



June 1974

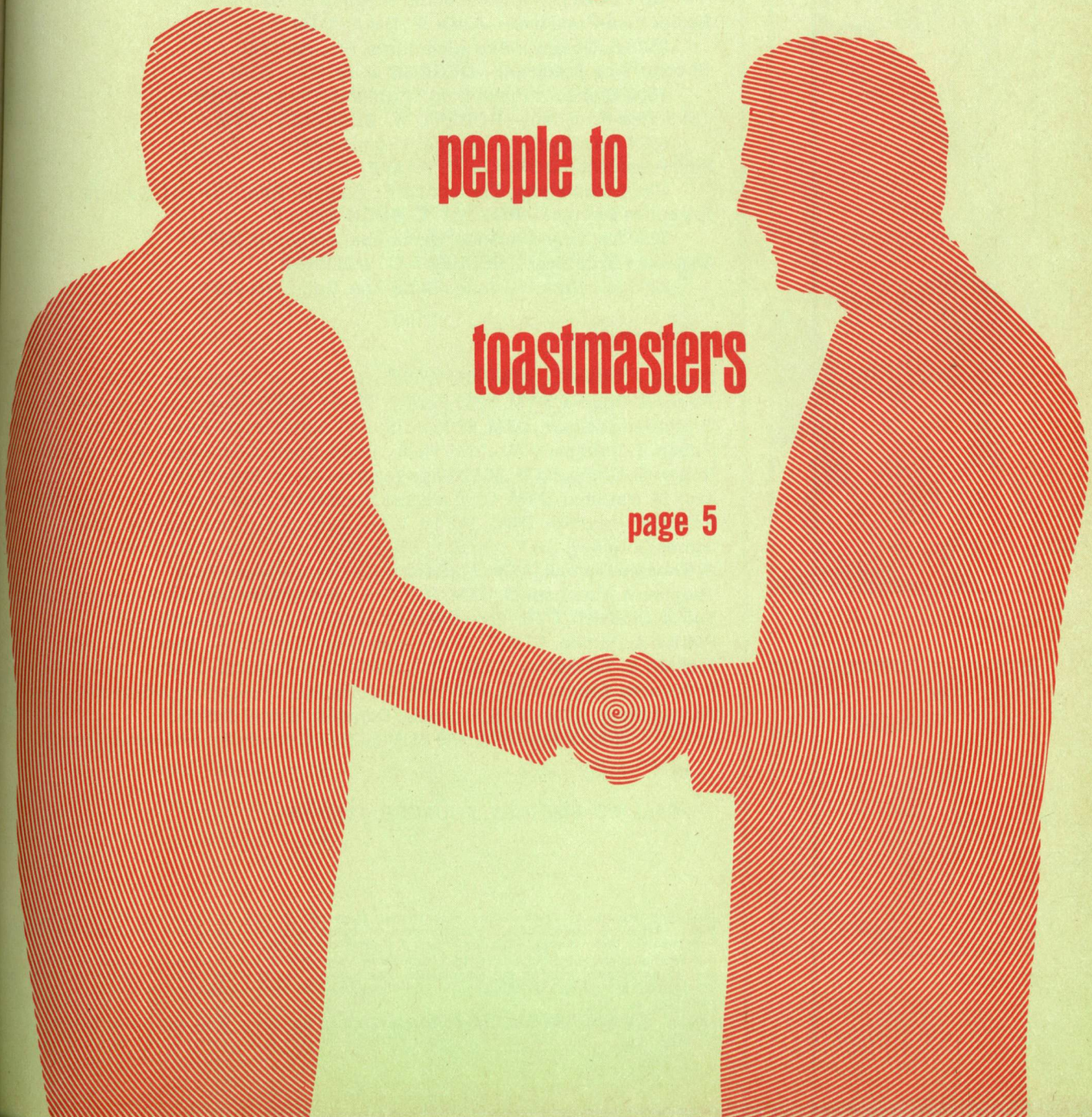
The toastmaster

introducing

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TOASTMASTERS INTERNATIONAL is a non-profit, non-partisan, educational organization of Toastmasters clubs throughout the world.

First Toastmasters club established October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932.

A Toastmasters club is an organized group, meeting regularly, which provides its members a professionally-designed program to improve their abilities in communication and to develop their leadership and executive potential. The club meetings are conducted by the members themselves in an atmosphere of friendliness and self-improvement. Members have the opportunity to deliver prepared speeches and impromptu talks, learn parliamentary procedure, conference and committee leadership and participation techniques, and then to be evaluated in detail by fellow Toastmasters.

Each club is a member of Toastmasters International. The club and its members receive services, supplies, and continuing guidance from World Headquarters, 2200 N. Grand Ave., Santa Ana, California, U.S.A. 92711.

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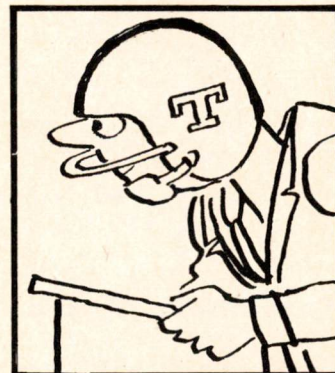
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There's more to Toastmasters than you know!

Whenever a group of people get around to talking about Toastmasters, the discussion quickly develops into an evaluation of the many benefits one can gain from membership. Everyone sees it a little differently and that's great! We're fortunate to have a program varied enough to provide such wide experiences.

Last month we talked about the most probable answers one could give when asked the question: "What is Toastmasters?" We discussed the importance of education, fellowship and fun. Certainly they are vital ingredients; for today's needs, our clubs must offer these . . . and a lot more, too! For example, there's **PLANNING**.

In any activity in which we find ourselves, there is an ever increasing requirement that we be prepared to offer — or enjoy — effective participation. Whether ours is a role of leadership or merely as one of the group, it becomes essential that in order to make the most effective contribution to the group effort, we must be prepared. Planning, therefore, is necessary in whatever we do.

What better place to gain that valuable experience than in our Toastmasters environment!

Every element of our program — to be successful — must be well planned. Every participant in the program — to be effective — must show planning. Every Toastmasters event — to be worthwhile — must be carefully planned.

Toastmasters participation provides us with the experience we need to improve our planning effectiveness. As we advance through our manuals, we learn personal planning, so that our presentations can be more precise. Our activity in the club's various committees help us plan with the group. And finally, as we accept roles of leadership in the club or the district, our experiences are enhanced as we learn to plan for the group.

Along with planning, there must be **ORGANIZATION**.

Regardless of how well anything is planned, if the various elements are not well ordered, we're lucky if it turns out as anticipated. So, as we make our plans, we must organize accordingly.

Just as important as organizing

one's ideas to provide for effective communication is the necessity of organizing the activities of the club for effective programming. Much of the standard organization has been provided, but it is left to the innovative clubs to continue to improve upon that organization to meet their member's needs. This type of organization will always be needed, for as the membership of a club changes, so does the nature of the club and its members.

Ability to plan effectively, and then to organize activities to complement those plans, is essential to meeting needs and goals—whether those needs and goals are personal matters or relate to the group. Toastmasters experience can provide the atmosphere in which to develop those disciplines.

There's **LEADERSHIP**.

Here's a word that has been defined thousands upon thousands of times. It has to do with position, wealth, influence, heritage, rank, title, respect, and a host of other things. But whichever way it comes out, it means getting things done through others.

Leadership is something that can be learned. I'm not na

enough to believe that one can develop the charisma of a Pied Piper, but I am convinced that there are certain techniques of leadership which can be gained through our programs.

Everyone, at times, experiences leadership. When you make a presentation from the manual, you are attempting to get things done through others. Either you are striving to accomplish something for yourself through them, or you are asking them to help others. You are either challenging your audience to some sort of action, or you are imploring them to support your thoughts.

Getting things done through others, therefore, depends upon the effectiveness of one's communicative ability.

Bruce Barton, a former Congressman, once said, "In my library are about a thousand volumes of biography—a rough calculation indicates that more of these deal with men who have talked themselves upward than with all the scientists, writers, saints, and others combined. Talkers have always ruled. They will continue to rule. The smart thing is to join them."

Whether or not one agrees, the point is well taken. Even though our objective is not one of creating rulers, we are proud that we can offer the experience necessary to improve one's leadership abilities. As one accepts the responsibilities of a committee chairman, club officer, or district leader, varied and exciting challenges occur to provide the background upon which to advance to greater leadership roles.

What experiences can we gain through Toastmasters membership? Education, Fellowship, Fun, Planning, Organization, Leadership... but is that all?

So far, we have only scratched the surface. There's parliamentary procedure, group discussion, Youth Leadership, Speechcraft... and a lot more, too. But you know that.

Let's tell others! ■

Introducing People to Toastmasters

June marks the midpoint of Toastmasters 50th Anniversary year—a year that, so far, has been very successful.

As you look back and assess the first six months of 1974, remember that the battle to get the word to the public has just begun. You must take special interest in sharing what you have learned through your experience in Toastmasters, so that others may enjoy the same educational enrichment and fellowship that is Toastmasters.

The new program—Golden Growth—has been established for a very special purpose: introducing people to Toastmasters. Golden Growth provides each club with a membership building program, offering prizes at no cost to either members or their clubs. Through Golden Growth, the participants gain international recognition and accumulate points in the Distinguished Club Program.

The club also gains momentum and renewed enthusiasm, which leads to better programs and ultimately provides each member more for his time spent.

When sponsoring a new member, you and your fellow Toastmasters benefit in many ways. This person becomes a new face in the audience to challenge you and your speaking abilities. Undoubtedly, your club members will hear a different point of view, acquire new information, and receive different and stimulating reactions to their communication and leadership efforts. Last, but perhaps more important, your club will have an untapped source for potential leadership.

Prospective members are everywhere. You'll find them at your place of work, at meetings of other organizations of which you are a member or a visitor, and anywhere people tend to congregate—at

home, at a coffee shop or on the golf course.

Your prospects should be told what your Toastmasters experience has meant to you and how it can help them achieve increased income, job advancement and security, plus recognition at home, work and in the community. They should be made aware that membership in Toastmasters provides affiliation with an international educational association—an association which offers professionally prepared materials and program resources concerning listening, audiovisual techniques, discussion, parliamentary procedures and meeting-conference staging. Through Toastmasters, their leadership qualities may be developed while gaining experience in speaking by participating in a "learning by doing" atmosphere, thus receiving the satisfaction of helping others improve their communication and leadership skills.

Responsibilities

Tell them that, as a Toastmaster, they will have certain responsibilities. Developing personal communication and leadership abilities to the fullest potential while assisting fellow members in doing the same is only the beginning.

As a member of the organization, it will be their responsibility to help their club develop the Toastmasters standard of excellence in programming, as well as providing leadership for that club at every opportunity. Utilizing their Toastmasters experience, they should become involved in community affairs, share their experience with others and ask them to join, and project the image of a Toastmaster in everyday business, social and community situations. It will be up to them to assist new members as they begin the Communication and Leadership Program, while guiding them to the fullest possible personal development; set personal goals in educational activity and constantly work towards those goals; serve the organization in every way possible at

each organizational level and meet their fiscal obligation to the club. Last, but perhaps most important — they must commit a portion of their time, as well as their talent, to the Toastmasters program.

Personal Contact

Personal contact is the most successful way to generate your prospect's interest in the Toastmasters program. It is in this one-to-one relationship that the true meaning and importance of the program can best be transmitted.

Toastmasters can enter the conversation in one of two ways: either an interested prospect will inquire about the program or you will introduce it to him. The prospect might inquire about the Toastmasters pin you are wearing on your lapel, the TI decal on your automobile window, or the best speaker award on your desk at the office or the one displayed on the mantel in your home. You will have no difficulty whatsoever starting a conversation about Toastmasters with these observant prospects. But, there are other avenues you may follow in getting your word out during the Golden Anniversary Year.

Where to Start

You may wish to start with your local Chamber of Commerce. Obtain a list of all service organizations within your local area and arrange to contact the club's program chairman in each organization. Ask him to schedule you or one of your club members on their program. In most cases, community service organizations (Lions, Rotary, etc.) are continually in need of guest speakers.

When scheduled, design your speech to bring out the many benefits of the Toastmasters program. Tell what it has to offer. Limit the speech to your personal experiences so that your talk will have greater credibility and interest to your audience. Always bring with you Toastmasters literature for

the audience to read. Remain after the meeting to answer any questions that the members of the organization might have. If possible collect their business cards and record their addresses and phone numbers. Be sure to follow up shortly after the meeting and invite as many as possible to see the program in action at your club meeting.

Organizations are especially good sources for prospective members, since local members usually work within the city in which the meeting is held. A member, for example, may be the manager of a local bank and will join a service organization to meet potential customers. Therefore, with the availability of Toastmasters literature you have given him the opportunity to further spread the word about Toastmasters to his customers and employees.

Shows, Fairs, Exhibits

Shows, fairs and exhibitions are excellent promotional opportunities as they can expose Toastmasters to thousands of potential members in a very short period of time. Actually, these fairs and exhibits are an extension of the oldest method of marketing — selling, which was based on bargaining in the market place. They will enable your club members and officers to meet prospective members face to face and will be likely to provide you with the unique situation of having a potential member come to you.

Through the availability of shows, fairs and exhibits, your prospective member can be introduced to the education and training materials provided by Toastmasters, while allowing you and your club to build, expand and take advantage of a completely new source of prospective members. Concentrating your efforts, your club can enter areas in which there are a limited number of organized Toastmasters clubs

areas where there exists a higher concentration of firms, professional associations and product/service and sales organizations. These markets, once penetrated, can provide additional help and guidance to the people of the community, and at the same time help establish Toastmasters as a viable, participating force.

Other Promotional Devices

Store windows, bank lobby displays and manned shopping mall displays are other easy, inexpensive and effective methods of telling about club opportunities and get a direct response from a prospect. World Headquarters can provide each club some no-charge publicity material for display. The Silent Salesman (Code 366) is an effective compact display unit which can help establish contact.

Direct mailing can be used in specific target areas for those firms, associations and individuals who remain unaware of the Toastmasters education and training programs. Besides penetrating un-reached market or target areas, direct mail provides flexible timing not found with other media. In addition, this medium reaches more qualified prospects at lower cost-per-thousand, captures readers' attention and permits fast, simple response by the recipient when using enclosed business-reply cards or envelopes. A letter and a few brochures (i.e., Form 100, Introducing the Action People and Form 99, Communication and Leadership Pamphlet) can effectively tell the story of your club and the program, plus how it will benefit the addressee. Any club can order 25 of each brochure at no charge.

Not only are member additions of prime concern during Toastmasters 50th Anniversary Year, but member retention should also be given ample consideration—especially during the summer months.

Club membership reduction rates over the past few summers

have shown as much as 50% decline during the months of June, July and August and, unless something is done, this phenomena will happen again this summer.

There are many reasons for the so called "summer slump." As you are well aware, summer is the vacation time of the year. Many members, after working 50 weeks out of the year, look forward to this break. This, of course, is to be expected. But summer is just one reason for the drop in attendance. The other seems to be poor and unimaginative club programming.

Lack of Interest

During these hot summer months, members have little or no desire to attend a formal, indoor meeting. In fact, members tend to adopt the "Why should I go?" attitude.

The lack of interest usually results in poor club programming (unprepared speakers, no theme, little or no business to discuss) and has a catastrophic effect on new member applications. Because the regular club members realize that summer meetings are slow, they tend to shy away from inviting guests for fear they will not be impressed because of the poor attendance.

The Dynamic Whittier Toastmasters Club 873-F, Whittier, California, had experienced this summer decline for many years, and, until recently, not too much was done about the problem.

Attendance was practically cut in half and those who did attend the meetings found them extremely boring. Club attendance was so poor that members merely ate their dinner and went home. Other problems were also prevalent.

Too many duties were often assigned to individual club members. Sometimes up to three duties were given to one member to perform. If guests were in attendance, their first reaction was negative.

Before the start of last year's summer months, an executive meeting was held to determine

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how the problem could be solved. The group felt that the most overriding member concern was that no one really wanted to dress up in coat and tie to attend a sparsely populated meeting held in a hot, uncomfortable dining area. Therefore, the decision was made to hold all summer meetings outside.

It was decided that everyone would take turns at providing a meeting place at one of the member's homes. Attire for the evening would be strictly informal. If the host member had a pool, an hour or so would be set aside for a swim party before the meeting.

Table settings, outdoor lighting and anything else needed was planned well in advance by the

host member. Food usually consisted of fried chicken, potato salad and cole slaw. Beverages included beer and soft drinks.

An Informal Solution

Within a week's time, the word was passed through the club bulletin that, for the months of June, July and August, all meetings would be informally held out of doors. Almost immediately, attendance was restored to normal. Members were now more inclined to invite guests. Many of the guests felt more at ease due to the casual surroundings. In fact, a substantial number of guests became members at the following meeting.

In addition, business meetings were altered to fit the occasion of informality. Members would review their past accomplishments and plan for the coming winter months. Club programming improved because of the interest generated by holding outside meetings. After the summer months were over and the regular club meetings started again, membership was more enthusiastic than ever.

Through the use of programs such as Golden Growth, coupled with unique club programming during the summer months, the second half of the Toastmasters 50th Anniversary Year can be just as successful as the first. ■

THESE CLUBS WERE THE FIRST IN THEIR DISTRICT TO SUBMIT SEMI-ANNUAL REPORTS TO WORLD HEADQUARTERS. THEIR PROMPTNESS INDICATES A HIGH STANDARD OF EXCELLENCE IN CLUB MANAGEMENT.

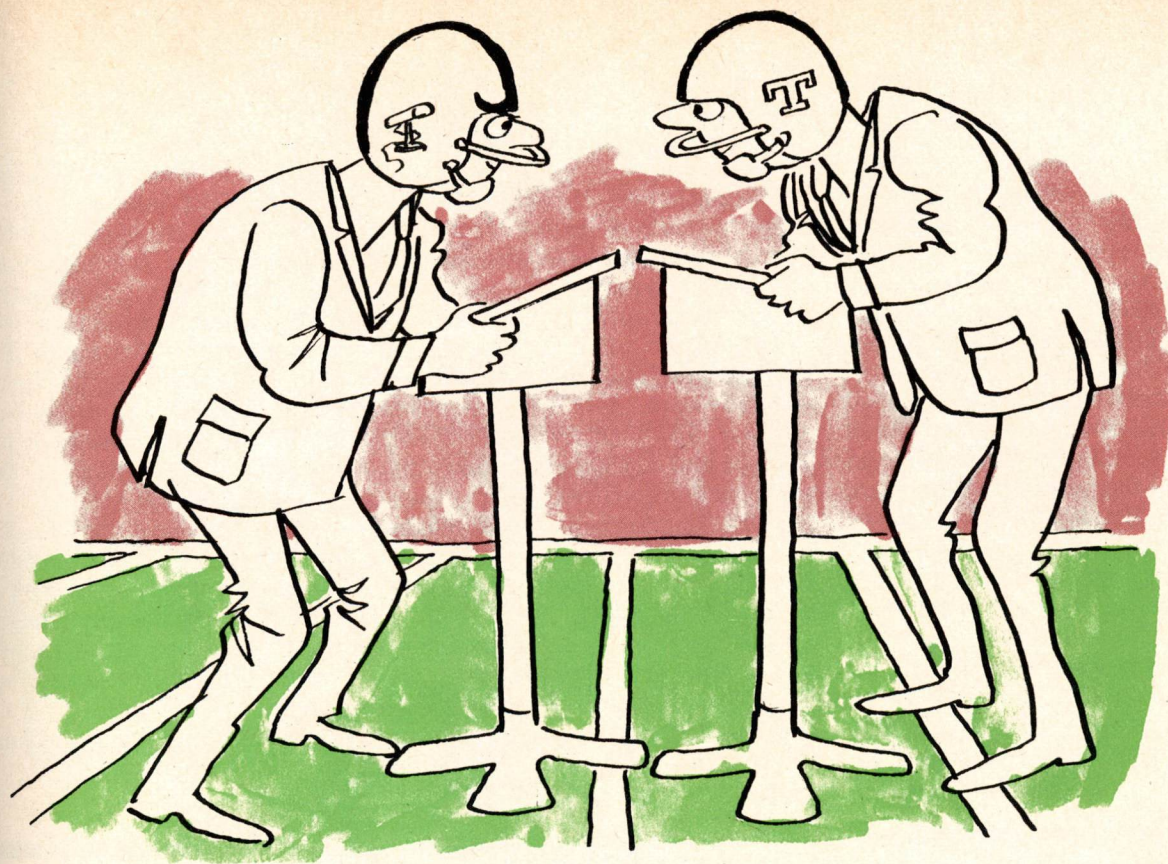
SEMI- ANNUAL REPORTS

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- 1 Westchester Club 869
- 2 West Seattle Central Club 650
- Transport Club 2227
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- 4 Belmont Club 530
- 5 Chula Vista Club 108
- 6 Staples Club 603
- 7 Salem Club 138
- 8 Carlville Club 2137
- 9 Lamplighters Club 449
- 10 Shelby Club 703
- Lunchtime Linguists Club 1472
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- 13 Penn Hills Club 2009
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- 29 Mobile Club 226
- 30 Roseland Club 432
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District and Club

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- 36 Springfield Club 1792
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- 49 Kamehameha Club 720
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- 53 Groton Club 3007
- 54 Rockford Club 1752
- 56 Greater Houston Club 2386
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- 62 Yawn Patrol Club 3306
- 63 So. Central State Farm Ins. Club 2409
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- Kenora Club 3875
- 65 Buffalo Pioneer Club 506
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- 66 Waynesboro Club 1514
- 68 Lake Charles Club 1225
- 69 Jacaranda Club 3857
- 70 Seafarers Club 2270
- Blacktown Club 3378
- 71 Shannon Club 44
- 72 Auckland Club 3593
- U Tundra Club 1098



THE "How To" MEMBERSHIP BOWL

With summer approaching, many clubs find it hard to keep attendance and enthusiasm at the same level attained during the rest of the year.

This month's "How to" examines some imaginative devices used by people who, when faced with the same problem, decided to do something about it.

The 500th Toastmasters Club 500-6, Minneapolis, Minnesota, was faced with such a problem. Things were beginning to drag, meetings were "hum-drum," attendance was down, and the Toastmasters manuals were seldom seen. The club officers were faced with the problem of reviving a dying club. Mark Welter tells the story:

One night as we pondered our dilemma, someone made a suggestion that we, somehow, get com-

petition into our club. Everyone agreed and I, being the new educational vice-president, was given the job of coming up with the new game.

About two weeks later, the rules for a game we labeled "Forensic Football" were presented to and approved by the club. It was decided that the club be divided into two teams by appointed captains, each selecting a team name. The game would run for five consecutive weeks with half-time talks by the captain and a chosen assistant. The winner would be determined by points accumulated and officially recorded by the secretary, with a sudden death overtime of one week to be played in the event of a tie. An awards night was to be used to present prizes chosen by the club prior to the kickoff.

The rules for scoring were designed to achieve our president's

goals as well as to make us better Toastmasters. Each team was awarded one point per member present (present is interpreted as attending at least half of the meeting, or to carry out an assignment). Absent members were not counted. Failure to show for an important assignment resulted in the loss of one point to the team. Members are permitted to call a substitute if they are unable to attend and emergencies are accepted as per agreement of the captains.

Extra points were awarded for bringing guests (first time—1 point; second time—2 points; third time—3 points; with a "touchdown," or six points, scored if the guest becomes a member within game time); giving a manual speech (the speaker must present the manual to the evaluator the night of the speech); and for attending extra club events

(speech contests, joint meetings, speaker's bureau, district meetings, etc.).

On the fourth meeting of the game, the two teams meet in a debate called "The Super Bowl." Each team appoints two speakers, with the resolution agreed to by the club two weeks prior to the event. Affirmative and negative positions were determined by a coin-flip between the captains.

The winner of this Super Bowl scores a touchdown and, if the winning team has perfect attendance, an extra point (PAT) will be added.

The game was a success. Attendance was much more regular, assignments were seldom missed, and members began showing up with their manuals. There were additional dividends as well. Not only was club morale boosted by

the desire to win, but members were introduced to some new dimensions in Toastmasters training.

The half-time (third week) talks were a riotous break from the formal suggestions of the manual. Our second year of the game was a classic example.

One of our members was a football coach with ready access to the lockerroom. His entire team showed up with shoulder pads, jerseys and helmets. To add to the show, he recruited four cheerleaders. It was a night of pandemonium with cheers, yells, pep-talks and play-diagrams on the club blackboard.

The Super Bowl provides a new, but more formal experience, for most Toastmasters — they enjoy the unique experience of a debate. With the selection of a serious

topic such as gun control, foreign policy, or inflation, it is a learning experience in current issue analysis as well as speaking.

But the hoopla of the Super Bowl is not omitted. As the name implies, there is ample room for banners, flags, demonstrations and prognostications for the team you support. The Super Bowl is placed in the fourth week. This gives the loser of the debate one more week for a comeback, encouraging excitement down to the final gun.

Over the years, "Forensic Football" has paid off for the 500 Club. We have added 10-15 new members during game time, heightened morale and re-directed strayed energies toward manual suggestions. If your club suffers from the symptoms mentioned earlier you may want to try it. □

Heeeeere's Johnny!

State Farm Toastmasters 1343-56, Austin, Texas, came up with a unique idea on how to turn your usual club meeting into an exciting happening. Mike Riddle describes the scene:

How many times have you heard the expressions "We always have the same old meetings" or "Boy, we're sure getting stale." Sound familiar?

Richard Sykes of State Farm Toastmasters of Austin decided to take the challenge and put a little "Zing for Spring" into his club's meetings. So . . .

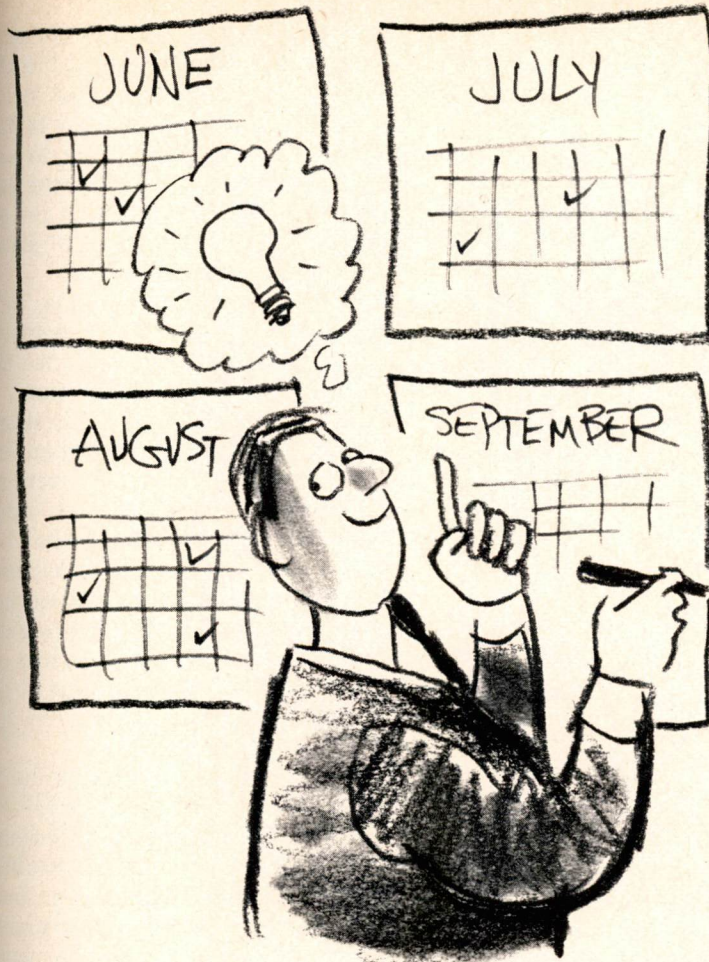
"Heeeeeere's Johnny!" Not Carson, but Toastmasters Hanner, Riddle, Birdwell, and LeClair doing their thing to impersonate the late night talk show host. Following the Johnny Carson format, four panels of up to five persons were chosen along with a Johnny Carson as host. The panelists were assigned a character, such as a spokesman for the National Organization of Women, race car driver, famous trial lawyer, etc. For competitive purposes, each

"Johnny" and each panelist was judged on his degree of realism, humor and how interesting his presentation was. Awards were presented to the best Johnny and best panelist.

The crowning touch to this lively evening was the realism of doing the "show" in front of a live television camera. State Farm generously allowed the use of its video equipment. The company cafeteria was converted to a "studio" with a set resembling the Carson stage. The audience was able to view the proceedings both live and on a studio monitor. Music was provided by tape cassette. Toastmaster Sykes was Ed McMahon for each Johnny and acted as general moderator for the evening. Each panel had 30 minutes to complete its show and timing was controlled by cutting off the camera at the end of the allotted time.

Your club may not have the access to video equipment, but if you want to put some "Zing into Spring," dare to be different and try a Johnny Carson Night! □





50th Anniversary Hints

In his newsletter to administrative vice-presidents, division lieutenant governors, and area governors, District 35 Administrative Lieutenant Governor James Sauer set down some helpful and worthwhile ideas for club use during the 50th Anniversary. The newsletter follows:

Giving Toastmasters International the proper recognition in 1974 is vital not only to Toastmasters but also to the interests of all clubs involved in developing concrete goals for growth and expansion. This letter is meant to offer suggestions to the club in order to develop the type of program or activity which will best suit the celebration at the local level:

- Develop a Speaker's Bureau in your community and the surrounding area. Give the member an opportunity to speak professionally on a topic in which he is interested and qualified. Then, as a sidelight, remind the organization or group that Toastmasters is celebrating its 50th Anniversary. Anecdotes or historical incidents could be related about the Toastmasters organization going back to its foundation.
- Have the mayor of the community declare a Toastmasters

Day, Week or Month in which the entire community is made aware of the importance of Toastmasters. Brochures could be distributed in strategic areas giving information about the goals of Toastmasters (library, stores, etc.).

- Present a Speechcraft program centered around the 50th Anniversary idea. Capitalize on the sale of the program by pointing out that Toastmasters has been in existence for 50 years and something must be significant in terms of its communicative importance.

- Present a Youth Leadership program around the idea of the 50th. Have the young people in the program personally sell the 50th by centering educational ideas around the the 50th. A suggested idea might be the presenting of a play or having them dramatize the necessity of allowing women to join the organization—in the form of a debate! Have the mayor and any other officials present at the banquet to give proper recognition to the young graduates and Toastmasters. The press should be given a formalized report of the event tied in with Toastmasters Anniversary.

- Have a membership night in which all likely candidates are treated with an historical background of Toastmasters. Tie in club objectives and what the members would stand to gain from participating within the organization.

- Have a meeting with the staff of the local newspaper and set up collective and interdependent goals for the anniversary. Set up dates for historical articles. You might even run a continuous "spread" on the history of Toastmasters at the International level, as well as reiterating accomplishments of the local club in their historical development. Dignitaries within the community who have prospered from Toastmasters could be recognized.

- Tie in meeting of local club with anniversary and senior members within the club—especially someone who might have been in the

organization for over 15 years. This would be truly an accomplishment, since Toastmasters has a large turnover rate. Let him account reminiscences relating to club achievement. This could also be turned into a "Roast," depending on the character of the Toastmaster and whether he would be able to withstand the "satirical quips."

- Present an "Historical Pageant" honoring Toastmasters, in which the members are encouraged to participate. Invite the community to an Open House to help commemorate Toastmasters.

- Have an inter-club meeting to determine the ideas of other organizations in terms of selling the 50th. Share ideas.

- Have an Open House presenting a Toastmasters demonstration and explain the important educational benefits derived from the membership.

- Build community awareness by getting "spot" announcements on radio, TV or in the newspaper.

- Submit to interviews on "talk shows" and give information on the highlights of the Toastmasters Anniversary in your community and give further information about Toastmasters.

- Hold a contest at the club level to determine the most original idea for the 50th. Award a trophy.

- Submit periodic articles in your club bulletin about anniversary happenings throughout the district or plans in which your club is directly involved.

The important thing is to get involved as a club and try to implement just one idea for the celebration of the 50th. If this is accomplished and the proper motivation is developed, other "great things" also could take place: (1) Membership could be bolstered; (2) The present membership could become more activated and involved; (3) Better press relations could be initiated; (4) More of a collective concern on the part of the membership to relate to Toastmasters and its objectives could become a reality. □

A Year of "Firsts"

J. D. Macdonald, past president of the Cronulla Toastmasters Club 3034-70, N.S.W., Australia, offers some insight into the important part that determination and pride can play in the makeup of your club.

Our club, although strong in the years 1962-64, had been declining slowly. At the close of 1972, we had a financial membership of 28, although our active members only totalled 16. Yet during 1973, the following year, we became a "President's 40 Club" and achieved a total of 3,557 points in the Distinguished Club Plan.

This is how we virtually doubled our club membership and pushed our standard to amongst the top in Australia:

Our attack would be simple... to become a "President's 40 Club." That was all. We thought that with the influx of new members, a new life and excitement would return to the club. It did! Some older members were, however, against this because they were worried that more members would reduce their participation.

The plan was to increase membership. I convinced the executives of the benefits and all agreed to work for the common goal. This was essential.

We planned a year of "firsts," the idea being to let members know

that the club was moving again. We led them and told them that would be the best club and proved it by completing these firsts.

- For the "first" time, we managed to get our club magazine posted to all members prior to the start of 1973, resulting in full attendance on the first night.

- For the "first" time, we ran Speechcraft with 10 members. Ten 10 guests helped bounce the club off well early in the year.

- For the "first" time, letters were sent to all past members inviting them to a "Past Members Night." Twenty came, had a wonderful time, and six re-joined.

- For the "first" time, the president attended all meetings (met each week), welcomed members prior to the meetings and bid all members goodnight at the conclusion, asking each one to come again next week.

- For the "first" time during the year we conducted five separate Youth Leadership programs.

By now, members were bringing guests, and they were joining; wheels of success were turning. In August, we reached our goal of 40 members, a month ahead of target date. The club was humming with success.

For the "first time," we planned an "All in Attendance Night." Forty-four members came and were photographed by the local newspaper, who devoted a double page to our club and Toastmasters.

Many of our members worked very hard to upgrade the club. We are now recognized and regarded highly in Australia. ■

If your club has any "How-to" ideas that have worked for you, send them to The Toastmasters Club. Ideas may take the form of articles and photos, or may be included in a letter. Get your ideas in now and "share the wealth" with other clubs during the 50th Anniversary of Toastmasters.

TI Board Holds Spring Meeting

Toastmasters International's Board of Directors held its Spring, 1974, meeting at World Headquarters on March 14-16.

President David A. Corey reported on his presidential visits since the November, 1973, meeting, which included Districts 14, 29, 33, 36, 37, 38, 39, 48, 53, 58 and 63. He stated that during his visits for the year, he had appeared on radio and television for a total of approximately three and a half hours to talk about Toastmasters International and had met with top executives of 86 organizations in business, industry and government. He told the Board that World Headquarters has followed up with the District Governors after these visits to assist them in developing new clubs or obtaining new members from the organization. He commended all districts visited for their planning in making his visits productive and enjoyable.

In submitting his report to the Board, Executive Director Robert T. Buck Engle opened with an evaluation of the President's Program — Forward From Fifty to Club Program Excellence. For the eight month period ending February 28, 1974, district visitation reports totalled 896, compared to 1,388 for the same period last year, with some or all district reports submitted by all districts except: 3, 4, 11, 18, 54, 66 and 68. One thousand five hundred and twenty-nine Area Club Assistance visits were reported to World Headquarters by the due date of November 30, 1973, compared to 1,546 last year. All or some reports were submitted by all districts except: 15, 32, 66 and 69.

Educational Accomplishments

Executive Director Engle detailed educational accomplishments, stating that since July 1, 1973, 1,988 Communication and Leadership Program completions were received, compared to 1,942 during the same period last year. There has also been an increase in the number of Able Toastmasters and Distinguished Toastmasters Awards during the same period. Four hundred and two ATM awards were distributed this

year, compared to 355 last year. Toastmasters now boasts a total of 176 Distinguished Toastmasters, with 37 awarded since July 1, 1973. At this time last year, 24 had been presented.

Mr. Engle told the Board of the Communication and Leadership Program pilot study that is underway. A sample of 150 Toastmasters clubs were selected randomly to provide information regarding the revised format of the Communication and Leadership Program Manual.

For the fiscal year covering July, 1973 through February, 1974 (compared to the same period last fiscal year) all clubs have reported the following membership figures: New Members up 297 (+2.8%); Transfers and reinstates down 191 (-8.8%); Charter members down 63 (-2.2%); Total membership additions up 43 (+0.2%); Dropped members down 1409 (-7.5%).

Project Fun—'73 concluded on December 31, 1973, with Top Ten standings as listed in the April, 1974 issue of THE TOASTMASTER.

Golden Growth

A new membership program called Golden Growth, designed for the 50th Anniversary Year, was introduced in February, when the Golden Growth — '74 kits were mailed to 2200 selected Toastmasters asking that they make a special membership effort during 1974. A special article on Golden Growth was featured in the March issue of THE TOASTMASTER and brochures were mailed to all club and district officers. Replacing Project Fun, Golden Growth will feature awards and recognition much like Project Fun of the past two years, using some of the same techniques.

Executive Director Engle stated that one major problem in Toastmasters continues to be the need to improve club programming to meet members' needs. To meet this problem, emphasis has been placed on educational and leadership training programs at dis-

trict and international region conferences, "How to" ideas in each issue of THE TOASTMASTER and special membership building ideas and materials for all low membership clubs. Additional efforts are planned for the summer months to urge clubs not to recess meetings, for the celebration of October Anniversary Month, and for special membership programs at district fall conferences.

Districts added 115 new clubs since July 1, a decrease of two clubs compared to the same period last year. Leading districts for chartering new clubs for the period were: District 70 with 6 clubs and these 6 districts with 4 new clubs: F, 14, 22, 28, 36 and 42.

Since July 1, 1973, 59 charter fees have been received from groups desiring to become Toastmasters clubs, compared to 49 last year. As of February 28, all districts except the following have chartered new clubs: 1, 3, 4, 5, 9, 17, 20, 26, 29, 31, 32, 37, 41, 47, 49, 52, 54, 57, 63, 64, 65, 66, 68 and 71. In the same period, 212 clubs were dropped; the net loss of 97 clubs leaves the organization with 3,062 Toastmasters clubs.

Speechcraft and YLP

This year, 102 Speechcraft registrations were received, down 387 from last year. All districts have reported Speechcraft Program completions except 3, 4, 7, 9, 17, 21, 25, 26, 31, 32, 41, 43, 49, 52, 57, 60, 61, 62, 64, 66, 68, 69, 70, 71 and 72. It should, however, be noted that after July 1, 1973, registration numbers for Speechcraft and Youth Leadership Programs are assigned after a club reports the program is completed.

A total of 2,713 Youth Leadership Programs have now been registered, with 75 of these this year, a decrease of 194 from the number registered in the first eight months of last year. As of February 28, all districts have reported YLP completions except the following districts: 1, 2, 9, 15, 17, 18, 19, 20, 21, 22, 23, 26, 28, 30, 32, 37, 41, 44, 45, 48, 49, 52, 54, 57, 60, 62, 63, 66, 68, 69 and 71.

Forty-one clubs have earned the honor of being a "President's 40" Club. This compares with 46 last year. As of February 28, membership exceptions have been granted to 1,069 clubs (approximately 35% of the clubs). Five hundred and sixty-two of these clubs have a total of 1,763 women members.

Executive Director Engle continued his report with Project Spot, saying that 44 districts have participated, compared to 42 last year, an increase of 5% over 1972. Project Spot was carried throughout North America, with District 69, Australia, also participating.

The air time totals to March 1 (21 hours, 24 minutes, 10 seconds) reflect an estimated \$200,000 worth of public service time donated by radio and television

stations throughout North America. During President Corey's presidential visits, he had approximately 3 hours and 18 minutes of air time, approximately \$40,000 worth, which brings the total estimated air time cost to \$240,000.

Of the 1,988 Toastmasters who have completed their Communication and Leadership manuals since July 1, 1973, World Headquarters has had requests for 1,391 letters to employers advising them of this accomplishment. These letters have gone to major corporations, oil and insurance companies, colleges and universities, government agencies, the military and to organizations located outside the United States.

50th Anniversary Publicity

Mr. Engle told the Board of the 50th Anniversary publicity received so far this year, including a special report given by California Congressman Andrew Hinshaw reporting the anniversary to the United States House of Representatives, an article describing the Toastmasters program that appeared in the January 1974 issue of *The National Observer*, and a similar article that appeared in the February, 1974 issue of *Microwaves*.

Articles detailing Toastmasters 50th Anniversary also appeared in the Long Beach *Independent Press Telegram*, the Camarillo *Daily News*, and the Santa Ana *Register*, which also carried a full page advertisement congratulating Toastmasters on their Golden Anniversary.

Letters were sent to radio and television stations listed on the biographical data sheets of each board member, resulting so far in the appearance of Directors Patrick Panfile and Eric Stuhlmüller on local television programs. News releases were also sent out to over 200 leading newspapers throughout Canada and the United States regarding the anniversary as well as all the businesses and associations listed in the Santa Ana Chamber of Commerce.

The Board was also told of the effort put forth by the Founder's District Governor John Whittle, who arranged for the Goodyear Blimp in the Los Angeles area to carry a lighted message through the month of March reading "Goodyear Salutes Toastmasters 50th Anniversary."

Many clubs reported store, bank and shopping mall displays detailing the program and the 50th Anniversary.

Other Board Action

The Board approved the revised 1974-75 budget and acted upon the following items:

- 1) Reviewed the proposed increase in membership dues to be submitted to the delegates at the next business meeting for action and voted to allow \$1.50 of the increase for district operations to

districts with no relation to meeting annual goals, if the increase is adopted.

2) The Board Reorganization plan that will also be submitted to the 1974 business meeting was modified to postpone the elimination of the Second Vice-President office until 1976. This means that at the 1975 convention, delegates would elect a President, President-Elect, Second Vice-President, and four directors. The purpose of the modification is to provide the organization with an additional officer during the transitional year of the Board Reorganization plan.

3) Adopted the concept of a traveling World Headquarters staff representative to assist clubs and districts in their operations and programs when needed, and to develop sources of new members and clubs for follow-up by district personnel. The position, however, is dependent upon the availability of funds which can be used for additional staff personnel.

4) Discussed additional aids for membership, clubs and districts, with a request for World Headquarters to commence work during 1974-75 on the development of a leadership program for member use, a conference leader's program for club use, and area governor and division lieutenant governor training programs for district use. The new evaluation manual for member use is scheduled for release in June, 1974.

5) Discussed standards of district performance and adopted the concept of a three-year long range plan for district implementation. This district plan will follow the same main goals of the Long Range Plan of Toastmasters International in programming, growth and development, organization, publicity, and resources, with

each district formulating an action plan to meet its particular goals.

6) Adopted a change in district officer title from "Educational Lieutenant Governor" to "District Governor-Elect," to provide districts with a continuity in leadership as an aid in maintaining their long range plans. The office still will hold the same educational responsibilities and duties, but will provide time for advance planning for the following year when the officer is District Governor. This proposal will be submitted at the 1975 International Convention business meeting for consideration of the delegates.

7) Reviewed the question of the extent of participation by members, clubs, areas and districts, as part of Toastmasters International, in the affairs of other organizations. It was the Board's expression that Toastmasters, Toastmasters clubs, areas, and districts should not be involved in community fund raising activities, in sponsoring activities with any other organization, or in conducting and promoting benefits, programs, scholarships, or contests. The time and efforts of Toastmasters clubs are needed in Toastmasters International to conduct and participate in the Communication and Leadership programs for the community. Toastmasters' participation as private citizens is, of course, their affair, but participation in any of the above or similar activities in the name of a Toastmasters club, area or district, is the concern of Toastmasters International.

The next Board of Directors meeting will be held at the Disneyland Hotel in Anaheim, California, on August 12-13. ■

EXECUTIVE DIRECTOR

If you are interested in applying for the position of Executive Director of Toastmasters International, you should submit your resume to World Headquarters for forwarding to the executive search firm for consideration.

TWILIGHT THE ANATOMY OF A THOUGHT

by Jacques B. Wertz, Ph.D.

Club 1892-21

Of all animals, Man is the one that has the power to most successfully entertain a thought. Yet, he barely can explain what is thought. It surely is a "product of thinking, reflection, cogitation," as Webster defines it, but this remains a vague and empty definition.

Psychologists tell us that only one thought at a time can occupy the mind, although up to fifty such thoughts could successively inhabit it within the span of a minute, each one sinking into the subconscious without much general effect on the emotional make-up. They add that either a good thought or a bad one takes over, the choice being up to us, with sometimes dire consequences.

Our minds are constantly active, proceeding at a fast pace through a tumultuous, motley crowd of ideas with all possible origins, implications and motives, conflicting with and contradicting each

other incessantly. As with people milling about in a busy market place, let us not pay attention to nor draw notice from the corrupt and malignant ones and let there be no rapport between them and our eye or our mind. Instead, only the higher and better thoughts should be sought, just as we would prefer the company of the friendly and honest people in that crowd; it makes us safer, happier, with the knowledge that our mind will be at peace.

The Referent

A thought originates from what some call a referent, a sign that relates to three types of stimuli, either from within or without:

Something that can be perceived by our senses, that is, from the outside world: the sight of a pretty girl or the delightful melody of a meadow lark, and so on.

Something within ourselves: the

remembrance of a pretty girl. can be a flash inspiration or fleeting thought that suddenly barged into the mind; sometimes useful, it proves to be far too often uninvited and even damaging.

Suggestions or comments given by others: some hearsay about that pretty girl. Here we have include all advice, criticism, gossip, even books, newspapers, magazines, also radio and television with its violence and its aggravating commercials. Again, many of these suggestions are intruding into our straightforward train of thought to become quite often harmful.

It certainly is obvious that ideas and thoughts have to be somewhat carefully chosen and screened at their source, long before a bad one has a chance to enter surreptitiously and hatch some enormity later on. The strategic point of our mind has to be guarded and it must

be considered, if need be, as a narrow pass where the enemy must be defeated and crushed long before it can harm, in order to maintain an independent mind.

In a model, shown here for better visualization of the thought process, we feel the need of a safety device to make sure that we don't deliberately choose the wrong road and do something we shouldn't, or misinterpret the referent due to carelessness, emotional upset or simply haste. In either case, the thought is erroneous and the subsequent feelings, words and acts will be misgiven and later regretted.

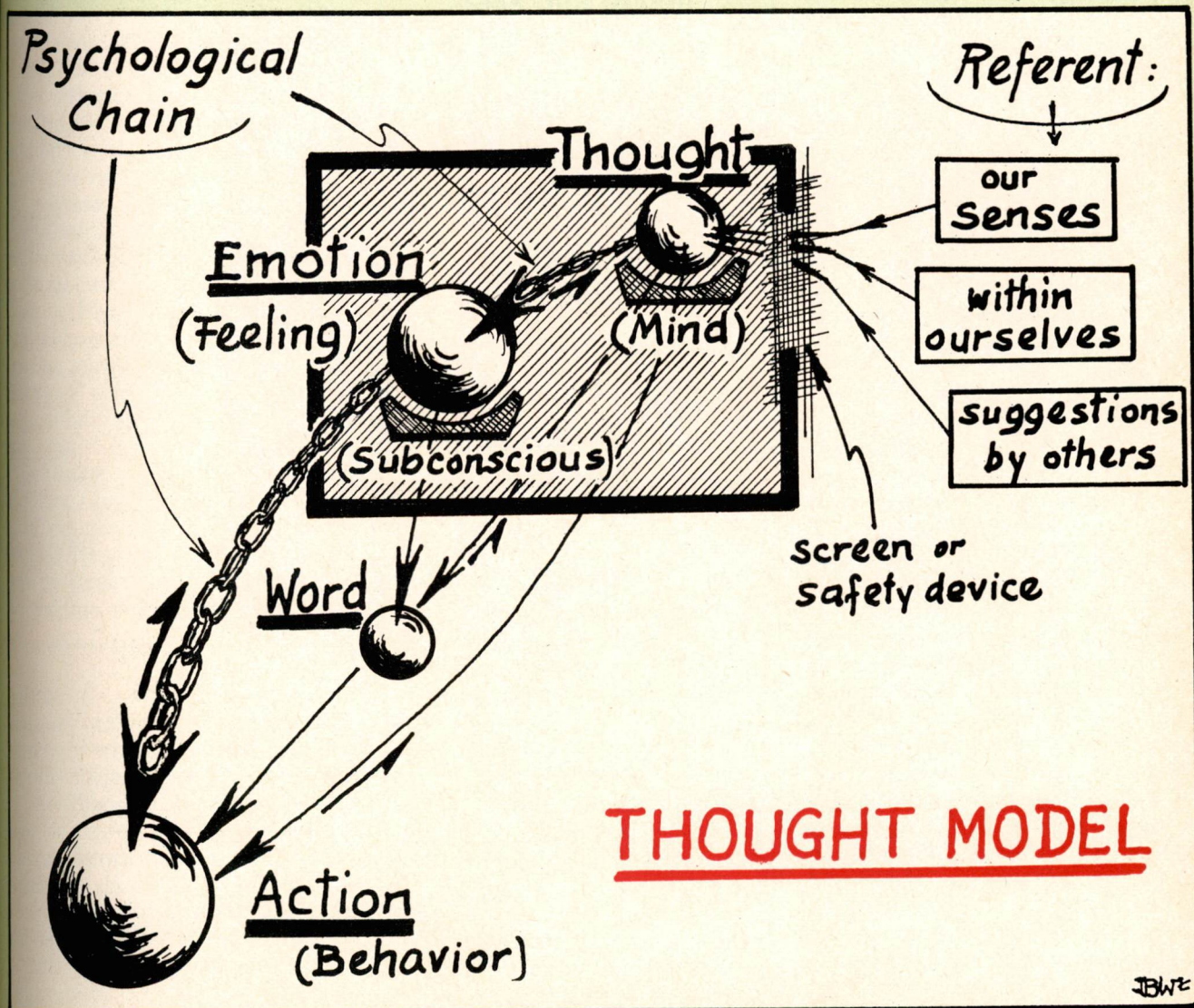
Therefore, a screen should

accept only those thoughts that are beneficial, while firmly refusing admittance to all others. In practice, we should reject all negative ideas, all gossip, all idle chatter, while being very choosy with the books and magazines we read, the TV programs we watch and the friends we associate with. This is thought control at its best and it will prevent us from dissipating precious time and energy in useless and often pernicious activities.

As to certain routine and almost necessary invasions that affect our daily lives, it may help us decide on an appropriate timing; for instance, "listening to news before going to bed will result in an earful

of trouble," said Dr. N. V. Peale, while reading some soothing literature will let us sleep with a mind full of peace. However, if the need arises to dislodge a bad or distressing thought already entrenched in the mind, it is not as easy as getting rid of a pebble out of one's shoe; one can only banish such a negative cause by autosuggestion, with repetitive doses of enthusiasm and faith.

Once a thought is acknowledged and given hospitality in the mind, roaming freely and without interference in our subconscious, it associates itself with all others that are akin to it. Like attracts like. It thereby grows in power



and substance, gets support from an occasional emotion, then eventually seeks implementation. This is the reason why we should only entertain those ideas that are conformable to those actions that we want to see undertaken and brought to completion.

Thought Translation

A thought may translate itself (for a simple, casual transaction) into words, without emotion whatsoever, then into action later on, or directly into action, mechanically, and without the use of any emotion or word. Significantly, words as well as deeds often generate new thoughts in turn, and such feedback either serves to correct or re-direct the original thought or, if interest so dictates, clamors for additional encouragement from emotions.

More generally, a thought transmutes itself (in the case of more involved matters) into emotions and feelings; it becomes incarnate, so to speak, with rich, vivid and complex details, developing into powerful, colorful mental images (not necessarily true nor good) that inflame the imagination. A formidable psychological chain is being forged, growing in strength, and it is only a matter of time until this power-charged, emotionalized thought becomes a forceful action and a part of our behavior. Again, whether our thought was good or bad at the outset, so will the corresponding feelings, words and acts that follow be good or bad.

This very process is the basis of all great causes and of all great men's destinies, whether good or bad, from Moses and the Prophets to St. Augustine, Loyola, Mohammed, Gandhi, Marx, and Hitler. It produces great poets and leaders, as well as remarkable scoundrels. It explains the power of books, as well as the power of the press. In fact, thought governs the world and instead of "chercher la femme" (look for the woman), we might better strive to "chercher le livre" (look for the book).

Quite operative and versatile,

“
Thought is so
potent and ever-
lasting that it may
inform or entertain
hundreds of yet
unborn generations
of men, and it
furthermore can
breed new genera-
tions of thoughts
many centuries in
the future.
”

the thought model can be applied to any project, from an instantaneous decision to a long-range objective. Besides the direct and more obvious applications, some other uses or derivations stand out.

An act can influence emotions. "act as if . . ." we were happy, for instance, is a strong antidote for depression if repeated enough times, with conviction and faith. "Assume a virtue if you have it not," said Shakespeare. Look the part. Dress the part. Act the part. Such attitude is far more potent than the evading of an issue, the ignoring of a negative trait or the attempting to reason with ourselves.

We may also get hold of the psychological chain by its middle, rattle it and stir up our feelings vigorously and with persistence. This slowly initiates within our subconscious, and with the help of our imagination, a well-chosen honorable passion or a righteous cause, a burning desire or a magnificent obsession is created. Actuated by willpower, this swelling force will affect both ends of the psychological chain, meaning both the thoughts and the actions, pushing these to a paroxysm and constantly increase the acquiring momentum. All outstanding men had to have this ideal ingredient as a booster. This is what lies at the root of all religions and religious orders. Similarly, patriotic sentiments in all countries of the world had to be based on this seemingly miraculous starter.

Emotion

We need to stress, in passing, that emotions, a result of thought, can also greatly affect our physical condition (psychosomatic effects), our environmental conditions, as well as our relationships with others to variable degrees according to the individual, his manner, his experiences, etc.

A more fitting and sounder definition of thought than that Webster can only be attempted by the use of circuitous paraphrase.

Thought is such a powerful phenomenon that although the body may be imprisoned, no one has yet been able to build walls around the thoughts that this body shelters, and no one could so much as counter or kill the ideas so conceived. The rise of Christianity or the winds fanned by the French Revolution are just two heroic examples of the forcefulness of a thought kept for a while in bondage or subjection.

The Power of Thought

Thought is so potent and everlasting that it may inform or entertain hundreds of yet unborn generations of men, and it further-

more can breed new generations of thoughts many centuries in the future. Indeed, no matter the time elapsed, the places, the languages and cultures involved, Man has succeeded in bringing back almost alive a number of intense emotions and leading thoughts from a remote past, thanks to their commitment to clay or parchment throughout the ages. Some plays of Sophocles, for example, are so vibrant and so real that they make us cry as if they were written today. Like the dried seeds buried in Egyptian tombs for so long, these thoughts germinated anew to continue fulfilling the mission assigned to them by the Creator.

The forceful power of thought works constantly for all of us, day and night, from our mind down inside to our subconscious, and what we seriously think about today, good or bad, is what we shall be five years hence. ■

Dr. Jacques B. Wertz is the Senior Research Geologist for Placer Development Ltd., Vancouver, British Columbia, Canada. A former president of two Toastmasters clubs in Arizona and Colorado, Dr. Wertz is presently a member of the Burrard Club 1892-21, Vancouver, B.C., Canada.

It's time to join The Word Watcher as he presents some of the many misused and abused phrases and words used by people today.

IMPLY-INFER — The speaker or writer *implies*; the listener or reader *infers*. *Imply* means to hint at, or refer to, indirectly. *Infer* means to conclude or deduce from what is read or heard.

PEOPLE-PERSONS — Use *people* when referring to a body of persons united by a common character, culture, or sentiment. Use *person* or *persons* when speaking of one or more individuals who are not associated.

"I'LL HAVE HIM CALL YOU" — Secretaries who substitute "I'll ask him to call you" are headed for success.

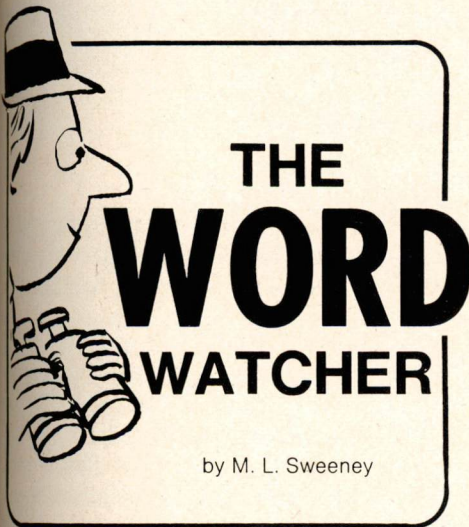
FARTHER-FURTHER — These words are not always differentiated by writers or speakers, but *further* is preferred by most for reference to time, quantity, or degree, and *farther* for physical distance. Associate *far* (distance) with *farther*, and *furthermore* (to a greater extent) with *further*.

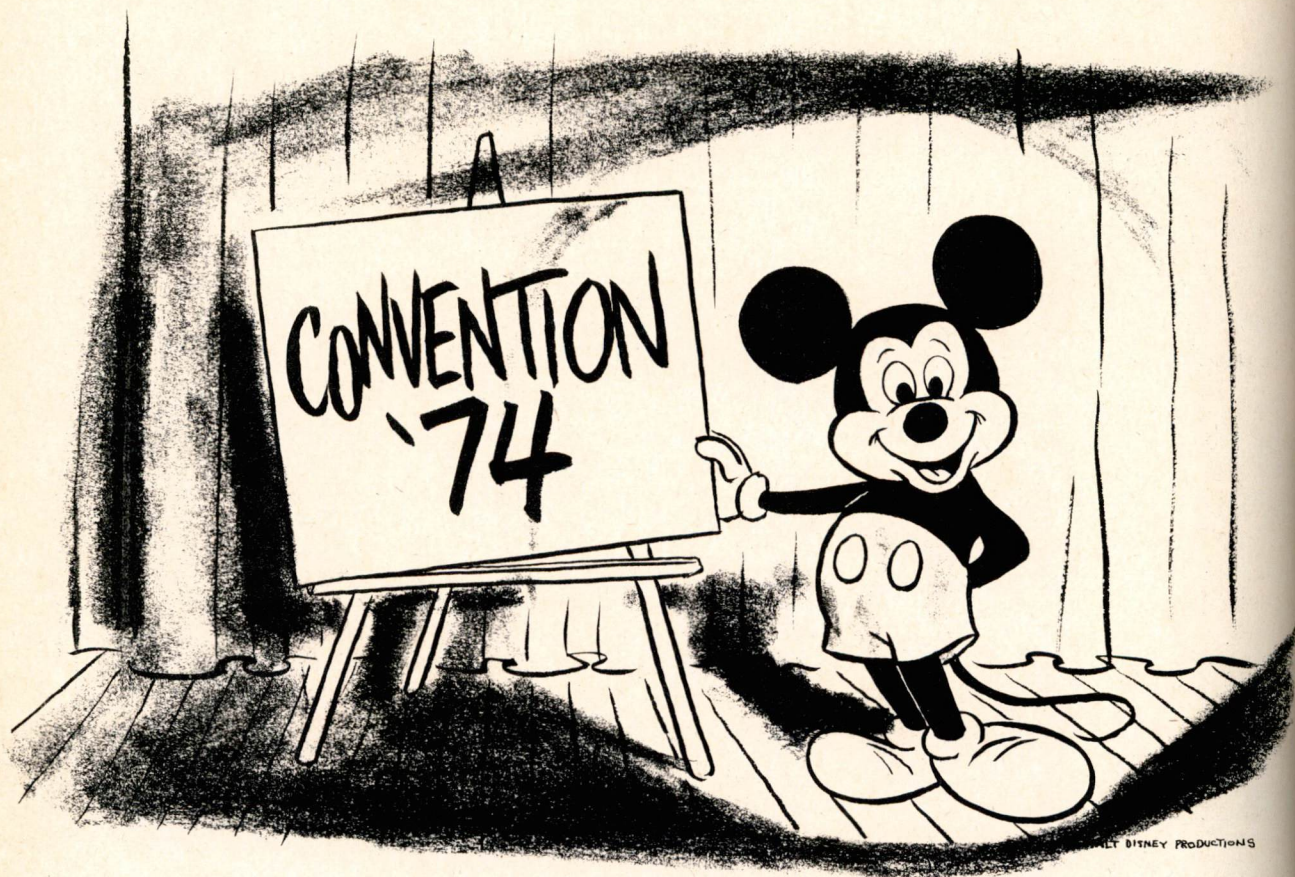
BRING TO A HEAD — This phrase is another of the many misused and abused by people. It means "to suppurate." May it rest in peace.

INGENUOUS-INGENIOUS — *Ingenuous* means "naive, frank." *Ingenious* means "clever." Both words are accented on the second syllable. The former has a short "e," as in "per," the latter, a long "e" as in "peen."

FULL, FULLER, FULLEST — *Full* means "Having within the limits all it can contain." It cannot be *fuller*, and there can be no *fullest*.

COUPLE, PAIR, SET, TEAM, TWO — *Couple* refers to two things that are united in some way. Thus: A married *couple*. *Pair* means two things which depend on one another to form something useful. Thus: A *pair* of shoes. *Set* usually refers to more than two objects which belong together. Thus: a *set* of dishes, a dresser *set*. *Team* means a number of persons or animals grouped together with a common purpose. Thus: a *team* of horses; a value control *team*. Use *two* or an appropriate numeral when referring to other disconnected or disassociated things. Thus: *Two* changes; *two* parts.





As the fuel shortage recedes in importance, Toastmasters in the Southwest and elsewhere are getting ready to drive to Anaheim for the Anniversary Convention, August 14-17. At the same time, Toastmasters from all over the world are making plans to drive, take a plane, boat, train or bus to the big 50th Anniversary Convention at Disneyland. If you've never been to a Toastmasters convention, or if you've never missed one, *this* is the one you should attend!

Opening ceremonies on Wednesday morning will feature the *Parade of Flags* by Smedley Chapter No. 1 Toastmasters Club of Santa Ana and the *Color Guard from the United States Marine Corps Air Station* at nearby El Toro — part of the group that participates in ceremonies for President Richard Nixon when he is at the Western White House in San Clemente.

A special 50th Anniversary feature will be a brief *sound film of Dr. Smedley* discussing the Toastmasters program.

All past international presidents who are in attendance will also be introduced during these opening ceremonies.

One of the many social events highlighting this year's convention program, the "*Roaring 20's*" *Fun Party* coincides with the nostalgia craze currently sweeping the country. Scheduled for Thursday night, the party will open with a gala cocktail party and a buffet served at 7:30 p.m. Delegates are urged to wear costumes depicting the Roaring 20's.

Music for dancing will be provided by the Dixie Ramblers, who feature a repertoire of both traditional *music and hits from the 20's*. During the dance, *silent*

movie shorts from the 20's will be shown, providing entertainment for those who care to "sit this out."

In the middle of the evening, fast-moving musical program again featuring songs from the 20's will be presented by the *Golden City Chorus of Santa Ana*, one of Southern California's most famous barbershop singing groups. Their quartet, *Yesterday Heroes*, will also perform.

A luncheon is scheduled Thursday for all past international officers and directors.

In addition to the usual meal tickets, there will be an *honorary luncheon* on Friday for Executive Director Robert T. Buck Engle, who will retire at the end of the year. It will be open to convention delegates on a first-come, first-serve basis for tickets. Only *silent* tickets will be sold.

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This year, tickets to all meal events will be exchanged for reserved seating. After tickets are purchased, individuals can form their own groups to reserve a table or part of a table. This will be done at the registration desk. No meal tickets will be sold at the door at the time of the event.

The educational opportunities at this year's convention are especially noteworthy. The keynote program will be "When All Else Fails . . . Think," presented by Dr. William Teague, vice-

tensively field-tested and represent the latest in educational techniques and ideas, combined with the Toastmasters principle of self-help in an atmosphere of friendliness and goodwill.

Educational opportunities will also include workshops and discussions, covering new club development, to explain where and how to organize a new club; your club resources, to determine sources for membership, publicity, programming, and community activity; and area staff in action, to show an

will be closed during the convention week. However, special arrangements have been made for free bus transportation to *tour World Headquarters* on Thursday afternoon beginning at 1:30 p.m. Buses will leave every ten minutes, with the last tour ending at 5:30 p.m. The entire tour, including transportation from and back to the hotel, will take an hour and a half. Staff representatives will be on hand to conduct the guided tours of the Headquarters building.

This is *the* convention. Don't miss it! Fill out the forms on the next page and send in your reservations and registration today. Then come to Disneyland for the Anniversary Convention this summer. You'll be glad you did. ■



The Golden City Chorus

president of the Purex Corporation. This humorous motivational talk will be of special interest to Toastmasters and a "how to" for officers. A presentation will also be made by David Schmidt speaking on "Leadership Styles," a fast-paced audience participation event designed to help Toastmasters find their places in today's leadership styles; and Francis "Bud" Rebedeau will be speaking on "Members in Action."

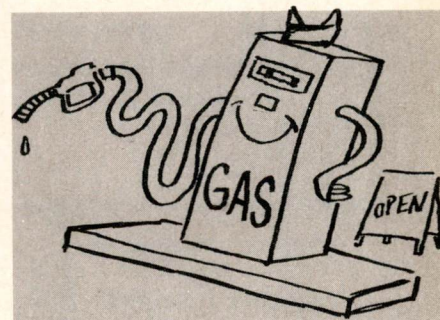
Mr. Rebedeau's presentation will explain how the revised Communication and Leadership and evaluation programs blend for maximum benefit to the members. These two programs will be introduced at the convention and will be of great importance to all Toastmasters. Incorporating suggested changes based upon experience with previous programs, the new C & L and evaluation packages have been ex-

area meeting and its relationship to your club.

Besides the educational events, the color and excitement of the half-a-century celebration, the dinners, dancing, elections, recognition and international speech contest is, of course, Disneyland and all of Southern California at your doorstep.

Discount tickets to the "Magic Kingdom" have been arranged by Toastmasters International. All registrants at the convention will be given a "Disneyland Convention Exclusive" Certificate, which will enable them to buy 11-ride ticket books or guided tour ticket books at approximately one-half of what they would cost if purchased individually. Discount coupons will also be available to other major Southern California tourist attractions.

As usual, World Headquarters



Those Toastmasters planning to drive to this year's convention will be happy to hear that gasoline is plentiful in the Los Angeles and Orange County areas.

The odd/even gasoline rationing plan is no longer in effect in both counties, causing no complications because of its cancellation.

There are few or no lines at all at the gas pumps and stations are now beginning to keep longer hours.

For the long distance traveller, more than half of the gas stations in the area are now opening their pumps on Sunday and most will provide full service for their customers.

Be sure you're a part of Toastmasters 50th Anniversary celebration and attend the Golden Anniversary Convention, August 14-17 at the Disneyland Hotel, Anaheim, California. ■

(This form is not to be used by International Officers, Directors, Past International Presidents, or District Governors elected for 1974-75.)

Registration will be required at all general sessions on Wednesday, Thursday, and Friday. Pre-register and order meal-event tickets now! ATTENDANCE AT ALL MEAL EVENTS WILL BE BY TICKET ONLY. Advance registrants will receive a claim ticket for a packet of Toastmasters materials.

Please have my advance convention registration packet and tickets to the following meal events waiting for me at the Advance Registration desk.

_____ Member Registrations @ \$8.00\$ _____
_____ Ladies Registrations @ \$2.00\$ _____
_____ Youth Registrations (9 years and older) @ \$1.00\$ _____
_____ Tickets District Governors' Luncheon @ \$5.50
(Wednesday, noon, August 14)\$ _____
_____ Tickets "Roaring Twenties" Party @ \$11.00 each
(Thursday: Dinner, Dancing and Entertainment)\$ _____
_____ Tickets President's Dinner Dance @ \$12.50
(Friday: Dinner, Dancing and Program)\$ _____
_____ Tickets Hall of Fame Breakfast and International
Speech Contest @ \$5.50\$ _____

TOTAL \$ _____

Check enclosed for \$ _____ (U.S.) payable to Toastmasters International.
All advance registrations must reach World Headquarters by August 2.

(Cancellation/reimbursement requests not accepted after Aug. 2)

(PLEASE PRINT)

CLUB NO. _____ DISTRICT NO. _____

NAME _____

WIFE'S FIRST NAME _____

ADDRESS _____

CITY _____ STATE/PROVINCE _____ ZIP _____

NO. CHILDREN ATTENDING (Elementary School Age) _____

(Jr. High School Age) _____ (Senior High Age) _____

If you are an incoming district officer (other than district governor) please indicate office _____

(PLEASE PRINT)

To WHQ

Please reserve _____	single standard room(s)	at \$22.00
Please reserve _____	single standard room(s)	at \$26.00
Please reserve _____	single deluxe room(s)	at \$30.00
Please reserve _____	single deluxe room(s)	at \$33.00
Please reserve _____	double twin bed standard room(s)	at \$26.00
Please reserve _____	double twin bed standard room(s)	at \$32.00
Please reserve _____	double bed deluxe room(s)	at \$33.00
Please reserve _____	double bed deluxe room(s)	at \$38.00
Please reserve _____	triple or quad standard room(s)	at \$32.00
Please reserve _____	triple or quad deluxe room(s)	at \$38.00

All rates European Plan (no meals included).

One and two bedroom suites available.

For additional information, please write the hotel reservations manager.

I will arrive approximately _____ a.m. _____ p.m. on August _____, 1974. (Rooms will be held until 6:00 p.m. on the date of arrival unless deposit is forwarded.)

I will depart on August _____, 1974.

I am sharing the room with _____

NAME _____

ADDRESS _____

CITY _____ STATE/PROVINCE _____

COUNTRY _____ ZIP CODE _____

To be assured accommodations at the Disneyland Hotel this form must be received at the hotel by July 23, 1974.

Toastmasters International

43rd Annual Convention

August 14-17, 1974

Anaheim, Calif.

To Hotel

hall of fame

DISTINGUISHED TOASTMASTER (DTM)

Toastmasters International highest member recognition, the Distinguished Toastmaster award, has been presented to the following:

Richard A. Anderson

Decatur Communicator Club 1375-14

J. Sylvester Covell

Albuquerque Club 122-23

Robert Martin Kilgore

Patent Office Club 2540-36

John A. Koyko

TNT Club 2291-42

George A. Kuehne

San Pedro Club 111-1

John Szivek

Queens Park Club 3234-60

Dennis R. Wyant

VA Gaveliers Club 2920-36

ABLE TOASTMASTER (ATM)

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

Thomas E. Adcox

Lakenheath-Mildenhal Club 2352-U

Jim Akiyama

Overlake Club 2889-2

Warren Alderson

Sturgis Club 1346-41

L. E. Arnold

NNMC Club 1234-36

C. D. Atkinson

Yawn Patrol Club 3436-F

Russell H. Atkinson

Suburban Club 2345-46

John V. Barham

Progressive Club 264-16

Harold C. Bickel

Foothills Club 3073-42

William C. Bogdan

Early Bird Club 2534-23

Russell E. Bowers

Richmond Club 707-11

R. Buntrock

West Bend Club 3634-35

Dr. Shirls J. Clunk

Reading Club 714-38

James A. Cunningham

K of C Club 3860-36

Hood R. Dendy

Daybreakers Club 1327-44

Larry D. Dirrim

Twilite Club 3480-3

Albert H. Dumas

Hydro-Sonics Club 3910-18

Wayne Dusschee

Billings Club 319-17

Jon Easton

University Club 304-2

Charles L. Edwards

Chaparral Club 2358-44

William B. Engle

Sanduskey County Club 1402-28

Ray Ersland

White Rock Club 1495-25

James M. Flaherty

Westinghouse Gaveliers Club 3160-18

Robert Franklin

North Bay Club 1698-60

Phillip E. Gardner

Officers Club 1681-36

Donald Garrels

Modesto Club 609-33

Edward W. Gillow

De Se AA Club 2240-18

John Gorall

Tower Club 963-65

Nicholas Gorzynski

Westlake Wilshire Club 1419-52

Cyril Grassell

Speak-Easy Club 3588-19

Bert E. Griffin

Roundup Club 1839-3

Zane R. Hartle

Sheboygan Club 2121-35

Louis H. Haskell, Jr.

Navy Brunswick Club 2156-45

Billy Ed Hostettler

USNAD Crane Club 2339-11

William R. Hughes

Gaveliers Club 2311-46

Arthur S. Jacobsen

West Side Club 2606-10

Gilbert S. Kloth

Challenger Club 1642-36

Kenneth M. Koller

Akron Club 151-10

John A. Koyko

TNT Club 2291-42

Donald L. Krout

Alexandria Club 1748-36

Lester W. Krute

K of C Club 3860-36

William Henry Lambert

Timberline Club 2496-39

Joseph R. LaMotta

Park City Club 1065-53

Neil M. Longseth

Story Tellers 1383-19

Clem Marcus

Coronado Club 475-23

Lionel Masse

Ste-Foy Club 1344-61

Harland Means

Sturgis Club 1346-41

Joseph G. Merrell

Gamma Club 3423-66

D. A. Messner

Aerospace Club 401-1

Joseph J. O'Malley

K of C Club 3860-36

Charles Edward Orr

White Rock Club 1495-25

John T. Owens

Knights of Columbus Club 447-6

Joseph Potenzano

Picatinny Club 3547-46

Roger F. Rensvold

Duncan Club 978-16

Thomas R. Ricci

Sea 'N Air Club 2314-38

Gordon Ritter

Speakeasy Club 2642-62

Robert S. Sage

North Valley Club 2715-52

Walter W. Shaw

Newburgh Club 3331-53

Justin M. Smith

Chico Club 558-39

Ken H. Smith

Highway Men Club 1692-16

James T. Stewart

Centre City Club 643-5

Harold E. Thompson

Martinsville Club 3115-66

William M. Weinbach, Jr.

N O L Club 3637-36

John A. Weir

Chaparral Club 2358-44

James E. Williams, Jr.

Keannekeuk Club 1519-54

Willie H. Williams

Westinghouse Friendship Club 1054-18

John J. Zalecki

Anthony Wayne Club 1380-28

anniversaries

35 YEARS

General Club 136-52

Los Angeles, California

30 YEARS

Rochester Club 271-6

Rochester, New York

Pioneer Club 272-20

Moorhead, Minnesota

Bakersfield Club 270-33

Bakersfield, California

25 YEARS

South Bay Club 161-5

Imperial Beach, California

Columbian Club 727-7

St. Helens, Oregon

High Dawn Club 730-7

Portland, Oregon

YMCA Club 715-11

Anderson, Indiana

Rocky Mountain Club 739-26

Denver, Colorado

Mile High Club 741-26

Denver, Colorado

Park Ridge Club 381-30

Park Ridge, Illinois

Wellesley Club 743-31

Wellesley, Massachusetts

Kamehameha Club 720-49

Honolulu, Hawaii

20 YEARS

San Jose Club 1577-4

San Jose, California

Findlay Club 1563-28

Findlay, Ohio

Doylestown Club 1540-38

Doylestown, Pennsylvania

Seven Hills Club 1578-40

Cincinnati, Ohio

Bow Valley Club 1494-42

Calgary, Alberta, Canada

Queen City Club 1593-45

Manchester, New Hampshire

Asbury Park Club 1597-46

Asbury Park, New Jersey

Ambitious City Club 1586-60

Hamilton, Ontario, Canada

15 YEARS

Monroeville Club 2954-13

Monroeville, Pennsylvania

Allegheny Club 2986-13

Cumberland, Maryland

New Rockford Club 2987-20

New Rockford, North Dakota

Gen Sirs Club 2343-22

Kansas City, Missouri

Sub & Surface Club 2886-28

Philadelphia, Pennsylvania

Hershey Club 2990-38

Hershey, Pennsylvania

Chanticleer Club 1624-39

Sacramento, California

Parkersburg Club 2891-40

Parkersburg, West Virginia

Seaway Club 2959-61

Cornwall, Ontario, Canada

Chateauguay Club 3006-61

Chateauguay, Quebec, Canada

Georgetown Club 2687-U

Georgetown, Guyana

10 YEARS

Penn Hills Club 2009-13

Penn Hills, Pennsylvania

Sussex Club 2715-18

Seaford, Delaware

Downtowners Club 3801-26

Denver, Colorado

New Berlin Club 3803-35

New Berlin, Wisconsin

Plaza Club 3776-36

Hyattsville, Maryland

Northern Valley Club 1040-46

Dumont, New Jersey

Clifton Club 2664-46

Clifton, New Jersey

Helmsmen Club 3764-47

Orlando, Florida

Hollywood Club 3770-47

Hollywood, Florida

St. Augustine Club 3774-47

St. Augustine, Florida

Post Club 1842-53

Watervliet Arsenal, New York

Morristown Club 3796-63

Morristown, Tennessee

the action people



Bahrain's Information Minister Tarig Al Moayed is pinned with "The Rose of Honor" by Dr. H. Rahman, president of Manama Toastmasters Club 2916-U in Bahrain. The minister of information attended the club's recent installation ceremony and spoke on Bahrain and its touristic possibilities.



(Above) For the entire month of March, the Goodyear airship Columbia carried a message congratulating Toastmasters on its 50th Anniversary to millions of Southern Californians on the ground below. Founder's District Governor John Whittle was the man responsible for getting Goodyear to flash the message on its "Super Skytacular" night sign that, under normal conditions, can be read from a distance of one mile.



(Left) Producer John Burgess (far left) and Miss Alison Gordon, a free-lance broadcaster, receive their Certificates of Appreciation from President Les Patterson of the Embassy Diplomats Club 3493-61, Ottawa, Ontario, Canada (second from left), and Project Spot Coordinator Art Cormier. The two were honored for their participation with a 30-minute Toastmasters program recently aired over CBO Radio Ottawa.

IS YOUR LEADERSHIP THINKING UP TO DATE?

by
**Thomas W.
Zimmerer**

Toastmasters has, for years, provided its members with a basic understanding of the quality of leadership. This article, published by the American Society of Association Executives in its magazine Association Management, offers some insight into the fundamental hows and whys of this rare quality. Although the article deals with association executives, many of its findings may also be applicable to you and your leadership ability.

From where I sit as Professor of Management, leadership is defined as the ongoing process of influencing the behavior of a group of individuals toward the achievement of established goals.

Current theories emphasize the situational nature of effective leadership, which simply means that leadership operates under changing circumstances and conditions.

The theories also emphasize the necessity to alter leadership style as the situation and the behavior of employees warrant.

The basis of the leader's own behavior pattern must be rooted in his philosophical makeup. No executive, therefore, can for any length

time successfully portray a style of behavior which is in conflict with his convictions and beliefs.

Thinking about this, two questions came to mind:

1. How do today's association executives perceive themselves as leaders?

2. Are association executives essentially different from executives involved in profit-oriented operations?

To find the answers to these questions I did some research. My intent, it should be emphasized, was not to attempt judgment on the superiority or the inferiority of a particular managerial style regardless of circumstances, but to develop a profile of the leadership style of today's association executive.

For this purpose, I made use of a questionnaire which was devised by Dr. Rensis Likert. This questionnaire consists of 19 questions, dealing with: leadership aspects, motivation, communication, decision-making, organizational goals, and the use of controls.

An important feature of this questionnaire is that each question offers 20 possible responses, which allows the participant to show the degree to which he agrees with the response.

The degrees are subdivisions of four major categories or managerial types. Dr. Likert categorizes the styles as: exploitative authoritative; benevolent authoritative; consultive; and participative group.

In his own research, Dr. Likert had used the questionnaire to develop some general patterns of managerial behavior which distinguished high-producing managers on an industrial setting from low-producing managers in the same setting. The patterns involved:

• Favorable attitudes on the part of each member of the organization toward all other members, toward superiors, toward the work, toward the organization—toward all aspects of the job. These attitudes toward others reflect a

“

Current theories emphasize the situational nature of effective leadership, which simply means that leadership operates under changing circumstances and conditions.

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high level of mutual confidence and trust throughout the organization.

• Highly motivated, cooperative orientation toward the organization and its objectives is achieved by harnessing effectively all the major motivational forces which can exercise significant influence in an organizational setting, and which potentially can be accomplished by cooperative and favorable attitudes.

• The ego motives. The desire to achieve and maintain a sense of personal worth and importance.

• The security motives. Members are not in a fear situation due to lack of financial security.

• Curiosity, creativity, and the desire for new experiences.

• The organization consists of a tightly knit, effectively functioning, social system made up of interlocking work groups with a large degree of group loyalty among the members and favorable attitudes and trust between superiors and subordinates. This brings forth participation; good communication information which is current and relevant can reach action areas for decision-making.

• Measurement of organizational permanence is used primarily for self-guidance, rather than for super-imposed control. To tap the motives which bring cooperation, favorable rather than hostile attitudes, participation and involvement in decisions is a habitual part of the leadership process.

In my own use of the Likert questionnaire, I sent it out to 300 association executives selected at random from the membership directory of ASAE. One hundred and fifty-two executives responded. Here are the questions and highlights of the responses:

1. How much confidence is shown in subordinates?

This question brought forth an exceptionally positive reaction. Nearly all of the responses fell into either the consultive or the participative group-leadership style.

This is in keeping with the gen-

LEADERSHIP

eral belief that organizational effectiveness requires a continual demonstration on the part of the manager in the abilities and worth of the employees.

2. How free do subordinates feel to talk to their superiors about their job?

Here again, nearly all of the responses indicated that the employees felt fully free, or rather free, to discuss their job with their superiors.

This openness indicates an organizational climate suited to the maximization of human potential—suited to bringing out the best in people.

3. Are the ideas of subordinates sought and, if worthy, used?

Nine out of ten of the executives who responded said that they sought the opinions of subordinates.

This practice would contribute toward making acceptance of decisions easier on the part of the subordinates, because of the developed participation.

4. Is predominate use made of: fear, threats, punishment, rewards, involvement?

The general results were again favorable, although it was disappointing to find that a few executives still predominately use fear, threats, and punishment as a form of motivation.

Eight out of ten of the respondents indicated that their principal motivational tools were rewards and involvement based on accomplishment toward attaining group-set goals.

5. Where is responsibility felt for achieving the goals of the organization?

Although executives were generally willing to share in goal-setting, they seemed to have little faith that lower staff members would accept responsibility for achieving the goals.

Six out of ten said that this responsibility was felt mostly at

the top level in the organization, or at the top and middle levels. Only two out of ten indicated that all levels were involved.

6. How much communication is aimed at achieving the objectives of the organization?

In my work, I have always known that association executives are communications-oriented in relation to their members, the public, government, and so on. So it was no surprise to me when nine out of ten association executives who responded to this question indicated that either quite a bit, or a great deal of their communications are aimed at achieving the organization's goals.

Such a response would also be in keeping with sound motivational practices.

7. What is the direction of information flow?

Half of those who responded said that communication does indeed flow downward, upward, and sideways.

Surprisingly, one out of five perceived communication as a downward process, or as mostly a downward process.

8. How is downward communication accepted?

More than half of the association executives said they believe that downward communication is accepted with an open mind.

Four out of ten, however, reported that they feel that downward communication is accepted with caution.

9. How accurate is upward communication?

Two-thirds of the executives who responded said that they feel the information which they receive from their subordinates is accurate, and is not selectively filtered.

One out of four said that they felt the information was accurate to a limited degree.

The answers to this question and the previous one reveal generally

closely knit, open organizations where communication flows upward and downward freely, and with minimum distortion.

10. How well do supervisors know problems faced by subordinates?

The answers to this question were surprising to me. I was inclined to assume that most executives would simply score themselves in the category, "Very well" in their desire to have the research believe that they were totally knowledgeable of all aspects of their organization.

Only 40 percent ranked themselves in that category. The majority, nearly 60 percent, admitted having only "some knowledge of the problems." One executive said he had little knowledge of the problems.

Such open admittance of non-perfection demonstrates a concern on the part of association executives to become better managers. Also, it lends validity to the belief in the honesty of the respondents.

11. At what levels are decisions formally made?

Ten years ago, all association decisions, or nearly all were made at the top level, with only minor delegation.

But this no longer holds true. Managers have changed their attitude and their philosophy. Nearly half of the executives who responded to this question indicated that, although broad policy decisions are formally made at the top level, other decisions are made at all levels, in line, of course, with the scope and objectives of the association.

12. What is the source of the technical and professional knowledge used in decision-making?

Here again, we find a broadening of the organizational power base.

More than half of the executives who responded to this question indicated that the knowledge which

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used as the basis for decision-making comes from throughout organization.

Furthermore, the volume and sophistication of the factual and informational materials has become so great that no longer can one man, or one small group, attempt to control all decision-making without dire results.

However, when the power base broadened, the attitude of subordinates tends to improve. They recognize the part they can play in organizational decision-making — and rewards for contributions of value lead to a more highly motivated staff.

13. *Are subordinates involved in decisions related to their work?*

Half of the executives who responded indicated that subordinates are generally consulted about decisions related to their work.

Nearly 40 percent indicated that subordinates are fully involved in other decision-making which would affect them.

14. *Does the decision-making process contribute to motivation?*

Nearly 60 percent of the executives who responded said they feel the decision-making process contributes substantially to the motivation of the employees who participate in it—and that motivation is not merely a system of carrots and sticks.

However, 12 percent see relatively little contribution. Twenty-eight percent see some contribution.

15. *How are the goals of an organization established?*

It is fairly clear from the answers to this question that the majority of the managers surveyed are beginning to notice the

importance of having a group participate in setting organizational goals.

The importance of this philosophy cannot be overestimated, because the goals of the organization can be achieved only if some effort is made to reach individual goals. Concomitant goals between the organization and its employees are essential to maximize human potential.

Thirty-three percent of the executives who responded to the question indicated that they make use of group goal-setting.

Fifty-five percent set goals only after discussing the matter with involved employees.

16. *How much covert resistance to goals is present?*

About 86 percent of the executives surveyed said they feel there is little if any, resistance to organizational goals.

About 14 percent see moderate to strong resistance.

It would be interesting to ask the executives whether the degree of participation in goal-setting was inversely related to perceived resistance.

17. *How concentrated are review and control functions?*

The responses to this question tend to reflect the size of the association. In the smaller association, control tends to rest higher in the organization.

For associations in general, the responses show: in more than 62 percent, the controls delegated among all levels; in more than 37 percent, the controls held in the upper level.

18. *Is there an informal organization resisting the formal one?*

An amazing 40 percent of the executives who responded to this

question see the goals of the organization and the goals of the individual as identical, and no conflict between them.

Fifty-four percent report only periodic conflicts.

This again reflects good management and small size of the organization.

19. *What are cost, productivity, and other control data used for?*

The answers to this question demonstrate a modern and pragmatic approach to good management of human resources.

Nearly 95 percent of the executives who responded to the question indicated that they use the control data either as a means of self-guidance, or as the basis for rewards.

Less than two percent believe that controls should have as their purpose policing or punishment.

Based on the results of the study, this leadership profile of today's association executive emerges:

- The consultive and participative group leadership styles are dominant. More than 80 percent of the responses show this.

- The consultive and participative group leadership styles are in line with current philosophies of management designed to achieve maximum productivity for the organization and maximum benefit to the employees.

- The association's human resources are today believed to be its most important resources.

- By and large, today's association executives display the underlying philosophy that organizational success depends on team effort toward reaching the goals and objectives of the organization. ■

new clubs

3620-F INTERNAL REVENUE SERVICE CLUB
El Monte, California — Tues., 8:15 a.m., Internal Revenue Service, 9050 E. Flair Drive (572-7903).

3787-1 THE TROJANS, U.S.C. CLUB
Los Angeles, California — Wed., 12:00 noon, U.S.C. Student Center, University of So. California (694-4292). *Sponsored by Narrators Club 1398-1 and Howard Chambers, ATM, Norbert Schmidt, ATM, Jim Wildes, ATM and Norman Sigband.*

204-3 BELL TALK CLUB
Phoenix, Arizona — Wed., 12:00 noon, Mountain Bell, Bell Plaza, 3033 N. Third Street (263-1086). *Sponsored by Tel-Talk Club 3016-3.*

342-3 TM² CLUB
Mesa, Arizona — Tues., 5:15 p.m., Motorola Mesa Office Bldg., 2200 W. Broadway (962-3501). *Sponsored by Voice of Motorola Club 2083-3.*

441-3 SINGLE DESERT VOICES CLUB
Phoenix, Arizona — Mon., 8:00 p.m., Unitarian-Universalist Church, 4027 E. Lincoln Drive (993-3869). *Sponsored by Park Central Club 3527-3.*

900-3 SKY HARBOR CLUB
Phoenix, Arizona—Wed., 6:15 a.m., Smitty's Big Town Coffee Shop, 16th St. & Buckeye Road (275-7571). *Sponsored by Park Central Club 3527-3.*

1141-4 ATOMIC CLUB
San Jose, California — Tues., 12:00 noon, General Electric Co. Cafeteria, 175 Curtner Avenue (297-3000). *Sponsored by Jet Stream Club 2624-4.*

1877-4 NUGGET MASTERS CLUB
San Francisco, California — Wed., 12:00 noon, Bank of California, 400 California Street (765-2089). *Sponsored by Demosthenes Club 1282-4.*

1880-4 SYLVANIA CLUB
Mt. View, California — Tues., 7:45 a.m., GTE Sylvania, 100 Ferguson Drive (966-2202). *Sponsored by Jet Stream Club 2624-4.*

354-10 MIDPARK CLUB
Middleburg Heights, Ohio — Thurs., 7:30 p.m., C. A. Thomas School, 16699 Bagley Road (842-3431). *Sponsored by West Side Club 2606-10.*

278-11 HENDERSON NO. 1 CLUB
Henderson, Kentucky — Mon., 6:30 p.m., Ramada Inn, 2044 U.S. 41 N. (826-7100). *Sponsored by Evansville Number One Club 337-11 and Foremost Club 507-11.*

2187-19 HIWAY CLUB
Ames, Iowa — Mon., 11:30 a.m., Training Room, Iowa Highway Commission (296-1349). *Sponsored by Roadeo Club 1339-19 and A.G. Paul A. Lundy, ATM.*

2029-22 TELEPHONE CLUB
Topeka, Kansas — Thurs., 11:45 a.m., Southwestern Bell Telephone Co., 220 E. 6th (272-2422). *Sponsored by Topeka Club 361, Bill Cofelt and Anderson Kelley.*

3076-31 LAKESIDE CLUB
Wakefield, Massachusetts — Mon., 4:45 p.m., American Mutual Ins. Co. (245-6000). *Sponsored by Windjammers Club 1077-31 and Eugene E. Keller, DTM.*

112-36 RUSTY BUCKETEERS CLUB
Bethesda, Maryland — Mon., 6:00 p.m., IBM Corporation, 10401 Fernwood Road (424-3632). *Sponsored by Potomac Valley Club 1999-36.*

3376-36 CONTROL DATA CLUB
Arlington, Virginia — Mon., 12:00 noon, 901 S. Highland Street (521-8811). *Sponsored by Pentaf Club 2014-36.*

3843-36 METROPOLITAN A.S.L.I. CLUB
Washington, D. C. — Thurs., 5:00 p.m., Old Angus Beef House, 1807 H. Street (893-7700).

3916-40 BUCKEYE UNION CLUB
Columbus, Ohio — Tues., 4:00 p.m., Buckeye Union Ins. Co., 1111 E. Broad St. (253-8811). *Sponsored by DCSC Officer's Club 1740-40, assisted by Paul Williams.*

1991-42 CALGARY CASCADE CLUB
Calgary, Alta., Canada — Mon., 8:30 p.m., Calgary Cascade Club House, 5000 Dalhousie Dr., N.W. (288-7710). *Sponsored by Twin Rivers Club 667-42.*

872-44 WES-TEX CLUB
Midland, Texas — Thurs., 5:30 p.m., Pioneer Natural Gas Bldg., 511 W. Missouri (682-4789). *Sponsored by all clubs in the area.*

1962-58 SHERMAN COLLEGE CLUB
Spartanburg, South Carolina—Sun, 1:30 p.m., South Side Cafe, S. Liberty Street (585-2062).

628-60 HUMBER COLLEGE CLUB
Rexdale Ont., Canada — Tues., 5:30 p.m., Humber College (676-1200). *Sponsored by Toronto No. 1 Club 1289-60.*

1050-U EDERLE CLUB
Vicenza, Italy — Wed., 12:00 noon, Vicenza Officer & Civilian Club (500-0333).

2992-U NAYLAM CLUB
Lima, Peru — Wed., 7:30 p.m., V. Cuajone Hotel, Casilla 1519.

3072-U MABUHAY CLUB
Clark Air Base, Philippines—Thurs, 7:00 p.m., Airman's Club, Vood Lounge (33661 Clark Air Base).

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Name

Present A

City

State/Pro

your 1973-74 district governors

- F. John B. Whittle, Box 862, Idyllwild, Calif. 92349
1. Howard E. Chambers, ATM, 3922 Emerald St., Apt. #83, Torrance, Calif. 90503
 2. George C. Tostevin, 12555 - 37th Ave., N.E., Seattle, Wash. 98125
 3. William D. Hamilton, DTM, 6416 E. Sheridan, Scottsdale, Ariz. 85257
 4. Vit Eckersdorf, ATM, P.O. Box 5705, Redwood City, Calif. 94063
 5. Richard A. Freedman, 8479 Scarf Place, San Diego, Calif. 92119
 6. Don A. Plaskett, DTM, 428 S. Norah St., Thunder Bay, Ont., Canada P7E 1N9
 7. James R. Bales, ATM, 21175 S.W. Vermont, Beaverton, Oregon 97005
 8. Josef Seidel, 12674 Grandin Lane, Bridgeton, Mo. 63044
 9. Harry A. Popp, Sr., ATM, 1112 South 28th Ave., Yakima, Wash. 98902
 10. Edward N. Belt, ATM, 3260 E. 134th St., Cleveland, Ohio 44120
 11. Floyd O. Swathwood, ATM, 2521 Abbey Drive, Apt. #2, Ft. Wayne, Ind. 46815
 13. Peter P. Pierotti, ATM, RD #1, Box #1, Perryopolis, Penn. 15473
 14. P. Gregory McCarthy, ATM, 807 Springdale Rd., N. Augusta, S.C.
 15. Marvin E. Kline, ATM, 529 Sykes Drive, Idaho Falls, Idaho 83401
 16. William G. Maxwell, ATM, 1002 Canterbury Rd., Enid, Okla. 73701
 17. James D. Towey, 3445 N. Hillcrest Dr., Butte, Mont. 59701
 18. Bharat J. Gajjar, ATM, 1421 Drake Rd., Wilmington, Dela. 19803
 19. Andy O. Norton, ATM, Box 494, Ottumwa, Iowa 52501
 20. Eddie V. Dunn, 3106 - 7th St., N., Fargo, N. D. 58102
 21. Robert D. Bennett, 396 King George Terrace, Victoria, B.C., Canada
 22. M. Norman Hogue, ATM, 6608 West 101 Terrace, Overland Park, Kan.
 23. Milton H. Klein, 911 Alamosa, Carlsbad, N.M. 88220
 24. Donald D. Smith, DTM, 7 East Ridge Dr., Council Bluffs, Iowa 51501
 25. Jack Ligon, 2508 S. Jennings #2, Fort Worth, Texas 76110.
 26. Dean Kleinkopf, 1022 Beech Dr., Lakewood, Colo. 80228
 28. Ray C. Lopez, ATM, 1862 Henrietta, Birmingham, Mich. 48009
 29. George E. Deliduka, DTM, 9 Dogwood Dr., Shalimar, Fla. 32579
 30. Louis M. Kiriazis, 1329 S. 61st Ave., Cicero, Ill. 60650
 31. Roger Boyington, ATM, 65 Coburn St., Lynn Mass. 01902
 32. Paul B. McKinley, 5219 - 28th Ave., S.E., Lacey, Wash. 98503
 33. Larry L. Lee, 1604 Cameo Way, Modesto, Calif. 95350
 35. William J. Hayes, III, DTM, 1056 E. Lexington Blvd., White Fish Bay, Wisc. 53217
 36. William O. Miller, DTM, 12101 Hunters Ln., Rockville, Md. 20852
 37. Joe A. Ellisor, DTM, Route 9, Box 655, Greensboro, N.C. 27409
 38. Frederick W. Romig, Jr., 1406 Bonnie Dr., Bethlehem, Penn. 18018
 39. Nirmal S. Cheema, ATM, 717 Hazel Street, Livermore, Calif. 94550
 40. Lester J. Lucas, ATM, 2301 Potts Lane, Zanesville, Ohio 43701
 41. Dale M. Cooley, Box 3125, Rapid City, S.D. 57701
 42. Frederick G. Lawson, DTM, 13709 - 64 St., Edmonton, Alta., Canada T5A 1R8
 43. John E. Clements, ATM, 1564 Rabb St., Memphis, Tenn. 38117
 44. Ramon E. Laird, Jr., ATM, P.O. Box 6463, Odessa, Tex. 79762
 45. Frank R. Gardiner, 16 Katahdin St., Bangor, Maine 04401
 46. LaVern G. Lee, DTM, 878 Seneca Rd., Franklin Lakes, N.J. 07417
 47. Karl E. Righter, DTM, 710 E. Michigan Ave., Apt. #40, Orlando, Fla. 32806
 48. Donald N. Murray, ATM, 314 Neal Ave., West Point, Ga. 31833
 49. John H. Covey, Jr., 95 - 491 Kaulia Pl., Mililani Town, Hawaii 96789
 52. Van Barcus, ATM, 2135 Pass Ave., Burbank, Calif. 91505
 53. James C. Anderson, ATM, 1 Fairchild Rd., Tariffville, Conn. 06081
 54. Raymond W. Wakefield, ATM, 22 White Place, Bloomington, Ill. 61701
 56. Edward V. Dylla, 10919 Janet Lee, San Antonio, Tex. 78230
 57. Frank Medcalf, 112 Hackett Ct., Vallejo, Calif. 94590
 58. William D. Loeble, ATM, 5879 Woodvine, Columbia, S.C. 29206
 60. Doug A. Barclay, ATM, 5426 Winston Rd., Burlington, Ont., Canada
 61. Stephen J. Evans, ATM, 100 Rothwell Dr., Ottawa, Ont., Canada K1J 8L9
 62. Donald J. Hassen, ATM, 8489 N. River Rd., Freeland, Mich. 48623
 63. Clinton Hobbs, Box 519, Madison, Tenn. 37115
 64. John N. Tyler, 126 Guay Ave., Winnipeg, Man., Canada R2M 0C1
 65. Stanley A. Stevens, 31 Rosemont Dr., Amherst, N.Y. 14226
 66. Rex Tillotson, P.O. Box KJ, Williamsburg, Va.
 68. George H. Peirce, 715 Camp St., New Orleans, La. 70130
 69. Geoff Phillips, P.O. Box 970, Brisbane, 4001, Qld., Australia
 70. David C. Murfet, 19 Freeland Cres., Launceston, Tasmania 7250
 71. Geoffrey S. Barker, 12 Lynn Close, Elstow, Bedfordshire, England
 72. B. S. Palmer, ATM, 28 Hallbery Rd., Mangall East, Auckland, New Zealand

MOVING?

Notify World Headquarters of your new address eight weeks prior to the scheduled move. Complete all the necessary information. This will assure you of uninterrupted delivery of The Toastmaster and other TI material.

Club No. _____

District No. _____

Paste current address label here OR complete the following:

Name	NEW ADDRESS
Present Address	City
City	State/Province
State/Province	Zip Code
Zip	

NEW ADDRESS _____

City _____

State/Province _____ Zip Code _____

If you are a club, area, division, or district officer, indicate complete title: _____

Golden Growth

RECOGNITION PROCEDURES

1. For a sponsor to receive credit, every new member application (No. 400) must include the name of the sponsoring Toastmaster. The new member must join in calendar year 1974. December new member applications must reach TI World Headquarters by January 8, 1975, and credit must be claimed by the Golden Growth sponsor by January 31, 1975.
2. Recognition is based upon the number of new members who pay the new member service fee, charter members, and reinstated members. Transfers are not included.
3. The sponsoring Toastmaster submits his five members for a Golden Gift Certificate by using the sponsor certificate form.
4. Golden Gift Certificate applications will be processed by World Headquarters and the certificate forwarded within 30 days.
5. The Toastmaster may redeem the Golden Certificate any time during the year 1974, and through June 30, 1975. It will be honored only in payment (up to \$5.00) of the order submitted with it. No credit or rebates will be given.
6. Clubs, areas, and districts will receive recognition in the Hall of Fame and through credit in the Distinguished Club Plan and the Distinguished District Program. No separate club, area or district awards will be given for Golden Growth.

TOASTMASTER HAS SPONSORED MEMBERS INDICATED: (PLEASE PRINT)

COMPLETE & MAIL TO WHQ

TOASTMASTER	NAME: _____		
	ADDRESS: _____		
	ZIP: _____		
	CLUB: _____	DISTRICT: _____	
NEW MEMBERS	_____	CLUB NO.	_____
	_____		_____
	_____		_____
	_____		_____
	_____		_____

DATE _____

SIGNATURE: _____