

November 1977

# the toastmaster

Special Issue



# letters

## The Rising Tide of Useless Words

Three cheers for the excellent articles in at least the last three issues. Keep on publishing these pieces which concern successful methods of speaking, listening and thinking.

Only because of what seems to be a rising tide in the wrong direction, I submit a comment to Robert Savoy. His article, "Ten Ways to Cope With Pressure" [September 1977] contained at least two examples of what I term the redundant locative: (1) *Postulate in your mind*, and (2) *Have a "quiet time" during the day*.

Postulation, being a mental process, can only take place in the mind. Secondly, time, of any sort, can only occur during the day. (In this context, Mr. Savoy was referring to our waking hours.)

Let us determine, in our minds, now, at this point in time, to eliminate, both now and forever, from our writings and verbal communications, this voracious consumer of time and space, the redundant locative.

It is, after all, only by learning the lessons of the past from history that we, who live in the present, will be able to cope with the future that is to come.

Exaggerated, yes. But only to illustrate the ease with which our communication gets carried away with useless words.

Ralph Williams  
Yuma, Arizona

## He or She: Shhe?

I read with interest Albert Holliday's letter to you ("He/She Said It") in the September issue of THE TOASTMASTER. But I don't think his solution fully faces up to the problem. Rather than artificially restructuring our sentences to avoid the *he/she* and *his/her* references, I feel that as Toastmasters we should, with proper humility,

assume the leadership and create two simple words that would solve this economic/political/psychological/sociological problem. These words must be short and phonically acceptable.

I, therefore, suggest, with proper humility, in place of "he or she" the word "shhe," to be pronounced with a soft "a" in the middle. Try it. Be careful to place equal accent on each syllable so as not to reveal your prejudices.

Next, in place of "his or her," how about "hes," (rhymes with Les). This one is a little more difficult to accept, but so was the horseless carriage when it was first introduced.

As editor of the "District 31 Communicator," I plan to poll my readers to ascertain if they would like me to try these inventions for a few issues. I'd like worldwide opinion, also. If every Toastmaster will express *hes* opinion on this now, *shhe* may find the task just a little easier the next time *shhe* sits down to prepare *hes* next speech.

Norman A. Cox, ATM  
Bedford, Massachusetts

## Fighting the Fleas

I very much enjoyed the article entitled, "How To Handle the Heckler," which appeared in the September issue of THE TOASTMASTER. Believe me, I know what heckling is because, on three occasions, I have spoken for the passage of certain legislation before the Indiana Senate.

There is a story told about Robert G. Ingersoll, one of the greatest orators of the 19th century. Mr. Ingersoll was making a political speech when he had been heckled several times by a man sitting far in the rear. Finally, Mr. Ingersoll became annoyed and, addressing the heckler, said,

"I am here tonight to kill the Democratic dog, and I do not have time to fight with its fleas."

Emerson Tichenor  
Indianapolis, Indiana

## Thank You, Fellow Toastmasters

Kudos to the staff at World Headquarters for a well-planned, well-executed 46th Toastmasters International Convention in Toronto.

The learning sessions were outstanding—Cavett Robert, Bob Herndon, John Cogan, Dave Yoho (and all the others!) projected enthusiasm, motivation and inspiration. There were no anti-climaxes—each was superior and distinctive in his own way.

But for me, I credit the real success of this great convention to my fellow Toastmasters, whose personal enthusiasm, knowledge and warmth (1200 people I didn't meet a stranger!) breathed fire and life into the week's activities.

The greatest impact on me this year in Toronto, as it was last year in New Orleans, was the realization of what Toastmasters International really means—we are part of an ethnic brotherhood transcends race, color, creed, sex and socioeconomic distinctions.

Never have I been more proud to be a Toastmaster!

Sylvia Saltzman  
Chattanooga, Tennessee

"Letters to the Editor" are printed on the basis of their general reader interest and constructive suggestions. If you have something to say that may be of interest to other Toastmasters, send it to us. All letters are subject to editing for reasons of space and clarity. Letters must include the writer's name and address.

TOASTMASTERS INTERNATIONAL is a non-profit, 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 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 Headquarters, 2200 N. Grand Ave., Santa Ana, California, U.S.A. 92711.



Dr. Ralph C. Smedley  
Founder, 1878-1965

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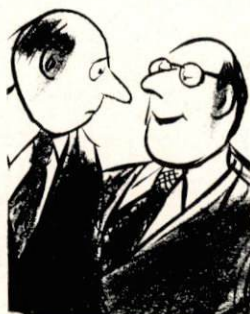
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# toastmaster

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*The study of human relations—of how to most effectively deal with other people—is as old as man himself. Unfortunately, it is just as mysterious. What causes people to act the way they do? How do you reach their hot buttons, their responsive notes, their vulnerable spots? We hope to answer these questions—and many more—in the special "People Power" issue of THE TOASTMASTER.*

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# We're in the People Business



*Durwood E. English*

**Durwood E. English, DTM  
International President**

**I**F YOU WERE TO ASK a group of Toastmasters what they consider to be the basic elements of success, I'm sure you would get a number of different answers, among them being finances, possessions, and an innate talent for planning and coordination. There are no right or wrong answers to this question; success means different things to different people. But there is one important element, however, that I think has been overlooked by too many of us for far too long. And that's the ability to interact—and work—with other people.

Why is that so important? There are many reasons, any of which could easily stand by themselves. But what it basically boils down to is this: *Our ability to interact with other people has a great influence on what we achieve as individuals, as well as what we achieve as part of a group, organization or business.*

This certainly should come as no great surprise to most of you. Your association with the Toastmasters organization and your own particular club—no matter how long or short it may be—should have already demonstrated to you the value of working with others, the value of Toastmasters fellowship. That's why we say the Toastmasters is dedicated to people.

Sure, we teach people how to speak and how to manage effectively. But that's really just the tip of the iceberg. What we are really doing is developing people. In learning to communicate effectively, we are really learning skills that will enable us to understand and help our fellow members a little better, thereby making their own quest for self-improvement a little easier. And when we go that extra step and serve as a club, area or district officer, we are learning how to motivate people—how to move them—into accomplishing individual and group goals that before had seemed impossible.

Perhaps the classic definition of leadership says it best: "Leadership is getting things done through others." Only after we come to realize this—only after we realize that we have gained the ability to accomplish an objective or a set of objectives with the help of other people—can it be truly said that we understand people relations.

Our recent International Convention in Toronto was an outstanding example of this. Because of the organization, program development and coordination of activities by our World Headquarters management team and the host District 60 Toastmasters, the educational sessions were of a quality exceeded by no other organization, and the business sessions and banquets ran smoothly and professionally. The results were more than evident in the enthusiasm and spirit exuded by the attending Toastmasters who had come to Toronto to learn, and who had left with fond memories of a thoroughly enjoyable week.

That, in part, is why we have dedicated this "special issue" to understanding people and how to deal with them—a science we have called "People Power." As Toastmasters—as people who are devoutly interested in helping people and themselves—it is imperative that we understand and recognize the importance of human relations and its ultimate effect on our future success. After all, we are in "the people business." □

# Humaneering: The New Concept in Human Relations

by  
**Cavett Robert**

*"Humaneering has nothing to do with the dried pabulum of academic theory. The whole concept is based on the practical aspects of causing people to do things—not the what or the why, but the how."*

**E**NGINEERING IS OFTEN defined as the study, the planning and the control of any line of endeavor. Now, if we are interested in *people*—their hot buttons, their responsive notes, their vulnerable spots—then we might say we are concerned with *human engineering*, a study that is rapidly becoming known as *humaneering*."

And that's what this article is all about.

During the early part of our century people became interested in the third dimension of sight. What home would be without the little gadget known as the stereopticon?

Throughout the 1950s, all of us became fascinated with the third dimension in sound. Today, any family that does not enjoy its stereo is considered underprivileged.

But we have been far too late in finally getting around to something that is much more important than either of these—the third dimension in dealing with people. Yes, it is known today as the concept of humaneering.

Humaneering has nothing to do with the dried pabulum of academic theory. The whole concept is based on the practical aspects of causing people to do things—not the *what* or the *why*, but the

For instance, I might know that a clock ticks. I might know why it ticks. But until I understand *how* to wind it so that it will tick, I have accomplished nothing.

Again, I might know that water boils at a certain temperature. I might know why it boils at that temperature. But until I know *how* to raise the temperature of water to its boiling point so that it will boil, I have accomplished nothing.

### Press the Button

This principle applies with exactness to humaneering. I might know that people act in a certain manner. I might know why they act in that manner. But until I know how to press their hot buttons and reach their responsive notes and vulnerable spots, I cannot actually cause them to act and thus accomplish anything.

Several years ago one of our largest research institutes came up with a report that startled many people. Their thorough study and research revealed that, in the sales field, only 12½ percent of an individual's success is due to his *product* or *technical* knowledge; 87½ percent is due to his *people* knowledge. Even more recently, another creditable research report gives almost exactly the same figures.

Both reports emphasized that they were not mitigating the importance of product knowledge; a person is nothing more than a commercial visitor going around adding to other people's confusion if he does not understand his own product or service. But important as this may be, it's the plus factor that makes the difference. And this plus factor is the ability to deal with people.

Why is it that 20 percent of the people are responsible for the sale of 80 percent of our goods and services today? Is it because they know that much more about their product or service? No, it is because they are "humaneers" and know far more about dealing with people.

### People Knowledge

If we prepare a person *knowledgewise* today and do not condition him *peoplewise*, we have sent him bear hunting with a buggy whip. He will often return and report that he received two orders: "Get out and stay out!" He will report that he knew his lines, but the prospect did not know his.

It is nothing less than tragic that so many companies today, in spite of the fact that approximately 85 percent of their success is due to people knowledge, still give only about 15 percent of their training emphasis to this important

field. They still direct about 85 percent of it to the "nuts and bolts."

So let's enter the great and exciting world of humaneering. Let's rearrange our priorities and put emphasis where emphasis is due. Let's do more *peopleizing* and less *theorizing*. Let's bring our *do how* up to our *know how*. Let's be sure that we *know* our product, but let's be even surer that we *think* people.

Wherever we turn today we hear the message that nothing in life is as powerful as an idea whose time has arrived—that knowledge is power. Actually, there is nothing as dead, as sterile, or as impotent as the greatest idea in the world . . . unless we can take that idea, put it into people, and then put those people into action.

Our great free enterprise system is constantly becoming more competitive and complicated. Only those who are willing to accept new ideas and change with the changing times will rise to the top. How long shall we tolerate the sick sentimentality that dictates that just because something has been done a certain way in the past that it is the right way, or even the best way?

### A Guidepost to Success

If you are a humaneer you will be constantly reminded that the past is not a hitching post, only a guidepost. School is never out for the humaneer. He realizes that he cannot train himself once, put it in a bottle, and put it on a shelf. What was right and plausible yesterday is questionable today and might even be wrong tomorrow.

Also, the humaneer realizes that progress is possible only through change, and that change is not easy. It does not come at bargain prices. It requires much effort and is a tedious process. We have instant coffee and instant tea, but there is no "quickie" when it comes to adjustment to change. We cannot throw an egg into the barnyard today and expect it to crow tomorrow.

Now let's look at the "Six Magic Principles of Humaneering." If you adopt them and live by them, you will enter a great and exciting world—the new world of humaneering. Yes, if you are willing to pay the price of adjusting your life to this new concept, not only

will you be more successful in all your endeavors, but life itself will also become more enjoyable.

### ● Principle No. 1: Tell or Sell Your Ideas.

Psychologists all agree that our brain is made up of two parts: our conscious mind (which constitutes about one-tenth of our brain) and our subconscious mind (which takes up the remaining nine-tenths). This second part is where we find approximately 15 billion cells.

Knowledge is recorded quickly in our conscious mind, but it is also quickly forgotten. This same knowledge seeps very slowly from our conscious into our subconscious. Once it has arrived there, however, it is permanently recorded and never forgotten.

I once heard Dr. Maxwell Maltz, the well-known author, state that an idea must be repeated 21 days before it is permanently fixed in our subconscious mind. For instance, he continued, if a person shifts his wastepaper basket from one side of his desk where it has been for a long period to the other side, he will be throwing paper on the floor for 21 days.

The humaneer realizes that any presentation he makes must become permanently fixed in his subconscious so he can give it with the same reflex action he uses in driving a car. Most salesmen realize that they live in a world of three presentations: first, the presentation they plan to give; second, the presentation they actually give; and third, the presentation they wish they had given if their prospect did not buy. Fortunately, there is a definite method of combining all three presentations into one. And that is by learning the presentation subconsciously.

I suggest very strongly that you do this through the method known as "space repetition." Put your presentation on a cassette tape and play it over and over and over on off-peak times as you drive around in your car and at other convenient periods.

Why is it so very important that you have your presentation so well fixed in your subconscious? It is because you only *tell* from your conscious, but you *sell* from your subconscious. You can

give *knowledge* from your conscious mind, but you give *feeling* from your subconscious mind. Yes, you can educate and entertain from your conscious, but you can never cause a person to act until you cause him to *feel* a certain way about your product or service.

It is important that we realize we can cause a person to act only because we can motivate him—yes, lift him up to the "decision level of motivation." But why can we motivate him? It is because we ourselves are emotional. We can only motivate a person up to the height of our own emotion. We cannot give that which we do not have any more than we can come back from some place we have never been. We don't pour water out of an empty bucket.

### Sensitivity

However, we pay a price for being emotional. And that price is that we are sensitive. We get discouraged easily. About the third time we get a refusal of our product or service, we accept it as a rejection of ourselves.

Also, because we are sensitive we often are fearful, nervous and "uptight" in the presence of a prospect. This is not a handicap if we can give our presentation from our subconscious. Our subconscious is not affected by those things that cause our conscious mind to become frustrated.

So please, master this first principle of humaneering. Learn to *sell* from your subconscious mind—don't be satisfied with trying to *tell* from your conscious.

### ● Principle No. 2: You Must Sell Yourself Four Times.

People do not separate the dancer from the dancer, nor do they separate in their minds the product from the salesperson. Before people become sold on our product or service they must buy us four times. They must like us, then understand us, then believe us, and finally they must trust us.

We have all heard the old expression that the world makes a beaten path to the door of the person who makes the best mouse trap. This is no longer true. The humaneer knows that the world makes a beaten path to the door of the individual who loves and believes what he is doing.

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The best advice anyone can give another is this: Don't tell people your troubles. Eighty percent couldn't care less, and the other 20 percent are actually glad to find anyone more miserable than they are.

If anyone asks how business is, always say it's great. You are not lying, because it's always great somewhere with somebody (and if it's not great with you they are going to look for that somebody). People, psychologists tell us, are afraid to do business with losers.

**Principle No. 3: Make Me Feel Important.**

All of us know that one of the prime reasons that people buy is because it makes them feel *important*. They must keep up with the Joneses. Bill Smith, for example, may be going back to his family reunion. In his mind, he simply must get that new car before he goes.

But the humaneer goes a step beyond this. If people buy because it makes them feel important, doesn't it make sense that if we can simulate this feeling we have created their best buying mood? No farmer would plant the seed without first preparing the soil to accept it. Why should anyone ever try to sell an idea or product without first creating the best acceptance attitude?

### The Acceptance Attitude

As long as we live we shall never find a better way of creating the acceptance attitude than by making our prospect feel important. I certainly don't mean that sickening, nauseating massage of a person's ego. No, the humaneer follows the program of sincerely considering his prospect's problem important to him.

In a nutshell we might say that this third principle of humaneering can be expressed in this brief manner: People do not care how much we know about our product or service until they first know how much we care about the importance of their problem.

**Principle No. 4: Empathy vs. Sympathy.**

The humaneer knows that in order to best serve his prospect he must be able to stand in his prospect's shoes. He understands the difference between *sympathy* and *empathy*.

If you and I were out fishing, and you

said that you were seasick and I said that I was sorry, that would be sympathy. But if I got green too, that would be empathy.

On the other hand, let's say that we were out hunting and you said that your feet were cold. If I said that I was sorry, again, it would be only an example of sympathy. But if my feet got cold too, that would be empathy.

I once heard empathy described like this: "It is developing that deep sensitivity through which we may suffer, know tragedy and even die a little, but through which we also shall experience the grandeurs of human existence. It is found in identifying ourselves with the hopes, dreams, fears and longings of others in order that we might stand in their shoes and help them."

The humaneer has adopted the formula: I know that before my prospect buys I must see his problems through my prospect's eyes.

**Principle No. 5: Wants vs. Needs.**

One of the most frustrating experiences many of my salesmen have is brought about by this fifth principle of humaneering.

"Yes," they will say. "But he *needs* it!"

So what?

I might *need* a better insurance program more than I *need* a trip to Honolulu. But can you make me *want* it more? I might *need* a better savings plan than I *need* to join a gun club. But are you the humaneer who can make me *want* it more?

We haven't been a needy nation for

many, many decades. Needs inspire us only in the field of desperation. Wants are the magic ingredient. They have no limitation, no ceiling.

If people only bought what they needed, who would need the salesman? In a state of desperation, they would somehow find the product or service. The reason our great country is one where seven percent of the people live on six percent of the earth's surface, enjoying 56 percent of all the world's luxuries, is because the humaneer has caused people to buy what they *want* rather than what they *need*.

I would stake my life on the truth of this statement: If our great country were reduced overnight to manufacturing, distributing and wholesaling only those things we needed rather than those things we wanted, our entire economy would go "down the drain" within 90 days.

So please, my friends, we must realize that what the entire world needs today is more humaneers. Let's all help in this regard!

**Principle No. 6: Logic vs. Emotion.**

Never forget the sixth principle of humaneering: *Emotion* closes the door to a sale, but only *logic* locks it tightly.

It is true that nine-tenths of the time that a prospect okays a contract it is because he has been lifted up to the decision level of motivation. However, the humaneer realizes that emotion by itself is transitory and becomes "unglued." Regardless of the emotional enthusiasm a prospect might show in accepting a product or service, if we do not drive a few rivets of logic into the sale chances

are that the prospect will experience postsale remorse and want to get out of the contract. That is why the humaneer always puts importance on making the "sale after the sale."

This can be done in many different ways. I've seen a real estate person congratulate a home buyer on making a sound business investment—one that is a good guard against inflation as well as securing an enjoyable piece of property. Recently, I heard a car dealer congratulate a buyer on securing a vehicle that would not "guzzle" too much gasoline. The purchase had been made on the beauty of the car, but this congratulation was a rivet of logic to insure the permanence of the sale.

### The Third Dimension

I hope you will study these six humaneering principles carefully. Please read them over the second time. They are important. So important, in fact, that, after all these years, the third dimension in dealing with people is finally coming into its own. A certain company called Humaneering, Inc., based in Memphis, Tennessee, has scheduled a big "Positive Thinking Rally" once a month for the next year in our nation's leading cities. Many of America's top speakers will take part, and cassette courses, books and seminars on humaneering will also be available in connection with these rallies.

Again, I urge you to keep pace with our changing times by becoming interested in this new concept of people relations. Discover the third dimension in dealing with people. Become a humaneer. □

The 1972 recipient of Toastmasters International's Golden Gavel Award, Cavett Robert has earned the reputation as the "Number One speaker in America in the field of human engineering and motivation." He is the author of several books and over two dozen inspirational records, is a frequent contributor to THE TOASTMASTER and was the keynote speaker at the 1977 International Convention in Toronto.

For over 20 years he has conducted courses in personal development for many of the nation's outstanding companies. During the past several years, he has spoken to over 500 business conventions and conducted over 100 seminars in the field of human engineering.

# the idea CORNER

## Need Publicity? Try a "Mini" Book Review

Here's an idea for those of you who need outside speeches to qualify for your Able or Distinguished Toastmaster awards. It comes from **Bill Heritage, ATM**, a member of the Valley Forge Club 1128-38 in Norristown, Pennsylvania.

The idea involves "book reviews," and came to Bill after reading James Herriott's *All Creatures Great and Small*. Knowing that he needed three outside speeches to qualify, he telephoned his local library and asked for the opportunity to give a review of Herriott's book at the library's next staff meeting. The library agreed, and a date was set. But there's more to it than that.

"After giving this review," said Bill, "I was approached by a member of the library's public relations staff and asked if I or other Valley Forge Toastmasters would be interested in working with the library to make 30-second "mini" book reviews for WNAR, a local radio station. The idea was to involve a group from the public to better publicize the library."

According to Bill, these "mini" book reviews consisted of a standard format which gave the title of the book, its author and comments, as well as the name and address of the library and where the book was available. But more importantly, each Toastmaster giving a review was given an opportunity to mention his name and *his affiliation* with the Valley Forge Toastmasters.

Now that's good publicity! □

## More On Crime . . .

In last June's "Idea Corner," we mentioned the **National Criminal Justice Reference Service (NCJRS)** and their willingness to provide Toastmasters with information on crime prevention to be used as possible speech topics. Here's more on that:

Although they have not been swamped with requests for the "Residential Security" information, officials at NCJRS are still very pleased with the response to date. They have experienced, however, several problems in getting the final printed books.

As a result, they had to do some internal reproduction in order to respond to the Toastmasters' requests. It's the same information, just not as fancy. (Each requester will still, they say, receive the printed books as soon as they become available.)

"There will be no such problem with our newest packages on "Crime Against the Elderly" and "Consumer Fraud," says a NCJRS official. "Printed copies are on hand and ready to go!"

(If you're interested in receiving the information at no charge, write NCJRS, P.O. Box 24036, S. W. Post Office, Washington, D. C. 20024 or (202) 755-9704.) □



Contest ends  
December 31



# There's Still Time to Share!

**Growth Through Sharing**, Toastmasters International's 1977 membership campaign is your chance to show others what Toastmasters has done for you and receive distinctive Toastmasters awards the same time. For each five members you sponsor and report to with the form below, you receive five SHARING POINTS which can be redeemed for:

**Toastmasters Perpetual Desk Calendar**—a daily reminder that you're a Toastmaster. *5 SHARING POINTS.*

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**Toastmasters Tie**—available only by sponsoring 15 or more new members in **Growth Through Sharing**. *15 SHARING POINTS.*

In addition, every **Growth Through Sharing** participant will receive a special presentation certificate, suitable for framing.

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The top membership builder is the **PRESIDENT'S SPONSOR** for 1977. The **PRESIDENT'S SPONSOR** will receive a special award at his or her district conference. If the **PRESIDENT'S SPONSOR** is in attendance at the 1978 convention, special recognition will be given in the Hall of Fame ceremonies.

The ten members with the most members sponsored will join the **PRESIDENT'S CIRCLE** and will be awarded special recognition and award plaques at their spring district conferences.

## Sharing Rules

1. All Toastmasters are eligible.
2. In order for the sponsoring Toastmaster to receive credit, his name must appear on the application (No. 400) of the member he is claiming. The new member must join in calendar year 1977, December new membership applications must reach TI World Headquarters by January 10, 1978, and credit must be claimed by the **Growth Through Sharing** sponsor by January 31, 1978.
3. Recognition is based upon the number of new members who pay the member service fee, charter members and reinstated members. Transfers are not included.
4. Toastmasters participating in **Growth Through Sharing** should use the **Growth Through Sharing** Recognition Form provided. (This form will be reprinted periodically in THE TOASTMASTER magazine and in TIPS.)
5. Five SHARING POINTS are awarded for each five new members sponsored. Each **Growth Through Sharing** participant may select the award(s) he is entitled to, but each SHARING POINT may be used only once toward one award. For example, 15 SHARING POINTS would be required to receive both the calendar (5 points) and paperweight (10 points), with 30 SHARING POINTS required to receive all three awards.
6. **PRESIDENT'S CIRCLE** and **PRESIDENT'S SPONSOR** awards do not include transportation, etc., to district conferences. Awards will be mailed if recipient is not in attendance.
7. Please allow 6 weeks for delivery of awards to U.S. addresses, slightly longer outside continental U.S.
8. Customs duties (or taxes) on awards are the responsibility of recipients.

**5**  
Points  
**10**  
Points  
**15**  
Points



TOASTMASTER HAS SPONSORED MEMBERS INDICATED: (PLEASE PRINT)

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

DATE \_\_\_\_\_ SIGNATURE: \_\_\_\_\_

PRIZE SELECTED:

CALENDAR (5 PTS.)     PAPERWEIGHT (10 PTS.)

TIE (15 PTS.)

# TA Your Guide to Self-Understanding

by  
C. P. Rabaut Jr.

**I** ONCE KNEW A MAN well-set in his ways. He used to say, "I don't have to get along with other people, they have to get along with me—or else!" He never explained that "or else."

As I grew to understand my friend, I discovered several things about him. First, he really liked people. Second, he really wanted to be liked by people. Third, he needed to share his success and achievements with other people, just like you and I do. But something my friend desperately needed was a guide to self-understanding. (As you see, my friend didn't fully understand himself.) Had I been a student of transactional analysis then, I could have recommended it to my friend as his "guide" to self-understanding.

## Instant Analysis

Transactional Analysis, or TA as it is referred to by its practitioners, can help my friend, you and me to achieve more meaningful and fruitful relationships with people. TA was conceptualized about 20 years ago by Dr. Eric Berne, author of the best-selling book *Games People Play*, and is recognized as a serious discipline, proven in group therapy and found successful with alcoholics, convicts, neurotics, retarded children and schizophrenic adults. The effective utilization of these TA principles can be our springboard to almost instant analysis of any interpersonal relationship or confrontation.

Being a self-styled TA "expert" doesn't automatically guarantee nor magically cure us of all our hangups, but it can be a useful tool for labeling the various interpersonal actions and reactions, and achieving some control over our part in them.

According to the TA "doctrine," we all have three basic behavior patterns: child, parent and adult. Only one, however, predominates at any given point in time. You may even be surprised to learn that two of these patterns are actually recordings from your past. For example, when your *parent* is in the "driver's seat" and is controlling your emotions, everything you think, feel, say or do is actually a replay of your parents' actions during your formative years. When your *child* is "at the wheel," you behave just as the child you once were. Hard to believe, isn't it?

In his book, *I'm OK—You're OK*, Dr. Thomas A. Harris cites some revealing experiments conducted by Wilder Penfield, a Canadian neurosurgeon. In these experiments, Dr. Penfield successfully triggered (electrically) large segments of canned speech and behavior that were stored in a patient's brain, much like tape recordings. Consequently, Transactional Analyst Harris says that the *child*, *parent* and *adult* states "are not roles, but psychological realities."

Think about it for a moment. Our

*parent* lectures, scolds, teaches, evaluates, judges, feeds, cares, loves, gives aid and comfort, passes on moral judgments, values or traditions, and is a pillar of society.

Our *child* sulks, whines, manipulates, weeps or throws tantrums, feels sad, frustrated or inadequate; yet he is over-endowed with curiosity, enthusiastic gaiety, sensuality, laughter, imagination and hope.

Our *adult* is as neutral as a computer. In fact, you could even say it is a computer methodically processing information. Our *adult* supervises and keeps peace between *parent* and *child*, assures they operate with the correct information. Our *adult* also decides which of the three ego states should be in control at a particular time.

## Who's in Command?

After learning to identify these various ego states, we should all be able to decide which would appropriately command of our interpersonal relationships during any given time. For example, the boss thunders, "Do you realize you are five minutes late again?" Since you are a TA "expert," your *adult* recognizes that the reproachful *parent* of your boss is out in full force and decides that it's wiser, in this instance, to let *him* be "OK." Consequently, your *child* dutifully replies, "Yes sir, I'm very sorry, and it won't happen again."

TA tells us that there are four life con-  
 (or life positions) which we can  
 ose to operate from. Basically, they  
 be summed up as follows:

1. *I'm OK—You're OK*: This person  
 es not play psychological games. He  
 prepared to roll up his sleeves and  
 on with the work at hand. A real  
 winner," he can always live up to his  
 capabilities and objectives.

2. *I'm Not OK—You're OK*: This is  
 loser's position. This person feels  
 erior and is unlikely to be happy even  
 er achieving some success. No matter  
 at happens, it's hard for him to feel  
 ed about himself. Although he may  
 rk hard to get approval, it doesn't  
 ng lasting relief.

3. *I'm OK—You're Not OK*: This  
 type of person feels good about himself,  
 but distrusts and looks down on others.  
 Because he feels superior (finding others  
 "Not OK"), he's difficult to integrate  
 into a team and actually drives others  
 away. He may come to accept others on  
 a one-to-one basis after a time, but only  
 when he has convinced himself that they  
 are not "out to get him."

4. *I'm Not OK—You're Not OK*: This  
 poor soul is negative to himself and  
 others. He puts himself in the loser's  
 position by eyeing everyone with dis-  
 trust and seeing little worth in his life,  
 his job or himself.

So there you have them—the four life  
 positions of transactional analysis. You

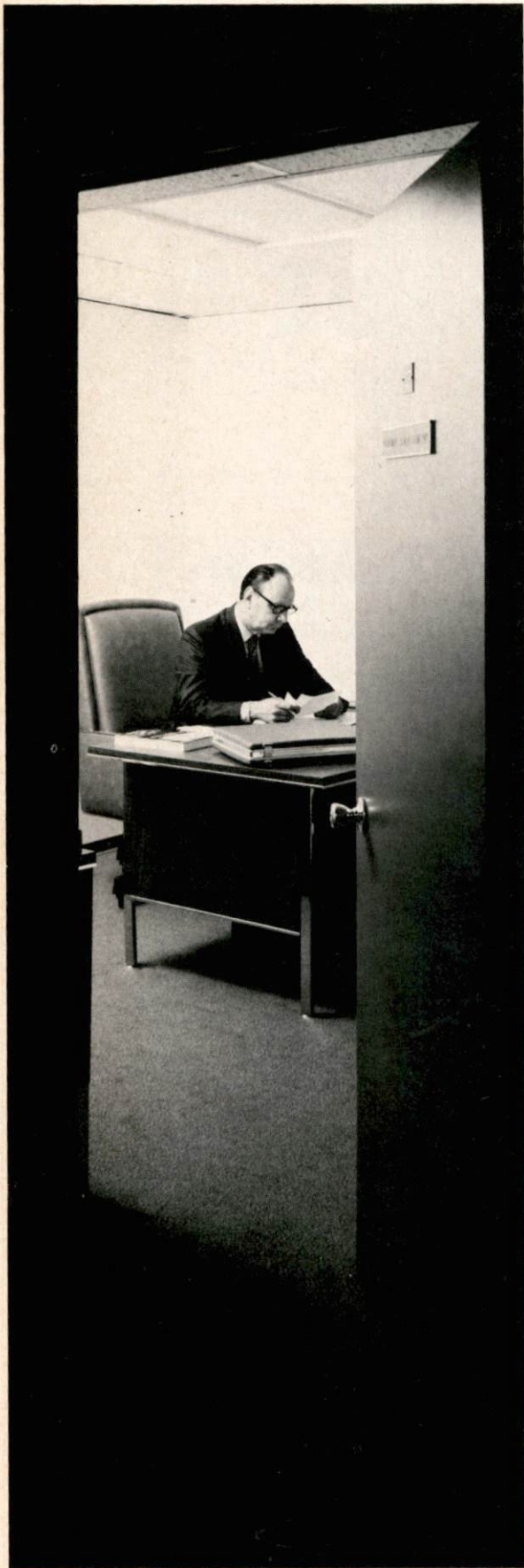
can choose to operate from any of them;  
 the decision is yours. But remember,  
 TA isn't a do-it-yourself kit. After all,  
 you can't cure neurosis by reading a few  
 books on the subject. However, by gain-  
 ing an understanding of how your ego  
 states of *parent*, *child* and *adult* func-  
 tion, you may find yourself better  
 equipped to cope more successfully with  
 the "games people play." Yes, by prac-  
 ticing TA, you could even conceivably  
 abandon your career of the "Not OK"  
 kid and start living with TA as your  
 guide to self-understanding. □

C. P. Rabaut Jr., is a member of the Talla-  
 hassee Club 1135-47 in Tallahassee, Florida.

## How Life Position Influences Your Behavior

The following "Life Position Chart" is not for do-it-yourself therapists, gurus, prophets or religious fanatics. It is simply designed to help you recognize the various personalities within your home, organization or business—and enable you to deal with each more effectively.

Life Position	#1 I'M OK— YOU'RE OK	#2 I'M NOT OK— YOU'RE OK	#3 I'M OK— YOU'RE NOT OK	#4 I'M NOT OK— YOU'RE NOT OK
Communicates	Openly	Defensively Self-deprecatingly	Defensively Aggressively	Hostilely Abruptly
Accepts Delegation	Readily	Timidly	By procrastinating, bickering and bargaining	By trying to beg off, delegating upward Unwillingly accepts responsibility
Develops	Independently  Learns willingly	Slowly  Needs reassurance and coaching	With difficulty  Learning is blocked	With difficulty  Withdraws and repeats errors
Handles Disagreement By	Seeking clarification and mutual resolution	Perceiving difference in opinion as evidence of his inadequacy	Placing blame on others	Escalating the conflict Involving a third party
Solves Problems By	Consulting others, trusting himself	Relying almost completely on others	Unilaterally rejecting others' ideas	Succumbing to problems
Spends Time	Taking necessary action and producing	Brooding or over- compensating in constant activity	Boasting Provoking others Playing Persecutor	Withdrawing Playing a variety of games
Is Moved to Act	On assignment or initiative	By praise or admonition	When forced  May demand official instructions	By reprimands or threats



# How the Boss Stays in Touch With the Troops

by  
**Herbert E. Meyer**

*Chief executives have devised some elaborate stratagems  
for communicating with all those other executives.*

*You can do the same.*

**T**HERE WAS A TIME, not long after World War II, when "communication" was a major preoccupation of top executives everywhere. The need for good communication in business, which today seems almost too obvious to mention, was then an arresting new idea. It was one of a number of ideas whose origins lay in academic research, and whose rapid dissemination gave many executives the sense that management—i.e., what they did all day—was developing into a real science.

In more recent years, a lot of top executives have been discovering that communication is also an art. Today everyone understands clearly that information has to flow in both directions in a large hierarchical organization. And everyone understands that, just as some Harvard Business School professors demonstrated years ago in those famous experiments at Western Electric, employees want a sense of participation—a feeling that they are members of the team.

What is not so clear is how chief executives are supposed to find time to satisfy all these requirements. Corporations grow larger, more diverse, more far-flung geographically. And the "executive rank and file," with whom the boss is presumably communicating, becomes harder and harder to stay in touch with. How is the boss supposed to manage it?

Chief executives have, it happens, developed some effective techniques, gimmicks, for staying in touch. The techniques enable them to extend their reach beyond the dozen or so top managers with whom they deal every day and with whom staying in touch is relatively easy. Inevitably, all this communicating takes up a certain amount of time—it involves an evening now and then, or setting aside a half hour during an already crowded day, or finding a few moments for a chat en route to or from the office. But many chief executives believe that the techniques have become an important part of the job in addition to providing lower-level executives with that sense of participation they work in two different ways strengthen the bottom line.

## **The Coming Explosion**

First, they enable the chief executive to acquire information he might otherwise get. They help him avoid a situation in which everyone but the boss knows that an explosion is coming. He cannot overemphasize the importance of getting out of your office and listening to what the employees are saying. Richard M. Furlaud, chairman of General Electric Corp. "You listen for optimism, you listen for a sense of pessimism, you listen for a sense of unrepentance. You listen for that quiet person who can develop when some other person or some individual—is not doing

the official reports would indicate." Furlaud likes to keep his antennae aimed so as to pick up any changes in staff morale. He wants to be able to spot a decline in morale early, when there's time to get at the root of the problem before profits start to suffer. Why not quit for Squibb's formal reporting system to turn up the problem? Because, Furlaud says, it may take too long.

Chief executives' efforts to stay in touch support the bottom line in another way: by making sure that orders from the top are reaching the troops intact. Once again, Squibb's articulate Mr. Furlaud: "You want to be sure that your executives are understood. The company has goals, and your objective is to meet those goals. But you don't want to do it by doing anything illegal or immoral. Top management should make sure that everyone down the line knows what the company's goals are."

### Reaching Out

One chief executive who works hard and enthusiastically at talking with executives down the line is U.S. Treasury Secretary W. Michael Blumenthal, former professor of economics at Princeton, former Assistant Secretary of State, and former chairman of Bendix Corp. "You can't operate successfully in any organization if you're cut off from your people," says Blumenthal. "You've got to reach out toward them—out beyond the tight little group you work with daily—and let them know they can reach you when they feel they have to."

Blumenthal, who happens to be naturally ebullient and informal, developed a variety of techniques for giving the troops at Bendix more access to the chief executive. Whenever he was in one of the hundred or so cities in which Bendix operates, Blumenthal made certain to schedule lunches and dinners with divisional executives at all levels. The conversations jumped all over the place," he says. "One minute we're talking Bendix business, the next minute we're talking politics. Everybody learns."

When he was at company headquarters in Southfield, Michigan, Blumenthal worked hard at staying in touch with lower-level executives. For exam-

ple, when he wrote a memorandum to someone in the same building, Blumenthal liked to deliver the memo himself. Usually, when he found the recipient in his office, the former chairman invited himself in for a chat. "It's a nice way to stay in touch," he explains cheerfully. "I like to see where a guy works—you know, what his desk looks like, and so on. It kind of rounds out my picture of the guy."

Blumenthal says that the actual content of the chat was apt to be of no great import on these occasions. Sometimes the conversation was quite unrelated to business; it may have focused on the subordinate's personal life—e.g., his teenage son is just out of high school and trying to decide whether to start college or work for a year.

Sometimes, alternatively, the employee took advantage of his few minutes with the chairman to tip him off to something that was going on in the company. "You'd be amazed how often I picked up information this way," says Blumenthal. "It was rarely anything earthshattering. But it was often something I like to know about, something that gave me a feeling for what was going on."

Some other executives seem to have more elaborate stratagems for staying in touch with the troops. The president of Budd Co., James H. McNeal Jr., comes into his office and holds court, so to speak, on Saturdays. In principle, McNeal is there to get some paperwork done. In practice, he says, a substantial portion of the time is spent talking with subordinates. The word at Budd is that anyone who wants to catch the boss's attention is welcome to do it on Saturdays.

"It's a totally different atmosphere," McNeal explains. "There are no phones ringing, no appointments, no secretaries guarding the door. And we're all dressed informally; somehow that makes a difference. It's just a more comfortable atmosphere for sitting and chatting about company business or about something else."

The chairman of Pfizer Corp., Edmund T. Pratt Jr., has a different way of making off-hours contact. A lifelong tennis buff, Pratt noticed a few years

ago that a number of Pfizer's other executives had also begun to play. So he rented time on one of Manhattan's indoor tennis courts, and invited company executives to use it during the reserved evening hours. A round-robin schedule was developed so that everyone, including Pratt, got to play with everyone else.

"Playing tennis with my people gives me a terrific opportunity to find out what's on their minds," Pratt says. "You'd be surprised at how much I learn. Changing in the locker room, or sitting around with the guys afterward, makes for a better atmosphere than the office. Besides, we all need the exercise."

Southland Corp. developed one effective way for the boss to communicate with his subordinates—though it wasn't really the boss's idea. When the executive vice president proposed that an executive's bar and lounge be opened on the top floor of the company's Dallas headquarters building, President Jere W. Thompson was against it at first. "I just didn't see the need for it," he recalls.

But the executive vice president kept pushing, and finally Thompson said to go ahead and build the thing. "It's great," he says now. "I'm a real strong believer in it. The lounge helps us get to know our people individually. Of course, you still have to balance your knowledge of the people against the usual reports of performance. But it gives us another view of the man."

### The View From the Lounge

Southland's executive lounge opens at five o'clock, with a bartender on duty to serve hard and soft drinks. The lounge is open to about 40 company executives, and there are usually more than a dozen who pop in on any given day. Jere Thompson and his brother John, who is chairman, stop by once or twice a week. "Anything can come up while you're there," says Jere. "The corporate-design guy might come by and say to you, 'I've just finished the project—when can I show it to you?' Well, if he really has just finished and it's on his mind, that might be a good time to talk. Or the lounge gives you a chance to get to know someone new to headquarters."

Thompson's efforts to stay in touch

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with Southland's executives go beyond his biweekly foray into the company lounge. He also holds a two-hour, no-agenda staff meeting every other Monday morning to which about 15 people are invited. Thompson believes these meetings provide a good forum for executives to say whatever is on their minds, about business in general, the company, or the work they're doing. It's also a good chance for everyone to gossip a little.

Meetings without agendas are also used by Richard B. Loynd, president of Eltra, a New York-based producer of electrical products. Once a month he calls together about 15 members of the headquarters staff (there are about 50 in all), ranging in rank from vice presidents to junior members of the financial department; secretaries are also included. Out-of-town Eltra executives who happen to be in New York are also invited. Loynd rotates the participants so that everybody gets a chance to attend at least a few times a year.

Communicating with subordinates is

an especially difficult task for an executive who has not been promoted from within the company, but who has been brought in from outside. When Anthony J. A. Bryan arrived in Houston to become president of Cameron Iron Works two years ago (after a 25-year career with Monsanto), he worked hard at getting acquainted with the Cameron staff. He scheduled a series of breakfasts and lunches at a restaurant near the company's headquarters, and over a period of 15 months ate and spoke with more than 2,000 of Cameron's 4,500 Houston employees—including line foremen, engineers and secretaries, as well as top managers. He told them a little about himself, about his plans for Cameron, and about his personal style of operation. Then he answered questions.

### **Out of the Office**

During the same period, Bryan made constant forays out of his own office and down to Cameron's production areas. Employees say that it was not unusual for them to look up from their work, even during the late night shifts, to see a slim, bespectacled stranger in a dark suit and a hard hat waiting patiently to shake their hands. Once, before he had an opportunity to introduce himself, the stranger was ordered to leave a restricted area.

Bryan told all of Cameron's employees that their president was available whenever they wanted to speak with him. He meant it, which is fortunate, because many Cameron workers took him at his word. At least twice a week, nowadays, an employee comes up to Bryan's office for a chat with the boss. Sometimes the man has a problem that isn't being satisfactorily handled via the usual channels. Sometimes he has a suggestion to offer, and doesn't quite know whom he should be telling about it. Not long ago an employee came to Bryan with a proposal for a special metal clamp he thought would increase the durability of the safety shoes workers must wear.

Bryan believes the time he puts in talking with company employees is extremely useful. "If one man comes in here with a personal problem of some sort, it's good bet we have some other people with the same problem. By get-

ting involved in one case, I learn how well, or how poorly, our regular machinery is equipped to deal with it. And our employees get to feel that their ideas, their own contributions to the company's productivity, matter to management."

Many chief executives have a variety of techniques for exposing themselves, more or less randomly, to the troops. Robert T. Quittmeyer, president of Amstar, leaves about two lunch hours a week unscheduled. On those days he goes to the company cafeteria and sits down with any group of employees, executive or clerical, whose table has an empty chair. Fletcher Byrom, the chairman of Koppers Co., has made it a practice always to take the local elevator rather than the express, to and from his 15th-floor office "on the chance that someone will want to say something to me when he sees me."

Chief executives do a lot of traveling and many of them are keenly aware of the opportunities to get to know their executives on trips. Ian MacGregor, chairman of AMAX Inc., has a custom of taking along one or two junior executives when he travels on business. "Two days in a plane going to Johannesburg," says MacGregor, "and you get to know a man pretty well."

### **Overcommunication?**

Obviously, it is possible for chief executives to "overcommunicate." There are situations in which a boss who thinks he's just being friendly can leave a subordinate feeling that he's being watched or that his privacy is being invaded. Still, the desire to be communicated with is a powerful one, and the greater risks for morale would appear to be on the side of seeming unfriendly.

And, of course, the boss learns a lesson by being "friendly." "You must discipline yourself to do these things," says Anthony Bryan. "If not, your frustration increases. You may think you know what you're doing, but you don't test yourself sufficiently. That's dangerous." □

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# profile of a toastmaster

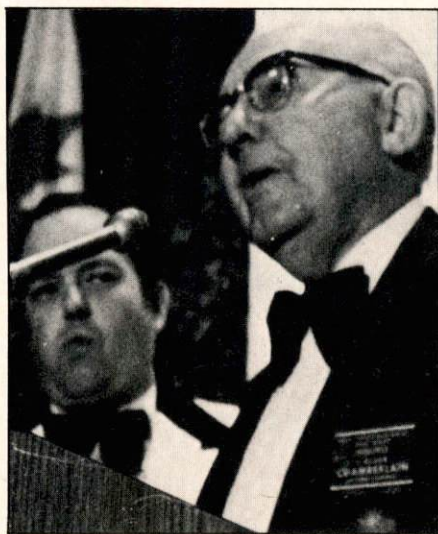
## J. Clark Chamberlain, ATM— First International President, Community Leader, Businessman

*Toastmasters International has been a movement which has called for great dedication on the part of countless people since our creation in 1930. To have been there at the beginning, and to have remained continuously active throughout the intervening years, has to be one of the most rewarding experiences of my life."*

IF A POLL WERE TO BE TAKEN of toastmasters' active Toastmasters asking them they could name the organization's First International President, it would probably be safe to say that very few would be able to do it.

But don't tell that to the Toastmasters of District 5 in San Diego, California. They know who J. Clark Chamberlain is. And what's more, he's one of the most active members in their district. J. Clark Chamberlain, shown in the accompanying photo at last August's International Convention, was one of the prime movers behind the Toastmasters International organization, and its International President from 1930-32. What sets Clark apart from all other Toastmasters, particularly Past International Presidents who have, at times, a tendency to become less active after they leave office, is his dedication and continued involvement with the organization he helped form.

Clark, who turned 82 last month, is still an active member of the San Diego Club 7-5 in San Diego, California, and was selected as the district's Communication and Leadership Award recipient in 1976 for his outstanding service to Toastmasters and his community. In addition to serving as chairman for a recent Speechcraft Program ("It was a thrilling thing," he said of it. "Not necessarily because of the new people brought into the club, but more so for what it did for the existing members."), he has also recently completed the re-



quirements for his Able Toastmaster Award—a notable achievement for any 82-year-old Toastmaster—and is well on his way toward his Distinguished Toastmaster Award.

"Why did I finally decide to go after my ATM?" he said. "When I was first approached with the idea, I didn't think I could meet all the requirements. I'd done all of them, of course, over the years in other ways. I've personally organized quite a few clubs, and I couldn't tell you how many talks I've made in my Toastmasters life. I was president of two clubs, and of Toastmasters itself. But I couldn't have been a district governor; when I was coming up there were no districts.

"Anyway, the more I got into it, the more I started to appreciate it. I wasn't entranced at first. But on reflection, I

realized that it would really mean a lot."

Chamberlain, who is the retired secretary/manager of Energy Products and Services Association (another association which he founded), has no intentions of settling down into retirement—in or out of Toastmasters. As far as his outside activities are concerned, he still serves as chairman for San Diego's Community Christmas Center Committee, as the First Vice-President of Goodwill Industries ("I have been for 10 years only because I can talk faster than the president when it comes to nominating time."), and as the oldest member in point of service on the San Diego Better Business Bureau's Board of Directors.

"Toastmasters International has been a movement which has called for great dedication on the part of countless people since our creation in 1930," says Clark. "To have been there at the beginning, and to have remained continuously active throughout the intervening years, has to be one of the most rewarding experiences of my life."

Terry McCann, the Executive Director of Toastmasters International, perhaps best expressed it in a recent letter to Chamberlain. In it, McCann said this: "I believe it's fantastic that the first President of Toastmasters International is still so involved that he's conducting a Speechcraft program. This is certainly a credit to you as a truly outstanding leader, and one of whom our organization should justifiably be proud." □

# We're Only Human

by

*Interslandi*



*"You see, Bellingworth? That's the kind of aggressiveness I'd like to see a little more of in your department. You realize, however, you're fired . . ."*



*"Okay, Anderson, I've got a raging, screaming, morning-after head. I hate the world, I forgot we had an appointment and I can't stand the sight of you. Sell me!"*



*"You'll find being an executive is a snap as soon as you get the hang of things. For instance, Parker here takes his coffee black, no sugar; Garland and Webster cream and sugar; Wilson, black with sugar; I take cream, no sugar . . ."*





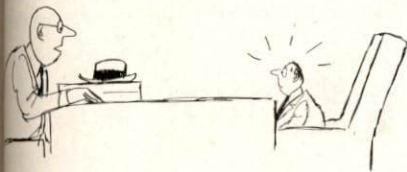
"Good morning, Mr. . . ."



"Er . . . Er . . ."



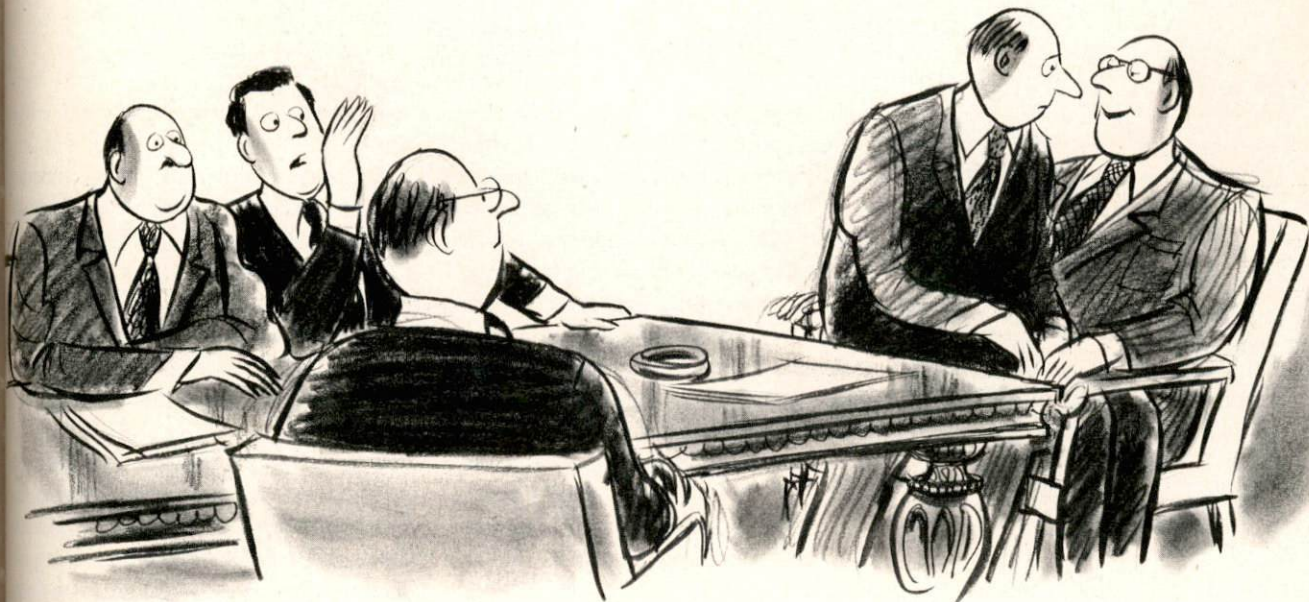
". . . Mr. Baldwin!"



"Harrison."



"Get out there and relate—but whatever you do, don't overdo it in the secretarial pool!"



"I think he works too hard at trying to relate."



# How to Tune In to (and Turn On!) Your Audience

by Ellen M. Hajek

**Y**OU'VE BEEN INTRODUCED. You've taken a deep breath. It's time to begin your speech. How will your audience react?

The first few moments of any speaker's presentation are always the most critical ones. The success or failure of any speech may all depend upon how well the speaker has tuned in to the needs and interests of his audience and, of course, upon how well he has keyed his opening to suit those needs and interests. With a little foresight and planning, tuning in to an audience need not be a problem.

Learning to analyze an audience and to provide something meaningful to the group is much the same as learning to become a good conversationalist. You must become interested in the members

of the audience as if you were about to engage in conversation with them, and they will respond to your remarks as an individual would to dialogue. The speaker's best friend in analyzing a group will be the program chairman or the person who has initial contact with him.

## The Five W's

Where do you begin? The five basic points to consider when you analyze an audience may be stated simply as the five *W's*—who, what, when, where and why.

1. Become aware of *who* your audience is—their ages, interests, educational levels, etc.
2. Be alert to *what* the audience is expecting—topic, mood, length, etc.
3. Tune in to the *when* of the moment—the occasion being observed or cur-

rent events affecting members of the group.

4. Remember *where* you are meeting and be aware of conditions such as unusual temperature or crowded seating which may tend to distract the members of your audience.

5. Keep in mind *why* the group was formed and decide how you can relate what you have to offer to their purpose as a group.

Who is your audience? Suppose your topic is the need for new city parks. Your approach to such a topic should be much different for a group of young parents (such as a local PTA group) than it would be for a senior citizens organization. While the younger people would probably be enthusiastic at the prospect of more tennis courts and

swimming pools, the older group may see parks only as another expense in the spiraling cost of living.

You might find empathy with the younger audience by opening enthusiastically and by discussing the recreational possibilities new parks could provide. With the older groups, however, it might be wiser to be somewhat more formal and serious in your opening. You might still mention recreational possibilities, but you might also include the thought that young people using playgrounds are less likely to be getting into trouble than those without such facilities. The senior citizens group would also probably be interested in hearing about walking trails and flower gardens to be developed in these new parks.

### You Must Relate

Since the interests and attitudes of the members of any group may be similar or quite varied, you must relate to each of them individually. A good way to get your point across is to use examples and illustrations to generalize. Of course, whatever you choose must be appropriate to the occasion and to the group. Remember who they are—both individually and as a group their ages, interests and educational levels—and plan accordingly.

What is the audience expecting? Will they want something light and entertaining or would they prefer a lengthy discourse about a serious topic? It is the responsibility of the program chairman to inform you—the speaker—of what is expected insofar as length, mood, formality and direction. If you are one of several speakers and conditions are less than ideal, it is likely that the members of the audience will appreciate brevity and humor. If, however, you are the main speaker and offer only a ten-minute chat the members of the audience will feel cheated, and some may wonder why they even bothered to come at all.

Mood is an especially important consideration here. When humor is in order, it is welcomed by all, but on many occasions the purpose of the speech should not be to entertain. The program chairman should make the purpose of the speech very clear to the speaker from the outset.

Why did the group form, and how can you relate what you have to offer to its needs? Is the group primarily social or has it formed for a charitable purpose? Is there a common interest in some hobby or activity that binds the membership together? Again, the program chairman is the speaker's best source of information. If he does not volunteer necessary facts about the makeup of the audience, it is up to you to ask him.

### Analyzing Interests

Keeping in mind, then, who your audience is, the uniqueness of the moment and what the audience is expecting, how do you begin? Suppose you were to address several groups about the importance of maintaining health insurance. Due to the seriousness of the topic, humor will be welcomed, but hilarity will be out of place. When you analyze your various audiences, you must decide what aspect of your topic will be of most interest to them. Young fathers, for example, will be interested in complete coverage for their families. Older citizens, on the other hand, will want to know how the benefits supplement Medicare.

You must, in addition, always consider what volume, diction and level of language will be appropriate for the group. Choose words and expressions which will not mean one thing to you and something else to them. For instance, the terms "get it on" and "into it" may not be universally understood, so avoid using them whenever possible. Popular slang is rarely appropriate from a public speaker.

How well you can analyze your audience and tune in to their needs as individuals and as a group may well determine how successful you will be as a speaker. Give your listeners the same considerations you would give your friends. Tune in to what they need from you, and they'll turn on to what you have to say. □

Ellen M. Hajek is a former teacher of English, speech and mathematics. Currently a freelance writer, she has also worked as a newspaper reporter with the *Greeley Daily Tribune* in Greeley, Colorado.

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# Recognizing -- and Overcoming -- Defensive Communication

by  
**Robert F. DeGuise**

*Anyone who has ever put a great deal of effort into communicating something to a person—only to find that person has a “closed mind” and doesn’t understand what you’re trying to get across—has experienced “defensiveness.”*

*Fortunately, there are ways to cope with these kinds of people.*

**N**O MATTER HOW HARD we try to communicate effectively, good interpersonal relations are often diminished or destroyed by “defensiveness.” This term encompasses a variety of attitudes that can have significant negative effects on the communicative process. Perhaps you are already aware of these attitudes; anyone who has put a great deal of effort into communicating something to a person—only to find that person has a “closed mind” and doesn’t understand what you’re trying to get across—has experienced “defensiveness.” But we can all become more aware of the dynamics that make up the successful communicative process. At stake is our continuing ability to communicate in meaningful terms our ideas, values and goals.

Let’s begin with a few basic questions: How do you relate to other people? How aware are you of the image you project? Do people “turn off” just when you’re trying hardest to “turn them on”?

It’s appropriate to do some introspecting on these questions. Look into your own mind and feelings, and you may conclude, as I have, that we base our relationships with others *not* on the traits they possess—conscientious, de-

pendable, logical, punctual, level-headed—but on the kind of person they “come through” as being. It is not so much *what we do* as *how we are seen* by others that determines our ability to successfully communicate.

Thus, it is obvious that an important step in improving our relationships is “to see ourselves as others see us.” Unfortunately, this is a very difficult thing to do, for most people have a tendency to see their own behavior differently from the behavior of others. A pertinent example of this comes to mind: Among my acquaintances is a man who does not “enter” others’ conversations—he “barges” into them abruptly, rudely, uncouthly. Yet when this same tactic is used on him; he’s the first to take offense and quickly condemns his own foible in others.

### **The Core of the Problem**

Another aspect of the relationships we have with our bosses, wives, children, parents and in-laws is that the behavior we show these people will usually bring forth similar behavior from them in a “rush to reciprocate.” In other words, anger is met with anger, argument with argument, trust with trust, humor with humor, and indifference with indifference. These two characteristics

of behavior—the lack of self-awareness and the rush to reciprocate—are major elements in defensiveness, one of the most destructive factors in interpersonal relationships and organizational communications. In fact, defensiveness lies at the core of most of our communication problems.

Being aware of this threat can help us cope with it. Therefore, we need to learn as much as possible about the way people communicate and relate to each other at work and in the everyday world.

### **A Difference of Opinion**

One fundamental result of defensive behavior is our inability to acknowledge differences between how *we* see things and how they *really* are and also differences between how *we* see things and how *others* see the same things. Since these differences reflect our own diverse backgrounds, experiences and motivations, we can never finally reconcile them, but we can at least recognize that they do exist. This is the indispensable first step that all meaningful communicative efforts must take, but it is not an easy thing to do.

Most of us assume, “The world is *I* see it.” Consequently, we find it continually threatening because there are many others who think the world is

we see it. We are often compelled to defend or protect our personal world and attack or deny the other person's.

Defending or protecting our world erects a barrier between free, open, interpersonal communication. And this behavior we aptly label "defensiveness." What are we defending against? Perceived threats against our self-concepts.

Let me explain this another way: Imagine a picture of yourself. This picture represents who you *think* you are—your self-concept. But when others perceive a picture of you, that picture is closer to who you *really* are—your real self.

The self-concept is a composite of the things we know about ourselves, including the past (both good and bad parts), present status on and off the job, roles played in various environments, sense of values, hopes and plans for the future, and relationships with others. In more concrete terms, we express our self-concepts in simple statements: "I eat too much," "I'm a good mixer," "I pay my debts promptly," "I am clumsy at mathematics," "I'll never be rich," "I always finish what I start," "I have less money than my friends, but I'm smarter" and "I believe in always playing fair."

So a person's self-concept is a nice, neat, well-organized package of perceptions—self-opinions about ourselves. We feel these self-opinions make perfect sense and have some semblance of internal organization and integrity, even when we tell others our self-opinions make no sense at all. The fact that we are organized is enormously important in understanding behavior; it means that it is difficult for us to change any aspect of our beliefs or attitudes without having to rearrange our entire internal organizations.

Someone once noted an unfortunate fact about human behavior: Those who most need to change are the least likely to know it. But it is also true that those of us who do recognize shortcomings in ourselves are often unwilling or unable to do anything about our problems. In some cases, the bad habit or peculiar behavior apparently cannot be over-

come, even when it threatens to disrupt our interpersonal relations. Why? Because our self-concepts are "on the line," so to speak, and change would represent a very real threat to those self-concepts. We are especially sensitive to such threatening comments of others as, "You're not the same person I married," "My mother told me it would be like this," "If I knew then what I know now," "Let me give you some advice," "I've been watching you" and "For your own good, why don't you?"

### Preserving the Self-Concept

Although most of us have long accepted Charles Darwin's premise that self-preservation is the first law of nature, one authority on human behavior has stated that "the chief mode of human behavior is not self-preservation but preservation of the self-concept." In other words, the concept of self-preservation falls short; it fails to take into account the wide range of human motivations. For example, self-preservation has little to do with:

- The businessman who gets stomach ulcers in his climb to the top of his field.
- The romantic girl who buys her own diamond engagement ring because her boyfriend can't afford one.
- The daredevil motorcyclist who risks his life catapulting himself over 25 cars.
- The fishing enthusiast who spends \$100 or more a year on equipment to catch \$9.75 worth of fish.

These are examples of human behavior in which actions are dictated by self-concepts. The strength of these self-concepts forces us to modify our view of self-preservation: "The fundamental motive of human behavior—after self-preservation—is preservation of the self-concept. The basic purpose and goal of much of our behavior is to protect, maintain and enhance our self-concept."

No doubt there have been incidents in all of our lives when we have used perceptual defenses or distortions to protect our self-concepts. Whether the threat is real or not, we are all susceptible to and practice this mode of behavior when we are confronted with facts that contradict our preconceptions. So we deliberately distort the facts to eliminate the contradiction. By perceiv-

ing inaccurately, we defend ourselves against having to change our preconceived ideas.

Similarly, we often use "body language" to communicate our rejection of threatening information or ideas. So let us add to our previous statements: "Nonverbal defensiveness is communicated by what we *do*, not by what we *say*." Crossed arms, for instance, are a universal sign of defense. Youngsters cross their arms when defying their parents, and the elderly do the same when they are defending their rights. With arms crossed, a protection is erected against anticipated attack.

Crossed arms are the most understandable—yet least recognized—of nonverbal indicators. If you notice such an indicator and sense that you have caused a defensive attitude in another person, communication is virtually impossible until you reduce his or her defensiveness. One way is to change your approach: Draw out the other person's feelings by listening to him and finding out what his needs are.

### Recognizing the Signs

So when you observe someone with his arms crossed—or eyes narrowed or body hunched backward—perhaps you should reconsider what you are doing or saying to that individual. He may be emphatically communicating that he has withdrawn from the conversation. If you could read his mind, he might be thinking, "My mind is closed. No matter what you say, I'm not listening. We can't communicate." Failing to recognize early signs of disagreement, discomfort or discontent usually leads to a more complicated situation where agreement on any issue is almost impossible.

If there is a question about whether an individual is being defensive or merely trying to be comfortable, notice other signs of defensiveness. For example, are his hands relaxed or clenched into fists? Or are his fingers wrapped around his arm in a "I'd like to strangle somebody" grip?

Verbally or nonverbally, defensive behavior can clearly disrupt the communication process. But we can do a lot to help foster a nondefensive attitude

through openness; this is our willingness to receive from others cues that we can use to evaluate, modify and verify our own self-concepts. For some, unrealistic and erroneous self-concepts are preserved because it is too threatening for them to accept contrary cues from other people.

### Defensive and Supportive

Not only are we vulnerable to defensiveness as individuals off the job, but also as members of the organizations we are a part of. Consider, for example, the implications of defensive behavior in our interaction with others in a business environment. As we become more or less defensive, two distinct climates are identifiable in terms of perceived behaviors: *defensive (threatening)* and *supportive (non-threatening)*. Let's look at two situations that illustrate these climates.

Bill Johnson, a supervisor, has seen that several of his letters and memos must be retyped because of misspellings and typographical errors. He takes them back to his secretary, Mary Smith, and merely points out the errors and tells her to correct them as soon as possible. Then the following conversation takes place:

*Bill:* Mary, your work is below standard. You're going to have to improve your performance, or I'll be forced to take drastic action.

*Mary:* My workload is brutal, Mr. Johnson. Why can't some of the other gals help out? It doesn't seem fair that I should have to be under so much pressure. And I've been upset about my mother's illness.

*Bill:* You're taking a very negative view of this. You shouldn't let your personal feelings interfere with your job performance. I'm not concerned with your mother's illness or the other girls. Keep your mind on what you're doing from now on. After all, you're being paid to do accurate work.

This interaction is fraught with implied threats for Mary: She is being harshly evaluated by her boss; he is demanding a change in her behavior and also disregarding her personal welfare; he is not interested in helping solve her problems but insists on an immediate

improvement without any consideration for the special circumstances involved. This is an extremely threatening situation for Mary. An invisible barrier of defensiveness goes up in front of her that precludes a cooperative climate. Bill is at an impasse in trying to communicate with her.

How can Bill transform this defensive climate into a nonthreatening situation? One way is to encourage openness and to show an honest desire to solve the problem together. Let's look in on Bill and Mary again:

*Bill:* How's your mother doing, Mary?

*Mary:* Not too well, Mr. Johnson. She's been having a lot of pain lately. The doctor is giving her some new medication and thinks it will ease her discomfort.

*Bill:* Sure hope so. If there's anything I can do, let me know. I know your mother's illness certainly makes things more difficult for you, but I hope we can work together in trying to eliminate the errors in our memos and letters. Do you have any suggestions?

*Mary:* I think if I typed a rough draft first and you looked at it before the final typing, we could catch a lot of them.

*Bill:* Yes, I think that would help, Mary. And I know my writing is not too clear at times. I need to be more careful in spelling names, too. Maybe I could even print them.

*Mary:* That would help, Mr. Johnson.

*Bill:* Let's see if we can work together to eliminate these errors. It would make both our jobs a little easier. How about it?

*Mary:* Sounds fine. I'll do everything I can to make it work.

*Bill:* Thanks, Mary, and keep me posted on your mother's progress.

This is a sincere request for help from the boss. The problem is identified by Mary and Bill, who then collaborate openly and freely to reach a common objective. There is no critical assessment made of Mary's performance. Instead, Bill's empathy for Mary's home situation elicits her positive response. The results are a sincere relationship and a climate that generates a willingness to rectify the problem.

Steve Wilson, forecasting analyst, is

in charge of a project requiring sales statistics for a specific product. The data he needs is relatively small in quantity but is critical for his assignment. Although computer time within the company is at a premium and the data processing group has a heavy workload, Steve feels his project merits special attention. Tom Scott, systems programmer, does not share this view:

*Steve:* What I need, Tom, is pretty small in quantity, and the time involved would be minimal. I'd like you to work up a program to pull my data out of the computer, so I can complete my project as soon as possible. I'll even write a memo to your leader about how cooperative you are.

*Tom:* Just like that, huh? Instant service. What makes you think your program is so special? Everything that comes in here is super-hot. All I need is a 30-hour day, and I could work you in.

*Steve:* Hey, wait a minute, Scott, don't get your back up. I need a small program that shouldn't put a big strain on you. You're a service group. How else do you justify your existence?

*Tom:* That's what they all say. Every program is small, and everyone needs his data *yesterday*. Look, we're not made of rubber here. We can only do a given amount of work in a given block of time. There's no way we can stretch our capacity.

### The Attack-Defend Mode

Obviously, both men are in the attack-defend mode. Each is trying to control the other. There are strong self-serving motivations on both sides, and even some manipulation is involved. Steve and Tom are unsharing and unwilling to enter into a problem-solving relationship.

Steve's dogmatic, know-it-all approach is perceived as a threat by Tom. No productive communication can exist in this climate. There is a need here for problem-oriented, objective viewpoints. Instead of trying to diminish the other's role, Steve would be better off recognizing the difficulty of the situation and not attempting to impose a preconceived solution.

What kind of language would fos

nonthreatening climate? There should be an effort by Steve—and Tom too—to convey a nonjudgmental attitude and seek a solution that is mutually satisfactory, with no hidden attempt to establish a superior position. Steve and Tom deserve another chance. Maybe they'll do better this time:

Steve: Tom, every time I come in here this place is going full blast. I bet the last thing you could use is another program.

Tom: You know it, Steve. Would you believe we've already exceeded our projected output for this quarter three times? And when that new plant comes on-stream, this place may cave in.

Steve: That's enough to turn me away, Tom. But I'll try anyway. What I need is a program to pull out some sales statistics for a project I'm working on. It seems like a small program, but I'm not the best judge of that. Small to me may be big to you.

Tom: Yeah, right, we're loaded. And our programs are small to our clients. But our programming manhours sure tell a different story.

Steve: If I simplified my data requirements, would it be possible to get some computer time within the next two weeks?

Tom: There's a good chance we could write a program in that time and come up with your data. In fact, one of our programs may be cancelled next week. We could do yours then.

Steve: I'd sure appreciate it, Tom. If there's anything I can do to help, let me know. I sure don't want to make your life any more complicated than it is already.

The result of lowered defensiveness is that Steve has empathy for Tom and his problems. There is a spontaneity in their conversation that fosters respect. No attempt is made to force Tom to do something he doesn't want to do or can't do. Because of this permissive climate, Tom is amenable to exploring possibilities for solutions rather than taking a stand against Steve's request for a program. The two men meet in a climate of equality and identify an approach that is acceptable to both.

Clearly, a supportive climate permits

## Murphy Named to Head WHQ Production Dept.

William D. (Bill) Murphy Sr. has been named to succeed the retired John Bartlow as Production Manager at Toastmasters International's World Headquarters in Santa Ana, California.

Before joining the World Headquarters management team, Mr. Murphy, who studied graphics and business administration at California's Golden West College, was employed by A. C. Martin and Associates as production manager. Prior to that, he served as a publications and graphics coordinator with McDonnell Douglas.

An avid Civil War buff, Bill also enjoys reading and gardening.



**Bill Murphy**

the most effective communication. The more supportive the climate, the less likely we are to distort our communicating with personal feelings, interests, and values. Similarly, we perceive more accurately as we become less defensive. And as the element of threat diminishes, so does the need to defend ourselves. Finally, as defensiveness subsides, we can better focus on what is being said and what the intended meaning of the message is. In a nondefensive mode we are not compelled to attack or counter-attack, so we can develop a supportive relationship with others.

### Interactive Climates

Although the defensive and supportive climates appear to exist independently, they are in fact interactive. For example: *Evaluative* behavior generates defensiveness, as we've seen. But if a listener *feels* the speaker regards him with *empathy* and is also being *spontaneous*, the evaluativeness of the message can be neutralized or not even perceived by the listener. Thus, one of the most significant factors in all human communication is:

*The perceptions of the receiver rather than the intentions of the deliverer determine how defensive or supportive the communication climate will be.*

In other words, it's not what you

*mean* but what is *understood* that counts. Think about this factor. Because if you fail to consider this in all your communications, you should anticipate "anything that can be misunderstood will be misunderstood." Inherent in all communication is the unavoidable fact that failure doesn't result from what is *not* said, but from what *is* said and misunderstood.

As you ponder the viewpoints just presented, consider what kind of return you can expect on your investment in time. I would hope that the result of using these guidelines would be an enlarged awareness of the potential distortion of meaning that comes from defensiveness. This awareness means that we do not insist on proving how right we are and how wrong the other person is, but we understand that effective communication thrives in an environment where defensiveness is disallowed as a dominant influence. And this happens only when we *make* it happen and only when we constantly strive to see ourselves as others see us. □

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# The Face is Familiar, But . . .

by  
**Vivian Buchan**

*There's no reason for you to ever forget another name—  
providing you know how to play this little game with faces.*

**Y**OU'RE SAUNTERING DOWN the street and a man stops you and says, "Hi there! How are you doing these days? How's your wife and kids?"

You answer, "Hello yourself! Things are fine with me. How are they with you?"

And all the time you're chasing up and down your mental streets searching for the name that fits that face. But you draw a total blank. You either make trivial conversation wondering just who you really are talking to or confess, "Forgive me, but I can't remember your name." Either way, it's a humiliating and deflating experience. If you go on without asking his name, you mull it over for hours—even days—trying to give that man an identity. If you do ask his name, you blush with embarrassment for the rest of the day.

If this is your problem, you're just one of millions who suffer from the inability to put names on faces. And if your business involves dealing with—and pleasing—people, it can be a real problem.

My friend Diane once said, "I'm so rotten at remembering names that I

wouldn't remember the name of the girl I work with if it wasn't the same as mine."

I confess that I too had that problem, until I discovered some ways that make recall immediate and accurate. I even had trouble remembering the names of people I knew quite well, let alone those I'd met just once or twice. I envied people who had the ability to call everyone by the right name within seconds of meeting them. And I consoled myself by saying that it was just a matter of having an extra gene or something that gave those people that fabulous characteristic.

## The Name Game

But I later learned that this was not the case. It was a matter of playing a little game with simple rules anyone can learn—of simply storing facts in your memory bank that will associate the name with the person, and do it instantly.

Here are the four rules:

1. *Pay Attention*—When you're introduced to someone, be sure you listen for the name. If you don't hear it pronounced distinctly, ask to have it repeated. Don't let your mind wander or

be ashamed to admit you didn't understand the name. Let's say you're being introduced to a Mr. Johnson, but you're not sure if the name was Johnson or Johnston. Say, "I'm sorry, but I didn't quite catch your name. Is it Johnson or Johnston?" This will not only impress the man with your interest in him and his name, but at the same time it will also clarify the spelling so you can visualize it in your mind. Then repeat his name again, and if you have the opportunity to introduce him to someone else, state his name clearly and firmly. You'll have imprinted this name three times on your mind, making it far easier to recall it sometime later.

Some people have a better *eye* memory than *ear* memory. I have a tendency to remember a name if I can see it written down. So if I'm in doubt about the spelling, I either write the name myself or ask the person to do it. This won't take more than a few seconds, and it will not only gain you the respect of the person, but it may also benefit you in future social or business relationships with that person.

Of course, that can be troublesome occasionally. As Mark Twain once said, "Names are not always what they seem." The common Welsh name Bzjssllwep pronounced Jackson." If such a name happens to be given to you, then resort to phonetics to spell out the correct pronunciation.

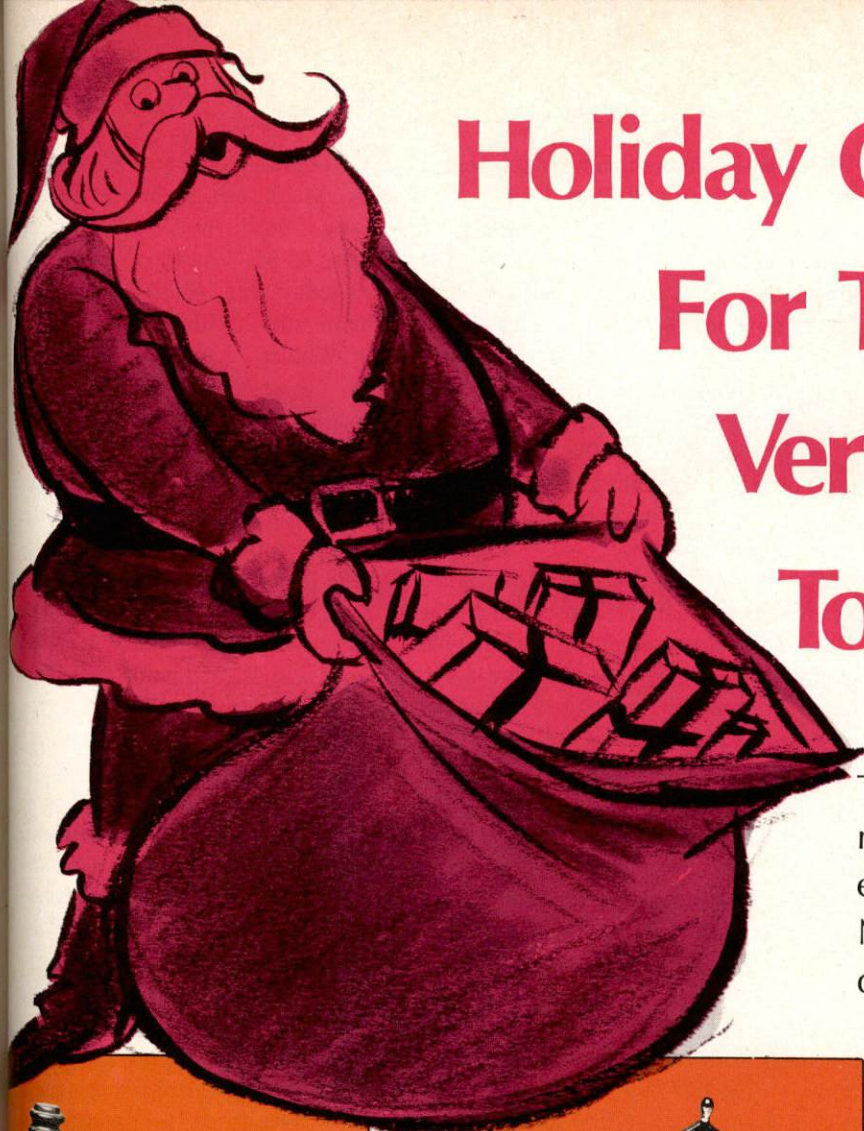
Former U. S. Postmaster General James A. Farley, who had a remarkable memory for names and faces, was thought by many to have a stack of notebooks with names listed for ready reference. He exploded that myth by laughing, "I'd have had to have 49 secretaries to list the names of all the people I've met." He simply concentrated when he heard the name of a stranger and then used it in ensuing conversation as often as possible. He made it a practice to repeat the name to himself several times before leaving that person.

2. *Concentrate*—Look closely at the person. Is he tall, short, fat, thin? Nervous or self-assured? Is his hair short, long, curly, straight? What color is it? Are his ears or nose big? Does he

*(continued on page*



# Holiday Gift Ideas For That Very Special Toastmaster



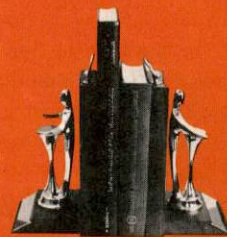
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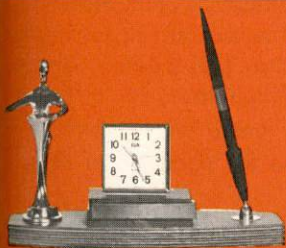
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## Attention New Members!

If you have *not* received your new member educational packet from World Headquarters, please contact your club secretary immediately and ask that he either forward an application to us or, if that has been done, that he write and tell us that the educational material has not been received. New member educational material is forwarded within 24 hours of receiving the application form via surface mail. Delivery within the continental United States should take approximately 15 days (Canadian and overseas, a bit longer). *Reinstated and transfer members do not automatically receive the educational materials, but they may be purchased on request.*

## The Face . . .

(continued from page 24)

dimples? The purpose of this scrutiny is to zero in on some outstanding characteristic that you can tie his name to that will help you identify him the next time you meet him.

3. *Assimilate and Associate*—Associate this characteristic with some gimmick that will be filed in your memory bank and pop up when you need it.

Let's take some examples: I meet a man named Knapp. He's tall, muscular, broad-shouldered, baldheaded. I visualize him with a knapsack on his back; he's the outdoorsy type. Then to strengthen the mental picture, I think of the short nap on some carpets. When I meet Mr. Knapp again, I'll have no trouble remembering his name the minute I recall that mental picture I've formed of him.

Last week I met a David Hogan. He's tall, lithe, black-haired, dark-skinned, erect and reserved. I pictured him as an Indian standing in front of his Indian hogan, and I saw him with a slingshot in his hand like David facing Goliath.

Will I have any problem remembering his name when I meet him again?

I met a Mrs. MacIntosh at a party the other day who was short and plump. She was wearing one of those quilted windbreakers that make even pencil-thin women look chubby. It wasn't at all difficult to imagine her inside a heavy mackintosh, so by associating that kind of outer garment with her name, I was able to recall her name without trouble when I met her in the supermarket wearing a tailored pantsuit.

I once had a student teacher assigned to me for evaluation whose name was Cackleton. She was fussy person who moved in a jerky manner and had a distracting mannerism of chopping the air with one hand when she talked. On top of that she was overweight, so it was easy to visualize her as a fat hen pecking away at scraps on the ground. Admittedly, I didn't share this visual image of her with anyone else, but I had no trouble remembering that unlikely name.

### Your Visual Picture

Let's suppose you meet an Elmer Whitehead. He has big ears and a mane of white hair. (This is a cinch!) Visualize his ears flattened to his head with Elmer's glue and see that foaming head of white hair covering his ears instead of hanging around them. How can you miss remembering he's Elmer Whitehead with that mental image in your mind?

Hundreds of names are ready-made for playing this game. Picture Baldwin lugging a piano, Lyon riding a lion, Keyhoe peeking through a keyhole, Barker outside a carnival sideshow, Baker kneading dough, McKee fiddling with a key, Castle standing on a drawbridge, Jackson playing jacks with his son, Martin drinking a martini, March in a parade, Lockhart turning the key in a heart-shaped lock, Longstreet walking down a long avenue, Lamb covered with fleecy wool, Hitchcock with a rooster on a leash, Hammond playing an organ, Horne playing a trumpet. The list is endless.

Crazy? Hardly. Think of the names of people you know and think up gimmicks that give you a new insight into their names. Of course, you do have to

use discretion and care. When you meet Mrs. MacIntosh again you won't want to say, "Well, hello, Mrs. Overcoat," or say to Mr. Martin, "Well, how are you today, Mr. Martini" or greet Mr. March with, "Glad to see you again, Mr. Walker."

4. *Observe*—Make it a part of the game to study people you see on buses, street corners, elevators, in waiting rooms, restaurants, airport terminals, libraries or supermarkets. Study them by concentrating on some outstanding characteristic and then give them names that tie the characteristics into the names. Of course, you won't be able to check your names with theirs, but it will strengthen your imagination and improve your ability to *see* people when you look at them.

### Be a Name-Dropper

Nothing caresses our ears more than hearing our own names used correctly and often. So when you've become skilled at playing the name game you'll not only be noted for your fabulous memory, but also as someone who was pleasant to meet and talk with. In addition, you'll reap another bonus. You'll be so involved with getting a stranger's name understood and fixed in mind, you won't have time to worry about the impression you're creating on him. All that will give you another Brownie point. People like someone who's giving their attention and interest.

The small amount of time and imagination it takes to play the game of putting names on faces will pay off in dividends. Your relationships with business associates and friends will improve tremendously as you gain the reputation as an observant and responsive person—both admirable characteristics. In you'll also find another benefit to this newfound ability.

Your name will always be remembered as the person who never forgot a name! □

Vivian Buchan received her Bachelor's degree in English from Coe College in Cedar Rapids, Iowa, and her Master's from the University of Illinois. A frequent contributor to THE MASTER, Ms. Buchan is a former member of faculty of the University of Iowa, where she taught expository writing, public speaking and literature.

# TI Board Action

## The Toronto Report

Toastmasters International's Board of Directors held its third and final meeting for the 1976-77 administrative year August 15-16, 1977, at the Sheraton Centre Hotel in Toronto, Ontario. International President Robert W. Blakeley, DTM, presided.

The first of the two-day session saw the 21-member Board meet as a committee of the whole to receive reports from President Blakeley and Executive Director Terry McCann summarizing the year's activities and progress, and for discussion of general matters of business and committee agenda items.

### Presidential Travels

In his opening comments to the Board, President Blakeley summarized his travels around the world on behalf of Toastmasters International, highlighting his visits in North America to districts 11, 43, 57, 9, 52, 41, 8, 15, 23, 30, 28, 61 and 45, and his trips abroad to District 71 (England and Ireland) and South Africa (U), at the special invitation of the South African Toastmasters Council.

"The office of President of Toastmasters International is respected throughout the world," said Blakeley, whose visits provided him many opportunities to meet government officials and management representatives from companies and corporations all over the world.

These visits, he continued, served as important public relations tools for the organization, often resulting in valuable free time on television, radio and in various newspapers. While attending the numerous Toastmasters meetings and conferences in the districts and regions visited, President Blakeley was also given the great opportunity to appear



### President English

before civic clubs and other groups on behalf of the organization. "This," he said, "did much to establish invaluable contacts for the local Toastmasters."

In his opening comments to the Board, Executive Director McCann talked about the future of the Toastmasters organization.

"The World Headquarters management group is greatly concerned about the future of Toastmasters International," he told them. "We realize that we are living in an era of rapid change in technology and social relations. We attempt in many ways to be ready for change and prepare for it through programming innovations and procedural improvements. But keeping an eye toward the future requires accurate vision . . . a view beyond normal day-to-day problems."

Mr. McCann later referred to his written report summarizing the progress and action in the Toastmasters organization

during the period July 1, 1976, through June 30, 1977, which included information on the following items:

- Total membership (the standard used in the number of per capita payments made during the October 1—March 31 period) was 62,738, compared to 59,765 in the prior year.

- During 1976-77, a total of 231 new clubs were chartered, with a net gain for the year of 103 clubs. This helped increase our total number of clubs to over 3200 for the first time in six years.

- A total of 34 districts, including the six President's Distinguished Districts, accomplished or exceeded their goals for the year and were, therefore, named Distinguished Districts. This is a significant increase over last year (21) and is only the second time since 1970-71 that there have been more than 20 districts in this select circle.

- A total of 106 clubs were recognized as "President's 40" clubs, a 68 percent increase over last year.

- A total of 3358 Communication and Leadership Program completions were reported for the year, compared to 3255 for the same period last year.

- Distinguished Toastmaster awards (DTM) recorded outstanding growth this year, totaling 127 (compared to 107 last year). Able Toastmaster awards (ATM) were not as active (868 for this year, 858 for last), but are still being awarded at the highest rate ever.

- Toastmasters' Speechcraft and Youth Leadership programs continue to make substantial gains. Speechcraft completions totaled 603 (up 97 from last year); Youth Leadership, 458 (up 104 from last year).

- Participation in the Distinguished

Club Plan was higher than in any previous year, with approximately one-fourth of the clubs submitting completed plans in the Distinguished Club category or higher.

- As of June 30, 1977, a total of 2625 clubs (or 81 percent of the total number of clubs) were open to women members. This is an increase from 68 percent last year. Of this number, four are all-women clubs.

- Extension of new clubs outside the United States and Canada was most encouraging during the year. New countries in which clubs were formed included Grand Turk Island (West Indies), Guam, Guatemala and Norway. In addition, new clubs were chartered in Iran, Ireland, Mexico, the Philippines, Singapore, West Germany, plus five clubs in South Africa, two in New Zealand and 10 in Australia.

### Items and Action

In our ongoing attempts to provide the members of Toastmasters International with information vital to their continuing involvement with the organization, THE TOASTMASTER is now pleased to present a summary of items submitted for Board consideration at its August 1977 meeting, and its action on each.

At the February 1977 meeting, the Board:

**Granted** permission to the Toastmasters clubs in South Africa to establish organizational activities in preparation to petition for provisional district status.

**Assigned** a review of the TI Bylaws, District and Club Constitutions and Standard Bylaws to Board committees for possible updating revisions.

**Reviewed** and approved a proposed outline for a revised Speechcraft program. The new format will be flexible, making the program easily adaptable to both club meetings and outside presentations.

**Approved** minor revisions for the 1978 Speech Contest Manual to clarify procedures in the conduct of speech contests.

**Approved** a recommendation for the adjustment of point values in the 1978 Distinguished Club Plan in certain categories to make it more equitable for undistricted clubs. (These clubs are unable to compete in the area-district activities sections of the Plan; the adjustment will compensate for this.)

**Received** a report on progress in

# 1976-77 TI Financial

## STATEMENT OF ASSETS OF ALL FUNDS

JUNE 30, 1977

GENERAL FUND

### UNRESTRICTED:

Cash and temporary investments, at cost .....	\$ 502,357
Accounts receivable .....	25,094
Due from Investment (Endowment) Fund .....	214
Deposits, prepaid postage and other .....	12,994
Deferred expense—authors' fee .....	2,500
Total—unrestricted .....	\$ 543,079

### RESTRICTED:

Cash .....	\$101,614
Due from General Fund—Unrestricted .....	3,721
Total—restricted .....	105,335
Total .....	\$ 648,414

### INVESTMENT (ENDOWMENT) FUND

Bonds and stocks, at cost, (estimated market value of \$134,861) .....	\$ 117,244
Total .....	\$ 117,244

### PROPERTY FUND

Property, building and equipment, at cost, Note 1:

Land .....	\$ 47,222
Building .....	606,866
Furniture and equipment .....	133,770
Total property .....	\$ 787,858
Cash .....	40,000
Due from General Fund—Unrestricted .....	20,282
Total .....	\$ 848,140

## STATEMENT OF LIABILITIES AND FUND BALANCES OF ALL FUNDS

JUNE 30, 1977

GENERAL FUND

### UNRESTRICTED:

#### Liabilities:

Accounts payable .....	\$ 36,000
Sales tax payable .....	500
Advance convention deposits .....	9,721
Contract payable—authors' fee, non-interest bearing, payable in annual installments of \$2,500 .....	2,500
Funds held for Toastmasters International Regions .....	4,000
Due to General Fund—Restricted .....	3,721
Due to Property Fund .....	20,282
Deferred charter fees .....	5,000
Total liabilities .....	\$ 78,724
Unrestricted—General Fund balance .....	464,390
Total—unrestricted .....	\$ 543,114

### RESTRICTED:

District Reserve Fund balances .....	\$ 91,902
Restricted grants .....	3,721
Ralph C. Smedley Toastmasters International Memorial Fund .....	9,712
Total—restricted .....	105,335
Total .....	\$ 648,449

# Statement

## INVESTMENT (ENDOWMENT) FUND

to General Fund—Unrestricted .....	\$ 214
ment (Endowment) Fund balance .....	117,027
Total .....	<u>\$ 117,241</u>

## PROPERTY FUND

Property Fund Invested balance .....	\$ 787,822
Property Fund Reserve balances:	
Reserve for additions and replacements .....	\$ 46,706
Reserve for maintenance .....	13,558
Total .....	60,264
Total .....	<u>\$ 848,086</u>

## GENERAL FUND—UNRESTRICTED STATEMENT OF INCOME AND EXPENDITURES FOR THE YEAR ENDED JUNE 30, 1977

REVENUE:	
Membership charges:	
Annual membership fees .....	\$651,700
Magazine subscriptions .....	143,091
New member service charges .....	191,640
Gavel Club fees .....	2,085
Total membership charges .....	\$ 988,516
Club charges:	
Charter fees .....	\$ 11,550
Club equipment, supplies and insignia .....	99,978
Total club charges .....	111,528
Charges for optional educational materials and supplies .....	147,243
Other income—dividends, interest and miscellaneous .....	21,894
Total income .....	\$1,269,181
OPERATING EXPENSES:	
Administrative .....	\$104,363
General Services .....	178,082
District expenses .....	49,741
Membership/new club development .....	35,071
Publications and communications .....	146,905
Educational development .....	33,090
Educational materials .....	146,808
Club supplies, equipment and insignia purchases .....	136,832
Employee benefits .....	68,931
General expenses .....	142,618
Maintenance and operation of property .....	63,967
Total operating expenses .....	1,106,408
EXCESS OF INCOME OVER OPERATING EXPENSES .....	\$ 162,773
OTHER DEDUCTIONS:	
Provision for major building repairs .....	\$ 2,000
Provision for replacements and additions to property .....	3,600
Total other deductions .....	5,600
EXCESS OF INCOME OVER EXPENDITURES .....	<u>\$ 157,173</u>

The foregoing is a condensed statement showing principal financial information. The complete financial statements, examined by Frazer and Torbet, independent certified public accountants, is on file at the World Headquarters Building, Santa Ana, California.

preparation of the new Advanced Communication and Leadership Program and on research underway at World Headquarters for the development of a parliamentary visuals package.

**Formulated** policy statements covering the affiliation of new clubs with the districts in which they are located, the transfer of meeting place by a club into an adjoining district, and the procedure for reinstatement of inactive clubs. The transfer of inactive charters of new groups in lieu of forming new clubs was expressly prohibited.

**Defined** guidelines to identify declining districts (any district with a continuing net membership loss), and prescribed actions to be taken by World Headquarters to provide assistance to these districts to regain membership levels.

**Recommended** additions and refinements to the 1978-79 Distinguished District Program for Board review at its February 1978 meeting.

**Adopted** minor revisions to the policy statement on minimum standards for club charter retention which clarify World Headquarters procedures in working with low membership clubs. The established membership requirements for maintaining a club in operation are not changed.

**Received** a progress report on the development of the Club Extension Master Plan.

**Assessed** the need for a promotional brochure directed to business and industry outlining the benefits of a Toastmasters program.

**Concurred** with actions and suggestions submitted by World Headquarters in the implementation of the Long Range Plan, and reviewed progress being made in the achievement of its growth objectives. The Board also noted that many areas of the Plan are either under study or currently implemented.

The first meeting of the incoming Board of Directors was held on Saturday, August 20, at the Sheraton Centre Hotel in Toronto. Newly-elected International President Durwood E. English, DTM, presided.

Following a brief discussion on the Board's work and plans for the coming year, President English announced that the next meeting of the Board of Directors would be held February 15-17, 1978, at World Headquarters in Santa Ana, California. □

# hall of fame



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

- ROBERT G. WOLLTER**  
Escondido 1546-5, Escondido, CA
- THOMAS C. DUNN**  
Forsyth 1278-37, Winston-Salem, NC
- LIONEL Y. H. LOW**  
Palolo 1780-49, Honolulu, HI



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

- JACOB A. CUTLER**  
Pasadena 6-F, Pasadena, CA
- A. R. SHASKY**  
Quakertowne 19-F, Whittier, CA

- DANIEL W. RICHARDS**  
Whittier Breakfast 3280-F, Whittier, CA
- ROY A. RIEBER**  
Orange Breakfast 3822-F, Orange, CA
- RICHARD R. RAHDER**  
International City 1377-1, Long Beach, CA
- REYNALDO R. NAVARRE**  
Auto Club 2681-1, Century City, CA
- DARRELL W. MEEKS**  
Bellingham 60-2, Bellingham, WA
- AL PERRY**  
Broadway 789-7, Portland, OR
- JON F. KERL**  
University 1358-7, Portland, OR
- WILLIAM M. THOMPSON**  
Hi Noon 3714-7, Salem, OR
- MELVIN E. CHAMBERS**  
Morning Glories 3788-7, Portland, OR
- WILFORD DUNN**  
Utoy 810-14, Atlanta, GA
- DAVID N. THOMAS**  
Pershing Point 2662-14, Atlanta, GA
- ANDY ANDERSON**  
Capitol Hill 709-16, Oklahoma City, OK
- O. K. CUNNINGHAM**  
Ardmore 1320-16, Ardmore, OK
- RICHARD C. BROWN**  
Penn Square 2106-16, Oklahoma City, OK
- DURRIE E. LEWIS**  
Bootstraps 2863-22, Kansas City, MO
- JAMES P. HARRIS**  
Plaza 954-29, Pensacola, FL

- WILLIAM A. FISHER**  
Southern Valley 2752-33, Bakersfield, CA
- ART GLINER**  
Old Georgetown Rd. 1766-36, Bethesda, MD
- ARNE SAMPE**  
Saad Sacs 2591-39, Sacramento, CA
- JAMES WILSON JR.**  
Parkersburg 2891-40, Parkersburg, WV
- CHRISTOPHER JONES**  
Stonewall 837-47, Bushnell, FL
- BEATRICE M. DONOGHUE**  
Dunedin 2166-47, Dunedin, FL
- FLIP DONOHUE**  
Dunedin 2166-47, Dunedin, FL
- JEANETTE W. NANCE**  
DCAS District 2079-48, Birmingham, AL
- JACK L. WOOLEY**  
North Valley 2715-52, North Hollywood, CA
- DR. MICHAEL A. ROY**  
Concord 2056-57, Concord, CA
- LAWRENCE B. PERRY**  
State Health 2973-57, Berkeley, CA
- GEORGE W. OSBORNE**  
Humboldt 3464-57, Eureka, CA
- DONALD C. FRITZ**  
Tuesday Toasters 3004-63, Kingsport, TN
- CHARLES J. FALLS**  
Naval Supply Center 2541-66, Norfolk, VA
- RODNEY E. MC ANENY**  
Eastside 1076-72, Hamilton, NZ



## MOVING?



Mail to:  
World Headquarters  
P.O. Box 10400  
2200 N. Grand Ave.,  
Santa Ana, CA  
92711

Attach current address label here or complete the following:

Name \_\_\_\_\_  
Present Address \_\_\_\_\_  
City \_\_\_\_\_  
State/Province \_\_\_\_\_ Zip \_\_\_\_\_

Club No. \_\_\_\_\_ District No. \_\_\_\_\_

New Address \_\_\_\_\_

\_\_\_\_\_ Zip \_\_\_\_\_

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

\_\_\_\_\_

### 1623-4 G.O.P

San Jose, CA—Mon., 7:30 p.m., Sambo's Restaurant, 1461 W. Campbell Ave., Campbell (246-6600). Sponsored by Sylvania 1880-4.

### 885-10 B.F. GOODRICH

Akron, OH—Tues., 12:00 noon, B.F. Goodrich Company, 500 S. Main St., (379-3660). Sponsored by Barberton Area 706-10.

### 528-33 SANTA PAULA

Santa Paula, CA—Thurs., 6:45 a.m., Sambo's Restaurant, Palm and Harvard (525-8979/525-3377). Sponsored by Ventura 24-33.

### 3254-33 I'LL DRINK TO THAT

Las Vegas, NV—Thurs., 5:15 p.m., Libra Battery & Pub, 200 West Sahara (382-4242). Sponsored by Windjammers 2628-33.

### 2877-39 ANONYMOUS

Sacramento, CA—Wed., 11:30 a.m., Public Office Bldg., Room 210, 801 I St., (988-3888). Sponsored by Flying I 2134-39.

42 KAKWA  
e Prairie, Alta., Can—Mon., 7:30 p.m.,  
EX (532-0620 or 532-9400).

47 READY FOR PRIME TIME  
Charlotte, FL—Wed., 11:45 a.m., Promenades  
Restaurant, Promenades Shopping Center  
(331). Sponsored by Charlotte County  
47.

47 EYE OPENERS  
er Park, FL—Thurs., 7:15 a.m., Holiday  
ee Road & 1-4 (295-5209). Sponsored by  
er Park 3674-47.

58 LAUREL HILL  
mbia, SC—Mon., 7:00 a.m., Capital Ca-  
Motel, 1901 Assembly St., (765-5536).

## Anniversaries

### YEARS

Frank E. Balmer 95-9, Pullman, WA  
Inventa 90-33, Santa Barbara, CA  
Reedley 93-33, Reedley, CA

### YEARS

Knights 238-9, Spokane, WA

### YEARS

Chamber 540-2, Seattle, WA  
San Diego Gas & Electric Co. 545-5, San Diego,  
CA

Philadelphia's First 541-38, Philadelphia, PA  
Legacy 553-40, Kettering, OH

### YEARS

er Cee 638-1, Los Angeles, CA  
Portland Builders 1175-7, Portland, OR  
Forest City 1185-10, Cleveland, OH  
Carlsbad 1182-23, Carlsbad, NM  
Racine 481-35, Racine, WI  
Valley Forge 1128-38, Norristown, PA  
Pierre 1195-41, Pierre, SD  
Maryville-Alcoa 1186-63, Maryville, TN  
Sewitt 1143-65, Syracuse, NY  
Manaraw 1164-U, Manila, Luzon, Philippine  
Islands

### YEARS

North Hennepin 2464-6, Minneapolis, MN  
S. Bureau of Mines 2598-7, Albany, OR  
West Side 2606-10, Cleveland, OH  
New Castle's First 2292-13, New Castle, PA  
Hawthorne 2574-30, Chicago, IL  
Zigwell 2702-54, Pekin, IL  
Frankfurt 2617-U, Frankfurt, Germany

### YEARS

Metorians 3548-4, San Francisco, CA  
es Pic-Bois 3525-61, La Tuque, Que., Can  
eira 3558-70, Wollongong, N.S.W., Aust

### YEARS

CS 3743-5, San Diego, CA  
SA 2884-18, Baltimore, MD  
PA 631-56, Austin, TX

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**CLUB PRESIDENT PIN**— This pin is a must for every Toastmaster who is elected as president of his Toastmasters club. The perfect gift to present to an incoming president, it is available in Balclad gold (5801) for \$6.00 and in 1/10 10K gold, with two zircons (5802) for \$9.00. (See the 1977 Supply Catalog for price information on other club officer pins.)

Show the people in your community how proud you are of being a Toastmaster by wearing one of these official Toastmasters Membership Pins in your lapel. They're great conversation starters!

When ordering TI Membership Pins, add postage and handling charges as follows:  
1-12 pins, 30 cents; 13-24, 60 cents; over 24, 80 cents. All prices are subject to  
change without notice. California residents add 6% sales tax.

Send your order, along with your club and district number to: **Toastmasters  
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