestures and less tied to the speaker’s stand.

Now for some suggestions that may help in speaking without notes. Fear of forgetting will be your main problem. Therefore, you will want to make your outline as clear and simple as possible. It should be a logical outline that leads you easily from point to point. A what, where and how or a we should, we can and we will type of outline is

what you need; something that leads your memory.

Don’t try to remember too much detailed wording in your speech. Have well in mind the main ideas of your subject and rely on the wording to come as it is needed. You do this in conversation and you can do it in giving a speech. After all, public speaking is not an exercise in memory but an expression of your thoughts and feelings.

If speaking without notes frightens you use lots of narrative while you are learning. No one needs notes to tell a good story. You can make your whole speech a single story. Or you might have a story for each point in your speech. You have three points, then three stories. You’ve got it made. You don’t need notes.

I am a minister and I gave these ideas in a speech at my local Toastmasters club — without notes. As a minister I had read a little on the subject and made a few attempts at it in my preaching, none very successful. That is why I said to myself while preparing the speech, “I will have to do this in my preaching before I give this talk to the club.”

In preparing my sermons for the Sunday before our meeting I made plans to preach without notes. Sunday morning I lost my nerve and had my notes before me. In the Sunday evening ser-

vice I told myself that this had to be it. I read my scripture lesson and announced my text and, summoning all my courage, I resolutely put my notes in my bible and closed it. Then I started speaking. By the time I had gotten through my introduction I became so confident that I did something I seldom do. I stepped out from behind my pulpit and stood to the side of

it. There, with no notes or props, I finished my sermon.

It was indeed a refreshing experience of freedom and success. My congregation may have thought that because of the small attendance I was giving an informal talk rather than a regular sermon. But to me it was one of the most important sermons I had ever preached.

John Cross is pastor of the Free Methodist Church in Buckley, Washington and a member of Toastmaster Club 407-32, Buckley, where he has been a vice president.



Little minds have little worries, big minds have no time for worries

— Ralph Waldo Emerson

REMEMBER: To keep your *Toastmaster* magazine coming regularly, notify World Headquarters immediately of any change of address. Please give old address, new address, club and district number. If possible, include a mailing sticker from a previous magazine.

Send change of address to: World Headquarters, Toastmasters International, Santa Ana, California.

TOASTscripts

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Toastmasters clubs in the Philippines recently got together and presented a program on a Philippine television station. The show was so successful in making the public aware of Toastmasters clubs that future plans include television as a permanent part of the membership program.

John Yench, educational vice president of the Mabuhay Toastmasters 2340-U, writes that there are two distinct types of clubs in the Philippines—the clubs composed mostly of Americans and those composed mostly of Philipinos. He continues, “One of the problems involved in any joint session involving the clubs is that the Americans are generally “horny-handed” while the members of the Philippine clubs are usually living examples of old-world courtesy. Picture the problem: Here are a bunch of plain-talking executive types suddenly let loose in a world of courtly hidalgos who are sensitive to every nuance and who observe a high level of politeness and personal consideration.

Dr. H. Latham Breunig, member of Eli Lilly Toastmasters Club 311-11, Indianapolis, Ind., is chairman of the new oral deaf adult section of the Alexander Graham Bell Association for the Deaf in that city.

Dr. Breunig, himself, was a deaf mute when he joined Toastmasters 10 years ago. With great effort and help from the members, he has learned to speak and mastered lip reading. Today he speaks before audiences throughout the country on behalf of the Eli Lilly Pharmaceutical Company.

He appeared on a recent Today television program on NBC.

* * *

Emil Nelson, former Toastmasters International president, was recently named Realtor of the Year by the St. Paul, Minn., Board of Realtors. Nelson is a past president of the St. Paul Board of Realtors, president of the Society of Real Estate Appraisers, member of the Committee on Real Estate Education and a member of the Speakers

Bureau of the National Association of Real Estate Brokers, and vice president of the Minnesota Association of Realtors. He is also a member of the governor's Real Estate Advisory Commission.

* * *

CONGRATULATIONS: Dr. E. I. Umberger, past president of Mall Toastmasters Club 2406-36, Washington, D.C., has been appointed Consultant in Research in the field of Endocrinology at George Washington University... Fred W. Hiatt, at 75 has joined Wabash Toastmasters Club 2138-11, Wabash, Ind., to better prepare himself to make public addresses in his field of work which is historical writing... To District 16, comprising the State of Oklahoma, which will present Speechcraft on two television stations for 16 weeks beginning in February...

* * *

Good common sense is found in many club and district bulletins. While reading this random sampling of recent wisdom, please bear in mind we can only touch on a very few. Pueblo (Colo.) Club 795-26 bulletin lists 27 vital, current table topics, ranging from unemployment to

evolution... The District 22 Reporter devotes a page to thumbnail sketches of new district officers... Uptown Club 830-30, Chicago, in successive weeks had a full-scale debate on medicare and a tall story contest... Will Rogers Club 1032-16, Oklahoma City, adds a debate: Resolved, that nuclear weapons should be used against Red China in the Viet Nam action... Don Gorsett, Administrative VP of Talking Stripes Club 3762-35, Truax Field, Wisc., would add to "Better Listening, Thinking, Speaking": ATTENDANCE.

* * *

A barbecue-theatre party was attended recently by Toastmasters and families from 52 clubs in District 57. On stage was the musical, "Carousel"; included in its cast was Jim Duyn, runner-up in the international speech contest in St. Louis in 1963. District Governor Nathan Kuper reports the outing gave assembled TM's an opportunity to see "the many similarities between the art of effective public speaking and the legitimate theatre." Proceeds, by the way, went to the Easter Seal organization for its help with crippled children.

Letters to the Editor

Members are invited to use the "Letters to the Editor" Department for any questions about Toastmasters International, its clubs, and any problems concerning club and/or district operations and activities.

Nine Toastmasters played a vital part in the publicity program for the 1964 Space Fair here at the Pacific Missile Range.

During August my Public Affairs Office asked the Area 9 governor (District 12), Commander Russell Herron, if his clubs would be willing to undertake speaking engagements promoting our annual Space Fair. The answer was an enthusiastic "yes."

In the ensuing two months Toastmasters made 22 appearances in behalf of the Space Fair. The appearances ranged from Santa Barbara on the north to Los Angeles on the south. Thanks to their assistance, Space Fair attracted a substantial crowd of 87,000 visitors this year.

The speaking programs were coordinated by George Brazeal of Toastmasters Club 1075-12. Making appearances were Pat Trowbridge, ATC, Lt. Dean Angel, Lcdr. Neil Thomson, Lcdr. R. P. Smith, Richard S. Rose, JOC, Lt. Bob J. Justice, Matthew Walker and Ens. J.G. Doran.

Please be assured that the energetic and timely assistance of Toastmasters International to the 1964 Space Fair is sincerely appreciated.

You may also be interested in knowing that Point Mugu observed Toastmasters Week during the period of October 17 to October 24, 1964. The purpose of this observance was to give recognition to the good work being done by Toastmasters

in this area and in other communities throughout the world.

John E. Clark
Rear Admiral, USN
Commander, Pacific Missile Range

— — —

I read with great interest President Jackson's article, "Leadership Unlimited," concerning youth leadership training. I have long been an advocate of youth leadership training and have worked with the Y.M.C.A. and service clubs and even in Toastmasters clubs in programs of this type.

I feel that it is most important for the adults of today to work with and assist the youth of today in preparing to be the adults of tomorrow. I heartily endorse President Jackson's idea.

Louis L. Wilcox
Club 828-27
Porterville, Calif.

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Our Toastmasters Club, The El Puente Toastmasters Club 1408-F, La Puente, Calif., was recently honored to have as their installing officer, Paris S. Jackson, president of Toastmasters International.

We consider this the greatest event in our club's history and also we wish to acknowledge our gratitude to him for giving of his very valuable time.

Wallace A. Wills
Immediate Past President
Club 1408-F
La Puente, Calif.

New Clubs

(As of December 4, 1964)

- 1061-58 ANDERSON, South Carolina, *Anderson*, 1st & 3rd Mon. 7:00 a.m., Holiday Inn, 3025 N. Main Street, Anderson, S.C. 226-2105
- 1541-14 CAIRO, Georgia, *Tip Top*, 2nd & 4th Mon. 8:00 p.m., Town House Restaurant, Cairo, Georgia 377-1803
- 1562-54 OTTAWA, Illinois, *Ottawa*, Alt Tues. 7:00 p.m., The Steak House, Ottawa, Illinois 815 433-2623 815 222-5275
- 1870-54 ELGIN, Illinois, *Elgin Sunrise*, 2nd & 4th Wed., 7:00 a.m., Lord's Park Pavilion, Elgin, Illinois SH 2-7730 Ext. 50
- 2134-39 SACRAMENTO, California, *Flying I*, Fri. 7:00 a.m., Hart's Restaurant, 919 K. Street Sacramento, California IV 3-9021
- 2269-45 CARIBOU, Maine, *Caribou Jay Cee-U.S.O.*, U.S.O. Club, Caribou, Maine Tues. 7:30 p.m., 493-4455
- 2320-50 HAWTHORNE, California, *General Instrument Corporation*, Wed. 5:15 p.m., 13040 Cerise Avenue, Hawthorne, California OS 9-3377
- 2352-68 BOGALUSA, Louisiana, *Bogue Lusa*, Thurs. 7:00 p.m., LaPlaza Restaurant, Bogalusa, Louisiana 735-8838
- 2429-46 MATAWAN, New Jersey, *Matawan*, 2nd & 4th Mon. 8:00 p.m., 31 Norwood Lane, Matawan, New Jersey 566-5141
- 2888-26 DENVER, Colorado, *MACHEBUEF*, 1st & 3rd Mon. 6:30 p.m., Kearny Motor Hotel, Denver, Colorado 355-9761
- 2940-37 MONROE, North Carolina, *Monroe*, 2nd & 4th Wed. 7:00 a.m., Hilltop Restaurant, Monroe, North Carolina 283-4311
- 3845-47 MIAMI, Florida, *Miami Herald Evening*, Tues. 6:30 p.m., Executive Dining Room, Miami Herald Building, Miami, Fla. 350-2446
- 3846-34 HUDSON, New York, *Hendrick Hudson*, 2nd & 4th Tues. 12:10 p.m., Hendrick Hudson Bowling Lanes, Hudson, N.Y. TA 8-9620
- 3847-17 BELT, Montana, *Belt Jay Cees*, Thurs. 6:45 p.m., Johnny's Bar and Cafe, Belt, Montana 738-2367
- 3848-63 ATHENS, Tennessee, *Athens*, Tues. 11:30 a.m., Robert D. Lee Banquet Room, Athens, Tennessee 745-0231
- 3849-47 MIAMI, Florida, *Telstar*: Mon. 6:00 p.m., Toby's Cafeteria, Miami, Florida 271-0854
- 3851-47 OCALA, Florida, *Top of the Morning*, Fri. 7:30 a.m., The Top Restaurant, Legal Center, 15 North Pine St., Ocala, Fla. 629-7945
- 3852-3 FLAGSTAFF, Arizona, *Kachina*, Thurs. 6:15 a.m., Golden Star Cafe, Flagstaff, Arizona 774-9319
- 3853-3 PHOENIX, Arizona, *Arcadia*, Tues. 7:30 p.m., The Lazy R & G Ranch Recreation Center Club House, Phoenix, Arizona WH 5-4988
- 3854-F SANTA ANA, California, *Farmers Insurance*, 1st & 3rd Wed. 7:00 a.m., Farmers Insurance Group Regional Office, 2800 N. Farmers Drive, Santa Ana, California 547-6548

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