

January 1984

THE TOASTMASTER

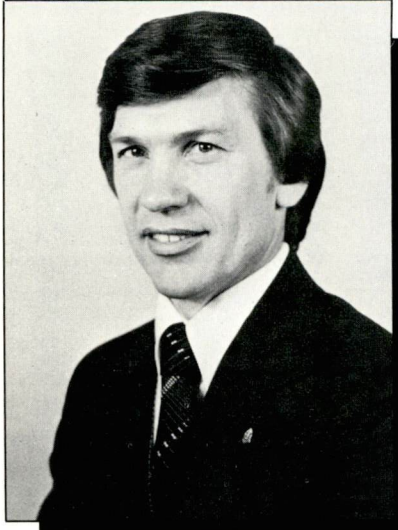


Achieving Teamwork in Group Presentations

Our Most Valuable Product

One of the questions I'm frequently asked during my travels is, "What can Toastmasters look forward to in 1984?"

I've always responded that we can look forward to many things. We can look forward to the new Success Leadership module on effective evaluation. We can look forward to more members taking advantage of the Advanced Communication and Leadership manuals. We can look forward to two new Advanced Communication and Leadership manuals on technical and sales speeches.



Effective manuals and programs are important. They help members learn the basics of communication and leadership, and they allow members to experience personal growth beyond the development of these basic skills. They provide the solid foundation on which our organization and its reputation are built.

But our manuals and programs are worthless unless we have members to use them. Membership growth is a necessity for our organization. I've always believed individual Toastmasters are an important factor in membership growth, not because of what they tell others about our organization, but because of what they show others as they go about their day-to-day activities inside and outside of the club.

Individual Toastmasters are visible proof of what this organization can do for people. In fact, I call them our organization's most valuable product. Men and women are attracted to our organization because of the impression they receive from observing Toastmasters like you and me.

For example, several Toastmasters in my own community have achieved high-level positions in local and state government. Others have become successful business people. Some, including my department chair and the director of the Cooperative Extension Service, hold administrative positions at North Dakota State University, where I teach. One Toastmaster is the president of the state chamber of commerce. Another is a former governor who openly acknowledges Toastmasters as being a major contributing factor to his success in public office.

I'm sure you've observed past and present Toastmasters who have become successful because of our program. Perhaps your observations even led you to join your Toastmasters club.

That's why it is important for us to remember that we communicate even when we are not speaking. Our actions, like our speaking, tell others about what we are. They help to create our personal image, and our organization's image. As Toastmasters, we must present the best possible image to our fellow Toastmasters and to those outside of our organization. This image should be one of confidence, pride and achievement.

The next time you walk into a meeting at work or get together with friends, remember that you are an example of what our organization is all about. You reflect its values, and you show the benefits membership offers. Because of you, someone may join a Toastmasters club.

Eddie V. Dunn, DTM
International President

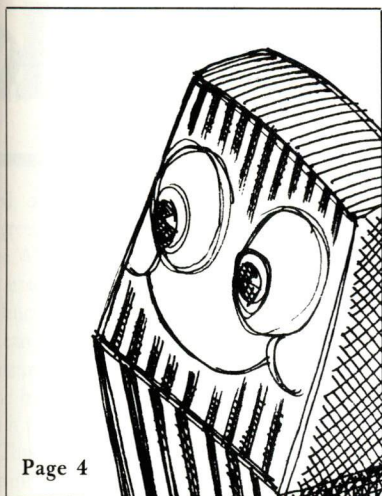
- Founder**
Dr. Ralph C. Smedley (1878-1965)
- Officers**
President
Eddie V. Dunn, DTM
3106 7th St. North, Fargo, ND 58102
Senior Vice President
John S. Latin, DTM
1010 Calle Ortega, San Dimas, CA 91773
Second Vice President
Helen M. Blanchard, DTM
430 San Antonio Ave. #2, San Diego, CA 92106
Third Vice President
Theodore C. Wood, DTM
908 Cox Ave., Hyattsville, MD 20783
Past President
William O. Miller, DTM
12101 Hunters Lane, Rockville, MD 20852
Executive Director
Terrence J. McCann
Toastmasters International, P.O. Box 10400
Santa Ana, CA 92711
Secretary-Treasurer
Donald E. Smith
Toastmasters International, P.O. Box 10400
Santa Ana, CA 92711
- Directors**
Bennie E. Bough, DTM
4607 Ordinary Court, Annandale, VA 22003
Edwyn J. Buzard III, DTM
10680 Marine View Dr. S.W., Seattle, WA 98146
Scott A. Edwards, DTM
6304 Raleigh Ave., Lubbock, TX 79414
Tomas F. Esquivel, DTM
5311 Wellesly St., La Mesa, CA 92041
Frederick J. Ludwick Jr., DTM
17 Hurd St., Cazenovia, NY 13035
David B. Meeks, DTM
P.O. Box 2291, Tampa, FL 33601
Lewis D. Muttly, DTM
129 Nimrod Dr., Concord, MA 01742
Arthur F. Nieto, DTM
6053 N. 21st Dr., Phoenix, AZ 85015
John F. Noonan, DTM
2536 Derbyshire Way, North Vancouver, B.C.
Canada V7H 1P8
Edward W. Nygaard, DTM
4087 Jersey Ave. N., Crystal, MN 55427
Kenneth C. Rennie, DTM
1 Donald St., Carlingford, N.S.W.,
2118 Australia
Tommy B. Richardson, DTM
2704 Sleepy Hollow Dr., Lafayette, IN 47904
Charles W. Rooney, DTM
1205 Vista Leaf Dr., Decatur, GA 30033
Charles H. Rust, DTM
2114 Highland Ct., Bozeman, MT 59715
James G. Sauer, DTM
4209 Frank Court, La Crosse, WI 54601
Jim Smith, DTM
4520 Pennyston Ave., Huber Heights, OH 45424
D. Adele Stagner, DTM
470 W. Harrison, Claremont, CA 91711

THE TOASTMASTER

Editor
Debbie Horn
Editorial Assistant
Michelle Cabral

Art Director
Bob Payne

To Place Advertising, Contact:
Toastmasters International
Publications Department
2200 N. Grand Ave., P.O. Box 10400
Santa Ana, CA 92711
(714) 542-6793



Page 4

FEATURES

4

Get To Like the Mike!

by Jim Chase

6

Procrastination--a Self-Defeating Habit You Can Break

by Jacqueline de River-Daniel, DTM

9

Achieving Teamwork in Presentations

by Thomas Leech

13

Employee Problems

by Robert J. Carroll

18

Exercises For Speakers

by Marie Zima



Page 25

DEPARTMENTS

15

Idea Corner

28

Hall of Fame

21

Carol Channing: A Real Trouper

by George Heymont

23

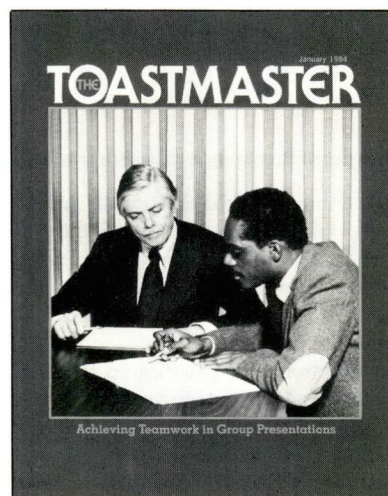
Personalities, Yes; Personality Conflicts, No

by Freda Grones

25

Dress With Dignity

by Elaine Phillips, ATM



COVER

Have you ever been part of a company team presentation that fell apart at the seams? Where one of your partners contradicted information you presented, or covered the same material? In this month's cover story, Thomas Leech tells how you can avoid such common pitfalls and what you can do to make sure your team presentations are a success every time--for you and your company.

THE TOASTMASTER Magazine (ISSN 0040-8263) is published monthly by Toastmasters International, Inc., 2200 North Grand Avenue, Santa Ana, CA 92711. Second-class postage paid at Santa Ana, CA, and additional mailing office. POSTMASTER: Send address changes to THE TOASTMASTER Magazine, P.O. Box 10400, Santa Ana, CA 92711.

Published to promote the ideals and goals of Toastmasters International, an organization devoted to helping its members improve their ability to express themselves clearly and concisely, develop and strengthen their leadership and executive potential and achieve whatever self-development goals they may have set for themselves. Toastmasters International is a non-profit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Copyright 1984 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. All correspondence relating to editorial content and circulation should be addressed to THE TOASTMASTER Magazine, P.O. Box 10400, Santa Ana, California 92711. Phone (714) 542-6793. Non-member price: \$12.00 per year. Single copy: \$1.25.



Get To Like the Mike

All right. Though it was hard, you finally conquered the writer's block and wrote that witty, informative speech that is destined to win the "best speech" award.

After hours of practice in front of the bathroom mirror, you are ready to face the audience, full of confidence and eager to speak.

As you approach the podium and prepare to speak you are suddenly confronted with the most terrifying of all creatures--the MICROPHONE.

All of your careful preparation goes down the tubes as you break out in a cold sweat. Your fingers claw into the podium, and your gaze freezes onto that hideous device.

A little melodramatic? Perhaps. But nevertheless, most of us have had that panicky feeling of being in front of the microphone.

Few of us are barrel-chested orators with the room-filling baritone of Orson Welles. Unless we are only speaking to a handful of guests in our living room, a microphone, or mike, is usually necessary for our talk to be heard and understood by the audience.

Since they have increasingly become a necessary part of the public speaker's delivery, here are some common tips on the uses and abuses of the microphone.

Only an Amplifier

To begin with, let's get rid of one very old and false idea. "Microphones make my voice sound terrible. I don't like the way I sound over them..."

The problem here is that the speaker is not used to hearing what his or her voice actually sounds like. In fact, unless there are sophisticated, electronic modifiers connected to the microphone, it can only reproduce exactly what a voice sounds like, but much louder.

Most listeners actually prefer the sound of an amplified voice. It will sound better. So will yours.

In discussing the problems of microphone use, or nonuse in some cases, three types of personalities come to mind: the Wanderer, the Fidgeter



and the Ignorer.

If a hypothetical typist had a reach of two feet, but always sat three feet away from the typewriter, chances are that nothing much would be accomplished.

This is in effect what many speakers do when confronted with a microphone. It is probably the most common problem for most public speakers.

They either consistently stand too far away from the microphone or they wander all around the podium, from one side to the other, occasionally coming within effective range of the mike. This gives the audience only brief pieces of audible speech.

A microphone, even one of the highest quality, usually has an effective range of only one or two feet from itself. Therefore, if you stand too far

from the podium, the mike cannot properly pick up your voice and sometimes may not pick it up at all.

It is helpful to know that three basic types of microphones are used in public speaking: directional, omnidirectional and cardioid. These terms refer to the pattern of the effective pickup area around the microphone.

The directional mike will pick up only those sounds directly in front of the mike, none to the sides or the back of the mike. It is used when the speaker is near some noise that may come through the mike otherwise. This is the worst type of mike for the Wanderer.

The omni-directional mike is just the opposite from the directional. It will pick up sound from any direction around itself. These mikes are used where the source of the sound is

localized, or pickup is desired from 360 degrees around the mike. It will help the Wanderer to be heard, but is seldom used on a podium because of its tendency to pick up outside noises.

The cardioid mike is probably the most common mike used today. It gets its name from the shape of the pickup pattern it produces, which looks like a heart. This microphone will pick up a speaker directly in front of it, and also to either side, but not from the rear. Therefore, it is the perfect mike for podium or stand use.

The microphone usually will have its pattern type printed somewhere on the body of the mike. It is wise to look for this before you speak, if possible, so you will know your boundaries.

The ideal situation is to test the microphone before the audience arrives. This will let you know what the mike can or cannot do, and how far you can be from it and still be heard.

If this isn't possible, the next best thing to do is listen to the speakers before you. Notice if their voice fades away when they stand in a certain spot, and where they are when they can be heard most clearly. This is where you want to position yourself when it is your turn to speak.

One thing not to do is to "eat" the microphone. Don't speak so closely to it that your lips actually touch it. This causes blurring of words, and at times will cause your voice to distort through the loudspeakers. No matter how many singers you've seen use this technique, it isn't good for public speakers.

Distracting Habit

Fidgeters are perhaps the most annoying public speakers to listen to. They just can't leave the microphone alone. Not only will they move it up and down during their speech, but they'll sometimes take it out of its holder and pass it from hand to hand while talking. Great for a Las Vegas entertainer, but not for giving a speech.

The result is inconsistent volume levels and a lot of squeaks, creaks and fumbling noises that draw attention

away from the speaker.

Unless absolutely necessary, a good rule is to leave the microphone in its holder. If you need to adjust the mike to your height, do it before you begin speaking, and then leave it alone. The ideal microphone position is about neck level and pointed directly at your mouth.

I recently attended a meeting at which the keynote speaker constantly rattled the very noisy mike stand in front of him. He just couldn't keep his hands away from it and adjusted it between each change of subject.

Unfortunately, no one in the audience was courteous enough to mention that he wasn't being heard, and he went on fumbling.

While we're at it, let's discuss some other microphone etiquette.

On behalf of microphone repairmen everywhere, when you test the mike, never blow into it. This is harmful to a most important part of the mike called the diaphragm. It is an extremely thin membrane that can easily be broken by blowing on it.

The proper way to test a mike is to tap on it with your fingers, or to speak into it.

A sound that has sent more waterglasses tumbling, and more hands over the ears, is the infamous high-pitched whine known as "feedback."

The technical causes of this phenomenon are numerous and too complicated to go into here, but the cure is simple.

A lot of speakers try to stop the squeal by putting their hand over the microphone. This is probably the worst thing to do and will almost certainly make the problem worse.

The right thing to do is simply move away from the mike. If this doesn't eliminate the problem, which it usually will, either you or someone else should find the volume control on the public address system and turn it down slowly until the feedback goes away. It won't take much, and you probably won't be able to hear the volume loss while speaking.

Refusing To Use It

Ignorers completely ignore the microphone and just raise their voice to a level that they think everyone in the room will be able to hear.


Unfortunately, not only does this technique rarely work, but by the time the speakers are halfway into their talk, they either have throat trouble, or have dropped their voice back down to conversational level without realizing it.

The chronic Ignorer will not only stand away from the mike, he or she will take it out of its holder and set it down somewhere on the podium or whatever surface happens to be handy.

Unless there is an alert sound man to turn down the volume on the mike, it will still be "live." What the audience hears over the loudspeakers is the sound of papers shuffling, fingers drumming on the surface near the mike, and other equally distracting noises.

At a recent seminar, one of the speakers was extremely mike-shy and took the mike out of its stand, setting it down to the right of where he was sitting. The person sitting next to the mike was furiously scribbling notes on a pad of paper with a felt-tip pen. Due to the extreme sensitivity of the mike, all that the people in the back rows were able to hear was the sound of the note-taker scribbling away. None of the guest speaker's thoughts were audible.

Overall, we as public speakers should consider the microphone as a tool to help in the delivery of our speeches. It is capable of turning even the most mild-mannered voice into a forceful presence to be heard and understood.

The next time you come face to face with one of these modern conveniences, don't move away, don't panic, don't fumble with it, and above all, don't ignore it. Use it. It's there to help you do what you came to do... be heard. 

Jim Chase is a writer, photographer and artist based in La Crescenta, California.

DON'T PUT OFF UNTIL
TOMORROW WHAT YOU CAN DO TODAY.

Procrastination

A Self-Defeating Habit You Can Break

by Jacqueline de River-Daniel, DTM

Why do people procrastinate? It may have something to do with motivation. From the time we are approximately three years old, parents and significant others in authority teach us that there are certain things in life which we must do if we wish to avoid punishments, humiliation and guilt. We are taught to do objectively beneficial things because we are frightened into doing them. Thus, we may never learn to do things just because doing them is in our own best interest.

As a result of conditioning, some people grow up possessing only two effective self-motivational techniques: "I want to" or "I have to." "I want to" implies choice; "I have to" implies coercion. The procrastinator thinks in terms of "wants" and "have to's." The nonprocrastinator thinks in terms of enlightened self-interest; emotional "wants" or desires are considered, but secondarily. Indicative of the different approach to the same task are the questions first posed by each.

Consider the task of answering a letter. For some this is a simple matter, for others a major undertaking. A nonprocrastinator looks at the letter and asks himself or herself, "Would it be in my best interest to answer this now?" If the answer is yes, he either does it right away or programs it.

A procrastinator looks at the same letter and asks, "Do I want to answer this letter now?" If the answer is yes, there's no problem, but if the answer is no, he tells himself he "should" do it and immediately delays getting started. (We resent being told we

"have to" do something, yet we frequently talk this way to ourselves.)

Typically, procrastinators set the letter aside in favor of doing something they "want" to do. Time passes and they think, "I really 'should' answer that letter." (They may even recite some of the reasons why they feel they 'should'.) During the time that they put off the unpleasant or less desirable task, they are unable to enjoy that which they have chosen to do because their mind

OUR EMOTIONS INFLUENCE OUR INNER URGES TO ACTION.

wanders; they find themselves thinking of what they "should" be doing; thus, they rob themselves of the ability to live fully the present moment.

Eventually, one of two things happens: Either the deadline approaches so they're literally forced into action in order to beat the deadline, or they've built up so much anxiety and inner tension, as a result of their self-talk, they're forced to act to relieve the pressure. Students who "cram" for examinations are examples of this type of behavior, so are individuals who are constantly "running late."

Your Best Interest

When I ask myself first, "Is it in my best interest to do this now?" and

honestly, objectively answer this question, I seldom find cause to procrastinate. Someone said the procrastinator has not really sold himself on the idea that it is in his best interest to "do it now" because, if he had, he would not choose to continue acting in a manner that is harmful, painful or self-defeating. I also believe the problem stems from the fact that many of us have never been taught to think in a logical, objective manner. We simply follow our urges, desires or "wants" unless they run counter to our "have to's," "shoulds," "ought to's," and other self-directives.

Thinking in terms of enlightened self-interest requires that we take our self-talk seriously, learn to challenge it and stop "musterbating" on ourselves (as Dr. Albert Ellis terms it).

Here's how you might challenge your self-talk:

Self-talk: "I 'should' do it."

Challenge: "Why 'should' I do it? Who says I 'should'? What's the worst thing that could happen to me if I didn't do it?"

Self-talk: "The worst thing that could happen to me is to die. Actually, that's the only thing I 'have to' do. Everything else I do because I 'choose to do it.'"

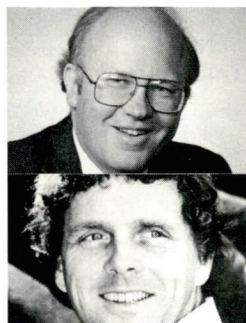
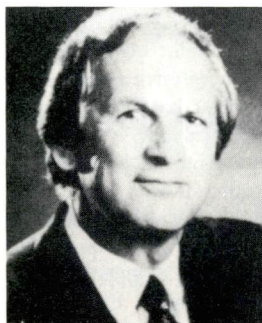
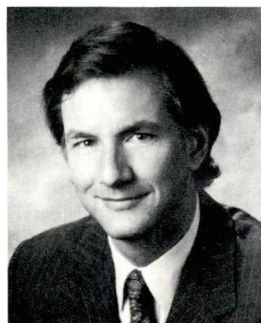
By our repeated choices, you and I build our habits--habits of thought and habits of behavior, including the habit of procrastinating. We are constantly making habits, breaking them and making new habits. Someone wrote, "First we make our habits and then our habits make us or break us." This is certainly true of procrastination.

Most people resist change. William

EXPAND YOUR WORLD WITH THE WORLD'S LEADING EXPERTS



YOU CAN TAKE A GIANT STEP WITH THESE GIANTS NOW ON AUDIO CASSETTES FROM LISTEN USA!



Robert G. Allen. An avid student of wealth and success principles, Allen has been remarkably successful in many business ventures and was able to amass a multi-million dollar net worth before he turned 35.

CREATING WEALTH You'll hear Robert Allen explain his philosophy and specific steps for creating wealth, starting with concentrating on being in the right place. This tape can start you off on a journey through the exciting and rewarding stages of building wealth.

77 minutes

Thomas J. Peters, Ph.D. For the past decade Tom Peters has been studying the factors involved in corporate revitalization, innovation, productivity improvement and strategy implementation.

IN SEARCH OF EXCELLENCE On this tape Peters reveals the eight simple (and successful) management practices of top corporations, with specific examples. One of Peters's most controversial tenets is that "thinking small" is appropriate for corporate America.

52 minutes

Denis Waitley, Ph.D. is a national authority on high-level performance and personal development. A distinguished educator, Dr. Waitley has counseled executives and leaders in every field, from Superbowl and Olympic athletes to Apollo Program astronauts.

THE WINNER'S EDGE Dr. Waitley explains the techniques that can help you make winning a habit, how people who want to be winners must learn to work sharper, not just harder.

41 minutes

Kenneth Blanchard, Ph.D. is President of Blanchard Training & Development, Inc., a California human resources development firm. **Spencer Johnson, M.D.** is Chairman of Candle Communications Corp., publisher, lecturer and communications consultant.

THE ONE-MINUTE MANAGER The authors explain how to get good results in such little time (one minute). This approach provides people with less stress and more success. Hear the secrets of this simple, effective technique.

47 minutes

George Sheehan, M.D. is a physician, educator, and former college track star who now, more than 40 years out of college, still runs 30 miles each week. He is author of five best-selling books on running and health.

HOW TO FEEL GREAT 24 HOURS A DAY Hear Dr. Sheehan tell how being in good physical shape is only one element of feeling great. Sheehan shares his seven rules for feeling great. He shows how to discover the potential athlete within yourself.

47 minutes

Creating Wealth
Robert Allen
Author of *Creating Wealth and Nothing Down*

- Personal wealth and you
- Principles for creating wealth
- Develop a wealthy mindset
- The automatic pilot principle
- Use Win/Win philosophy

ISBN 0-681-27128-3

In Search of EXCELLENCE
Lessons from America's Best-Run Companies
Thomas J. Peters
Co-Author of *In Search of Excellence*

- What is excellence?
- Which are America's excellent companies?
- Learn their 8 basic practices
- Breaking old habits

ISBN 0-681-26390-3

DR. DENIS WAITLEY
The Winner's Edge
National authority on high-performance motivation. Author of *Seeds of Greatness, Psychology of Winning*

- What it is
- How to get it
- How to keep it
- How to make it work for you!

ISBN 0-681-27329-1

Talking with The One Minute Manager
Kenneth Blanchard, Ph.D.
Spencer Johnson, M.D.

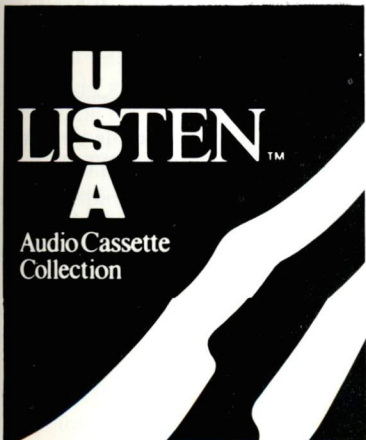
- "One-minute management" secrets
- Why they're so effective
- How you can be a "one-minute manager"

ISBN 0-681-26491-8

How to Feel Great 24 Hours a Day
By Dr. George Sheehan
Author of *Running and Being* and magazine columnist.

- Human machine—how it works
- Discover the potential athlete within yourself
- Why use your body?
- How to enjoy and benefit from fitness

ISBN 0-681-27331-3



SPECIAL OFFER: ALL FIVE CASSETTES FOR \$33.95

Yes! Please send me _____ sets of cassettes at \$33.95 each plus \$2.95 postage and handling for each set ordered. I understand that this coupon entitles me to a free listing of all cassettes available from Listen USA!

I have enclosed my check or money order for \$_____.*
Make Checks Payable and send to: Listen USA! AMR Reports
50 East 42nd Street-301
New York, N.Y. 10017

Name _____ Company _____

Address _____

City _____ State _____ Zip _____

*New York Residents Please add appropriate sales taxes.

club, sales and
political meetings
SURE NEED HUMOR!



IF YOU'RE
INVOLVED,
SEND FOR
THIS BOOK

"UNACUSTOMED AS I AM"

... gives you 238 pages of good, current humor indexed for easy use. A bonanza for busy chairmen and editors. Good reading for anyone with a sense of humor.

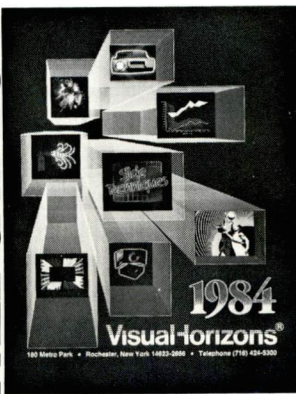
Pointed material to fit any occasion, compiled by the International President of a world-wide service club for his own personal use.

NOW, Second Printing.

Send Check for \$7.95 plus \$.95 Mailing or your Master Charge-Visa number, Indiana add 4% Tax.

THE LORU COMPANY
P.O. BOX 396, NORTH WEBSTER, INDIANA 46555

FREE CATALOG



WORLD'S LARGEST SELECTION OF MEETING AIDS & AUDIO VISUAL SUPPLIES

- **One Stop Shopping.** Hundreds of products. Custom slides, slide sets, projectors and accessories, overhead supplies, video furniture.
- **Quick, Convenient Ordering.** Expert assistance by mail or phone. Your verbal PO is always welcome.
- **Fast Delivery.** Overnight shipments are available.
- **Risk Free Trial.** If not satisfied with our products, return within 10 days for a full refund.

Name _____
Company _____
Address _____
City _____
State _____ Zip _____ Phone _____
**Visual Horizons, 180 Metro Park
Rochester, NY 14623-2666 (716) 424-5300**

James in his essay on habit observed that the greatest enemy of habit change is the present day habit. We want to do the same as we've always done but the hitch is, we want to accomplish more or feel better with the "same" methods. We are comfortable with our old habits. They may cause anxiety or pain-- not uncommon in procrastination--but they still "feel" right for us.

There was a time, however, when the old habits we cling to were new experiences. Consider our first attempts to walk; how many times did we lose our balance trying to achieve that goal? But we did it and now we take it for granted. When we first learned to drive an automobile and got out in traffic, it was strange; it certainly didn't "feel" right, and the first time we got up at a Toastmasters meeting to give a speech it didn't "feel" comfortable. Eventually, by doing it again and again, we developed new behavior habits. Now getting up in front of a group doesn't scare us anymore; it "feels" okay; some of us actually enjoy it.

The Role of Motivation

Why do people procrastinate? Does it have something to do with motivation? I believe it does. Psychologists tell us the primary reasons we do what we do are: hope of getting something we want, fear of getting something we don't want, and a combination of hope and fear. Our emotions have an important influence on our inner urges to action--our motivation.

The habitual procrastinator goes with his feelings; he is frequently a "gut" person. Dr. David Burns in his book *Feeling Good* reminds us that "a body at rest tends to remain at rest." He says that motivation follows action. You act and then you get "in the mood." You don't wait to get "in the mood" before you act.

For years I thought it was the other way around. I'd wait and wait to be inspired or to get "in the mood." Without realizing it, I was acting emotionally. I finally awoke to the fact that I couldn't always trust my feelings, that it was in my best interest to think objectively and consider the benefits of taking action versus the benefits of delaying action. That was the turning point. Armed with this insight I was able to rid myself of procrastination.

Here are suggested techniques for breaking the procrastination habit:

1. Make a list of things you "should" do. Do the distasteful or unrewarding tasks first, and check them off as you do them. Each

accomplishment will give you a psychological lift.

2. On the left-hand side of a sheet of paper list the reasons you are procrastinating on a particular task. On the right hand side list the benefits for taking action right away.

3. Break the distasteful task down into small, manageable steps. This is the "divide and conquer" approach advocated by time management expert Alan Lakein.

4. Keep a diary. Record your "shoulds," "musts," "have to's," "ought to's" and other negative motivation techniques you may be using on yourself. Make a point to challenge these, and substitute "I choose to do" thus and so. Examine each situation, each problem, each task objectively, in light of your own best interest. Keeping a daily journal will help make you aware of how you may be sabotaging your own efforts and thus encourage you to "want" to change.

5. Set up a system of rich rewards for yourself; make sure they are highly satisfying. Each time you choose actions, instead of procrastination, immediately reward yourself. Positive reinforcement is most effective in developing new habits.

William James in his essay on habit suggests the following:

- Decide to start making the change immediately, while you are motivated.
- Don't try to do too much too quickly. Just force yourself to do one thing that you've been putting off.
- During the period when your new habit is taking root, do not permit any exceptions. William James compared it to rolling up a ball of string: a single slip can undo more than many turns can wind up. He said success or failure, during the retraining period, hinges largely on your making a commitment and closely following the schedule you set up for yourself.

Breaking the procrastination habit will put you in better control of your life. You will discover that when you take the action, the necessary motivation will follow. 📌



Jacqueline de River-Daniel, DTM, is a member of Anaheim Club 2-F in Anaheim, California, and Advanced Club 805-F in Garden Grove, California. A personal development consultant, de River-Daniel conducts workshops and seminars on goal achieving, motivation, and self-esteem.

TEAM PRESENTATIONS ARE AS COMMON TODAY AS INDIVIDUAL ONES, AND THEY PRESENT SPEAKERS WITH SPECIAL PROBLEMS.

Achieving Teamwork in Presentations

by Thomas Leech

It could be a sequel to "Chorus Line." The setting is a small meeting room adjoining the big conference facility of the manufacturer of the new hypersonic aircraft. Gathered there are the representatives from Sigmatonics, one of several electronic companies bidding for a lucrative contract for the aircraft's countermeasure radar system. They're scheduled to speak at 10 a.m., right after the team from Integral Avionics, Inc. Two more teams will make their presentations in the afternoon.

Heading the Sigmatonics team is the company president, who will make some opening comments. Leading the presentation team is the project manager for the radar program. Other presenters are the chief engineer, financial manager, the manufacturing planning analyst and the personnel director.

At stake is the first phase contract for the radar system, a juicy plum worth \$30 million to the winner, and which could grow to many times that over the life of the program.

Much of the success or demise of the Sigmatonics effort will depend on what transpires in the conference room in the next two hours. Years of marketing, planning and preliminary design activities have gone into getting ready for this showdown. All four competitors have submitted their proposals, and these final presentations are their last chances to make their final points before the selection com-



mittee. The impressions made today by Sigmatonics and the others may determine who will get the contract.

This fictional situation is representative of many presentations in which people in business frequently find themselves engaged. The team presen-

tation is one presentation with many speakers, each contributing his or her expertise to the overall effort. Team presentations are as common today as individual ones, and they present speakers with some special problems which differ from the traditional

single-speaker presentation.

An Important Event

Team presentations come in many forms. A team of recruiters made up of managers from various disciplines travels to a university to entice graduates to look over their company. A builder brings along experts in several areas to gain support from the city council for a new industrial park. A team of officers briefs military pilots about to launch a mission on a number of topics vital to the success of the endeavor.

While not all team presentations are of the high-stakes caliber as noted for the radar system subcontract, one fairly consistent feature of team presentations is that they do tend to be important. Team presentations tend to carry a heavier evaluative burden than most presentations, as represented in the opening story. The presentation to the source selection board was an advance demonstration of how well the Sigmatonics team could work together. All of these factors make the team presentation worthy of study to make sure it goes together well and gets carried out effectively.

Several factors keep popping up that distinguish good team presentations from poor ones. These are much the

same as for any presentation, but the problems associated with them are compounded by several speakers having to jointly put together one presentation.

Some of the major considerations include:

•Overall theme focus and integra-

WITH GOOD PRESENTATIONS, ALL SEGMENTS ARE INTEGRAL PARTS OF THE WHOLE, AND IT SHOWS.

tion. Good presentations come across as a single message with all the parts combining to make up a single entity. Poor presentations wander in several directions, and thus lack a cohesive nature.

•Topic coverage and emphasis.

Good presentations touch on all the necessary topics and give proper emphasis to those of most importance. Poor presentations lack this sense of priority, resulting in key topics left off the agenda and minor ones getting more attention than they deserve.

•Content compatibility. In good presentations, the impression created is that all speakers are working toward the same goal and that technical and managerial differences have been worked out to achieve compatible and workable solutions. With poor presentations, one sometimes wonders if the

different team members have ever been introduced to one another as one speaker covers material his fellow presenter covered 10 minutes ago, or shows data that conflicts with previously addressed material.

•Consistency of style and formats.

With good presentations, all segments are integral parts of the whole, and it shows. Visual aids and organizational patterns clearly are shaped and meshed according to the direction of one leader, as is an orchestra to a conductor. The presentation looks as if all

How To Become An Expert Media Performer

MARGE THRASHER'S MEDIA SCHOOL^{c.}

195 South Goodlett, Memphis, Tennessee 38117 (901) 761-0112

To Sell Yourself On Radio - TV.

- ★ How to be an effective and entertaining television guest.
- ★ How to be a successful TV Host.
- ★ How to hold a Press Conference.
- ★ Use your voice to earn \$\$\$.
- ★ How to get FREE publicity.
- ★ How to be a dynamic talk-radio guest.
- ★ How to write a press release.
- ★ How to be a newsmaker.
- ★ How to dress for TV success.
- ★ Using TV visuals effectively.
- ★ How to turn yourself "on".

MEDIA SCHOOL KIT SPECIAL OFFER

\$19⁹⁵

Money back guarantee

Allow 2 weeks for delivery

VISA, MC, checks accepted

I have interviewed over 16,000 people in my years as TV News Anchor, TV and Radio Talk Show Host, TV Moderator and News Reporter.



Through my years in talk radio and TV, I have developed proven methods for quick-study and performance. Marge Thrasher Media School has trained hundreds and hundreds of Doctors, Administrators and top Executives who are successfully appearing on the media and doing their own shows. Why not make your breaks --- use this training to make money and friends! Sell yourself on Radio - TV!

Send \$19⁹⁵ ppd. to TENN residents add 6% sales tax.

**Marge Thrasher
MTMS**

195 S. Goodlett Memphis, TN 38117

parts came off the same press. Poor presentations lack this consistency.

•**Teamwork in execution.** Here it's the difference between the Dallas Cowboys and the Marx Brothers--well-disciplined teamwork or barely controlled chaos. How smoothly events are carried out and how well team members intermesh and support one another during the presentation are good indicators of how team members will work together on a project.

Achieving a Better Product

Actually achieving those goals amidst all the pressures of getting your regular job done, balancing all the usual priorities and interruptions, and now working with a bunch of other people to fit in a major presentation to a ridiculous schedule is a bit like making a marriage work. It's essential but not easy.

Here are a few tips I've found helpful in maintaining harmony, using limited resources wisely, reducing those burdensome last minute panics, and achieving a better end product:

•**Involve top management from the beginning.** If you want to almost insure a lot of changes late in the development cycle, just don't get any guidance from the organization's major policy-makers until the dry run two days before the presentation. This is too often the first time the final decision-makers get into the act, and it's much too late. They need to be involved early and often.

•**Get the entire team together early.** Not getting the key team players on board and participating from the start creates a divisive relationship that is hard to counter later. A team that operates on the basis of delaying constantly before bringing in important players is likely to suffer from the jerks and starts syndrome.

•**Set up periodic review points.** One of the major needs for team members is to communicate with one another, to see what the others are doing, and to insure they're all on the same track. By scheduling milestone achievement points where progress is reviewed by all team members and decision makers, straying and laggard efforts can be identified and redirected or beefed up.

•**Pay careful attention to details.** Rigorous arrangements and operational checklists greatly reduce the Marx Brothers effect. Nearly every presenter has been nipped by one or another axiom of Murphy's Law--"Whatever can go wrong, will." With a team of presenters, Murphy lurks in the background, salivating at all the opportunities for his or her can-

JOKES for SPEAKERS!

For Toastmasters, Business Executives, Club Officers, Banqueteers, or anyone who has to talk.

An up-to-the-minute **Topical Joke-Bulletin** with approximately 100 funny one-liners, stories and roast lines. Created by top Hollywood comedy writers. A great source of fresh professional material to humorize your speech for any audience; any occasion. Current issue: \$7.50.

Our 11th Year. Send check or M.O. to:

JOKES UN-LTD.

8033 Sunset Blvd., Dept. O-5, Hollywood, CA 90046

Listen and Succeed

Cassette tapes featuring condensations of best-selling books:

<input type="checkbox"/> Power of Goal Setting by Paul J. Meyer	<input type="checkbox"/> Think and Grow Rich by Napoleon Hill	<input type="checkbox"/> Magic of Thinking Big by David Schwartz
<input type="checkbox"/> How I Raised Myself from Failure to Success in Selling by Frank Bettger	<input type="checkbox"/> The Art of Public Speaking by Millard Bennett	<input type="checkbox"/> The Greatest Salesman in the World by Og Mandino
<input type="checkbox"/>	<input type="checkbox"/> The Magic of Believing by Claude Bristol	

Each only
\$10.95 postage included.

Make checks payable to:
Success Tapes
3027 S.E. 28th Ave.
Portland, OR 97202

Enclosed is my check or money order for _____ tapes (checked above) @ \$10.95. Total \$ _____

Name _____
Address _____
City _____ State _____ Zip _____
Visa/M.C.# _____
Exp. Date _____

tankerous laws to cut in on the dance. To keep Murphy deactivated means planning the mechanics of the presentation. Room arrangements, audiovisual equipment, who does what and when need to be explicitly laid out

ALL SPEAKERS MUST BE WORKING TOWARD THE SAME GOAL.

and tried out for a smooth operation.

•**Practice!** One or more dry runs get the bugs out and the teamwork in. Toastmasters are well aware of the importance of practicing and polishing the talk. For a team presentation, increase the importance of this by one order of magnitude.

And now it's showtime for

Sigmatonics. Whether they have given their team presentation adequate and intelligent attention is about to be demonstrated. If they have followed the above practices, the odds are they'll make a reasonably good showing. Now if they just have a good story to tell in that well-developed and executed presentation, they may have a winner on their hands. If their presentation comes across as sloppy and poorly planned, they'll get to watch their Brand X competitor develop and fly that new radar system they worked so hard in vain to get. 🎤



Thomas Leech is a consultant specializing in business and technical presentations, and the business columnist for San Diego Magazine. His article is adapted from his

book, *How To Prepare, Stage and Deliver Winning Presentations*, published by the American Management Association.

For people at the top . . .
and those who plan to be there . . .

Special Toastmasters
Price: ~~\$150.00~~ = \$98.00

HOW TO THINK AND MAKE SENSE

Dr. Keith Spicer's

WINGING IT Logic System

A PROVEN TOOL FOR SUCCESS ON A NO-RISK, MONEY-BACK GUARANTEE:

Acclaimed by bank presidents, airline executives, CEOs and professionals in many fields, this fully integrated Teach-Yourself Kit drills you in **structured thinking** for **business communication** — the key factor in corporate success cited by the International Association of Business Communicators and leading business schools.

Contains all the essentials of the \$495 live seminar in **quick analysis** and **coherent communication** taken by hundreds of top executives. Based on the book **WINGING IT** praised by Dr. Laurence J. Peter (**The Peter Principle**), Lester Thurow (**Newsweek** columnist), and several other international authorities on communication.

HOW IT SAVES TIME WHILE EXPANDING YOUR TALENT TO:

Think:

- quickly analyze new problems
- organize your ideas
- clarify and focus your arguments

Write:

- more crisply and convincingly
- elicit prompt action on your goals
- project credibility and leadership

Speak:

- improvise **without notes**
- turn shyness into creativity
- convince and motivate listeners.



DR. KEITH SPICER

WHAT SOME PARTICIPANTS SAY:

"... outstanding in every respect... and there was a bonus — it was fun. Many thanks." — President, major international bank.

"I'm quite impressed... an excellent crash course." — Regional manager, another major international bank.

"Your system is practical, time-saving and effective." — CEO, multinational forestry firm.

"... extremely useful in helping me to express myself logically and persuasively." — VP, Passenger Sales, leading international airline.

"Techniques are just plain excellent... takes a dry subject and makes it appealing. Easy to use..."

— University Executive Program participant.

A MIND-STRETCHING PACKAGE:



Book free with seminar kit; book alone: \$15.95 postpaid.

Six hours of stimulating, often humorous, drills focusing on business, professions and government. Course includes Dr. Spicer's 244-page Doubleday book, four 90-minute cassettes recorded to broadcast standard, 78 pages of workshop and drill notes — all in a strong, elegant binder.

A "live" seminar you can take as often as you want at a **fraction of the cost of a public seminar.**

CALL TOLL-FREE TODAY FOR NO-RISK 15-DAY TRIAL:

For faster delivery, charge-card users may call:

USA: 1-800-438-1242 Canada: Call collect (604) 879-7618

OR MAIL COUPON WITH PAYMENT

OR PURCHASE ORDER

MAIL TO:
USA: **ESI, Inc.,**
Suite 81, Box C34069, Seattle WA 98124-1069

Canada: **ESI, Inc.,**
(Can. funds) Box 34007, Station D, Vancouver, B.C. V6J 4L1

Please ship _____ copy(ies) of complete WINGING IT Logic System Teach-Yourself Kit at \$98.00 each; _____ copy(ies) Keith Spicer's book WINGING IT at \$15.95 each.

If for any reason I am not satisfied with this system's value to me, I may return my purchase within 15 days for a prompt refund.

Please print

NAME _____

COMPANY _____

ADDRESS _____

CITY _____

STATE/PROV. & CODE _____

CREDIT CARD NO. _____

EXPIRY _____

SIGNATURE _____

I enclose \$ _____ as full payment by check or money order ; Visa ; MasterCard ; American Express ; company purchase order .

Employee Problems



DISCIPLINE DOESN'T HAVE TO BE
A NEGATIVE EXPERIENCE.

by Robert J. Carroll

It's a word that conjures up negative images. Dragging an employee to the woodshed. Chewing out. Reading the riot act.

Disciplining a staff member is not something most managers enjoy doing. It is not surprising that many managers don't do it well. The reason is simple. They know that discipline is a synonym of punishment and is a negative experience.

Discipline doesn't have to be a negative experience, however. Discipline has another synonym--training. Managers should look upon discipline not as the negative experience of taking an employee to the woodshed but as the positive experience of enlightening and training a person.

The answers to the following questions that managers often ask indicate how you can turn discipline into a

MOVING?

If so, we'll need your change of address. Please give us your old address as well as your new by attaching an address label from a recent issue of THE TOASTMASTER in the space shown.

ATTACH YOUR ADDRESS LABEL OR
PRINT YOUR OLD ADDRESS HERE:

(INCLUDE CLUB AND DISTRICT NUMBER)

Name (print) _____
Club No. _____ District No. _____
New Address _____
City _____ Zip _____
State/Province _____
If you are a club, area, division or district officer, indicate complete title: _____

Mail this to:
Toastmasters International
2200 N. Grand Ave., P.O. Box 10400
Santa Ana, CA 92711

Jokes for SPEAKERS!

RAVE
REVIEWS!

"Hilarious Jokes"
Schnurmacher (Columnist)
— Montreal Gazette

"New Fantastic Jokes"
Dick Sair (Managing Editor)
— News Bureau of Canada

For Toastmasters, for club, sales, and business meetings. Humor for any occasion. Up-to-the-minute, fresh, new topical one-liners jokes and roast lines. Joke bulletin & speaker's joke books. RAVE REVIEWS! Pro humor for your speech. MAIL \$7 U.S. FOR 100 "HILARIOUS" SAMPLE JOKES PLUS SPEAKER'S JOKE BOOK CATALOG. OUR 7TH YEAR. COMEDY PUBLICATIONS 4874 Cote Des Neiges, Dept. 601-T Montreal H3V 1H4 Canada

constructive experience.

How do I deal with employees who aren't performing effectively?

The key word is "effectively."

There are two reasons usually given for ineffective performance: The employee lacks the talent, or the employee lacks the desire and attitude to do the job.

If the person lacks the talent, education may be the answer. Consider of-

board for all to see. You can't expect a person to change until he or she understands that his or her actions are wrong.

If the rules, once posted and understood by all employees, are then ignored, you must resort to discipline.

How should I discipline an employee?

To begin with, before you discuss a problem with an employee, make sure

YOU CANNOT EXPECT A PERSON TO CHANGE UNTIL HE OR SHE UNDERSTANDS THAT HIS OR HER ACTIONS ARE WRONG.

fering further training to an employee before firing him or her, provided the person has already passed the probationary period. Turnover in an organization is always poor business. The time, money and effort already spent hiring and training the person are lost, and the morale and performance of others in the organization may be hurt.

Poor attitude is a less tangible problem, but it's a problem in most cases. Most ineffective workers have the talent for the job but lack the desire to do it as effectively as they could.

In this case, you should ask yourself: Does the employee know what is expected? Is there a job description? If not, the person may see the job as one thing, while you see it as another.

You can usually rectify the difference in perception through a discussion with the person. In the course of the discussion, you may find that the problem is not lack of talent or desire but merely lack of communication.

How do I handle a specific problem such as an employee who makes too many personal telephone calls?

Again, lack of communication may be the problem. Before you take any steps to correct the situation, make sure you have established definite rules relating to it. If you do not have an employee handbook, then establish rules and post them on the bulletin

of your facts. One of the worst mistakes managers make is assuming the facts are one way when, in truth, they're quite different.

Once you're certain that a rule is not being followed, the next step is a discussion with the person. Set aside sufficient time for the discussion--15 or 20 minutes at the minimum--and allow no interruptions.

When the person comes into your office, be pleasant. Remember that this isn't punishment, it's discipline. You are trying to help the person help him or herself.

Before you mention the reason for the meeting, say something positive about the person's performance, such as "You are always at work on time," "You are dependable," or "You have contributed to our past success."

The reason is that the employee will enter a discussion of a problem with a certain amount of trepidation and be instinctively on the defensive. By making known your appreciation of some of his or her talents or accomplishments, you will dissipate much of the fear and defensiveness.

Turning to the problem at hand, first ask if the person is aware he or she is breaking the rules of the organization. If not--and this is often the case--you may have found the root of the problem.

Even if the person does know the rules and recognizes that there is a problem, it's better to get his or her version before you explain your ver-

sion. If his or her version is similar to yours, you can attack the problem from common ground.

At this point, don't suggest a solution. Ask the person for his or her solution. If the solution is acceptable, the employee will be more willing to pursue it than if you imposed a solution. If the solution isn't acceptable, continue the discussion until you agree on a mutually acceptable approach.

DON'T SUGGEST A SOLUTION. ASK THE EMPLOYEE FOR ONE.

Before ending the meeting, make sure you reaffirm the positive comments you made at the beginning of the meeting. This will encourage the person to take a positive attitude back to the job.

As a final step, set up a time in the future for a review of the situation. Mark it on your calendar. If the situation has improved at that time, make sure the employee knows that you are aware of it.

Recognition of improvement is important. Any star athlete or actor will tell you that the applause of the crowd is as important as the salary earned.

How do I motivate long-term employees to work as hard as they have in the past?

You should remember two truths. First, you can't motivate another person. Motivation must come from within that person. The responsibility of a manager is to establish a good climate for motivation.

Second, working hard is not the same as producing good results. You should determine whether the employee is producing results as good as before, not whether he or she appears to be working as hard. A person's experience often allows him or her to produce results that are as good without working as hard.

If the results are not as good as they once were, however, the problem may be that the employee is not working as hard. Again, the reason for the

IDEA CORNER

"Talkathon" Held at Shopping Mall Attracts Attention and New Members

When past and present District 68 governors and area governors met to talk about ways to build membership, they focused their discussion on how to tell a large number of people about our organization at one time. They soon hit on a solution: Hold a "talkathon"--a series of Toastmasters meetings presented back-to-back--at a shopping mall.

Shopping malls usually are supportive of the use of mall space by nonprofit organizations who do not compete with mall businesses. Many will even provide a sound system and stage. Some will announce your appearance in their radio, television and newspaper advertisements.

District 68 held their talkathon on a Saturday, often a shopping mall's busiest day. Each meeting in the day-long event was sponsored by an area, with clubs in that area providing the meeting participants. Area governors and the district governor also took part in the program. Club banners were displayed and plenty of information about Toastmasters was available.

District 68 Area Governor Carolyn Sanders and Division Lieutenant Governor Donald Pearson Jr. report that the first talkathon was so successful that the district held another one. Two new clubs were formed and several clubs gained new members because of the exposure the talkathons provided.

The talkathons also held some benefits for the Toastmasters who participated. Several completed two or more manual speeches during the events, resulting in at least two new CTMs for the district.

Club Presents "Academy of Words" Awards

Many clubs suffer from programming doldrums. Meetings have become routine and boring, members have become lackadaisical.

Toastmaster Bill Nichols of Toastbreakers Club 3389-33 in Modesto, California, thought of a program that resulted in a lively, laugh-filled meeting. He hosted the club's first "Academy of Words" presentation.

Using the secretarial records and attendance roster for the past six months, he honored past achievements of members in an eight-minute ceremony complete with small, humorous gifts. Some of the awards categories included "Shortest Screen Play" (given to the Toastmaster with the shortest average time for speeches); "Critics Acclaim" (given to the Toastmaster voted Best Evaluator most often), and "Best Short Subjects" (given to the Toastmaster voted Best Table Topics Speaker the most times).

Nichols says that noting the runners-up in each category before announcing the winner added to the drama. Members improvised the drumrolls and fanfare for each award.

"Corny," Nichols admits, "but fun!"

problem and the solution will often be discovered in a constructive discussion with the person. Communication, not punishment, is more often than not the key to solving employee problems. A purposeful and positive discussion will often cast the problem in a new light, allowing you and the employee

to arrive at a constructive solution together. ●

Reprinted with permission from the September 1983 issue of Association Management magazine. Copyright 1983, by the American Society of Association Executives.

You are cordially invited to join a dynamic group of top achievers...

THE TOP 5% CLUB

with this special
Charter Membership offer
to readers of TOASTMASTER:

Save 40% on Your First Success-building Audio Program—and Get One Issue of INSIGHT, the New Cassette-a-month Digest of Action Ideas for Top Achievers

Save 30% on One Additional Program and Get Three Months of INSIGHT—a \$32.50 Value FREE!

Save 30% on Your Third Program and Get Six Months of INSIGHT—a \$65.00 Value FREE!

Start profiting now as a **Charter Member** of a most exclusive club. The TOP 5% CLUB represents that 5% of the population who are, or who will be, the leaders in every field.

This unique club offers a convenient, systematic method of being a Total Winner...with direct-by-mail access to exciting new cassette programs, hundreds of money-making ideas and guidelines for success...

Programs on a wide range of subjects by Earl Nightingale, Denis Waitley, Leo Buscaglia, Joyce Brothers, Robert Schuller, Mike Vance, Marvin Cetron, Kenneth Cooper, Clay Sherman, and many others.

How You Profit from this Offer

To become a Top 5% Club charter member, choose any one of the \$65.00 six-cassette programs shown here for only \$39.00—a Charter savings of 40%.

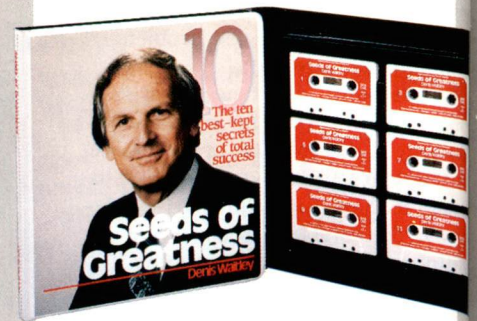
You'll receive not only the program of your choice, but also one Free issue of INSIGHT—a monthly cassette and beautifully printed book of idea stimulators from Earl Nightingale and other outstanding authorities.

There is no hassle in returning a card to reject a Club offer. No automatic shipment of programs. You simply agree to buy two or more additional programs **whenever** you wish during the next two years **at a savings up to 30% or more.**

Buy one additional program from this ad—and you receive three months of INSIGHT **free.** Or fulfill your agreement now—and start profiting even more—by ordering two additional programs today **and receive six months of INSIGHT free!**

Satisfaction guaranteed. If you're not completely satisfied with your introductory program—or any additional program—you can simply return it within 15 days for a prompt refund or credit.

Please note the additional opportunity to purchase a quality Sanyo cassette player/recorder. Fully guaranteed, with AC cord, batteries and built-in microphone. Suggested retail—\$45.00—yours for only \$40.00.



NEW—from the author/narrator of *The Psychology of Winning!*
Seeds of Greatness

by Dr. Denis Waitley

Another landmark in personal development and high-level performance based on new perspectives, in-depth research, and scientific studies of every phase of human behavior.

700A \$65.00 (Club Price: \$45.00)

The Ten Best-kept Secrets of Success:

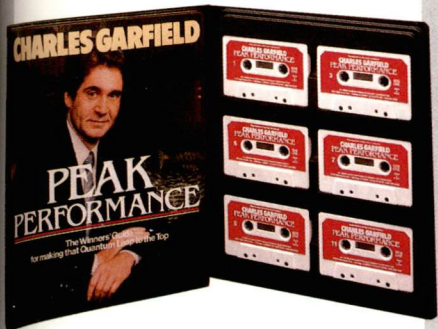
- 1. Self-appraisal: From Self-love to Self-worth.** Only when you have a deep, internalized feeling of your own value will you have anything to share.
- 2. Creativity: How to Master It.** Left brain/right brain behavior functions and their impact on creativity.
- 3. Responsibility: We Become What We Do.** Each day we write our own destiny and are largely responsible through what we do today for what happens tomorrow.
- 4. Wisdom: Living "Without Wax."** Honesty combined with knowledge in action. A new perspective on aptitudes as well as attitudes.
- 5. Purpose: The Gold Mine in Your Goals.** Goal starters from "the wheel of fortune." Mining your "goal mind," and the awesome power of suggestion.
- 6. Communication: Reach Out and Touch Someone.** The key to effective communication. Listening and non-verbal communication. One-on-one communication.
- 7. Faith: The Power of Positive Believing.** The relationship between mind and body, and the concept of the "self-fulfilling prophecy."
- 8. Adaptability: Turning Problems into Opportunities.** Using stumbling blocks as stepping stones by utilizing inherent human instincts to survive.
- 9. Perseverance: The Will to Win Is Everything.** Succeeding against incredible odds. How to be more productive, more efficient, more able to handle the unexpected.
- 10. Perspective: To Be a Star Thrower.** How to live "in balance" to achieve true success and happiness. How all ten *Seeds of Greatness* involve the way you view your life from within.
- 11. Renewal and Commitment: Part One.** Physical relaxation exercise.
- 12. Renewal and Commitment: Part Two.** Affirmation self-talk exercise.



ACT TODAY!

Charge card users call TOLL-FREE

1-800-323-5552 during Chicago office hours (Illinois, Alaska and Hawaii residents call **1-312-677-3100**). Any other time call **1-800-621-5199**. (Illinois residents call **1-800-972-5855**)...or mail in the Charter Membership Certificate now!



Start your quantum leap to TOTAL Success with . . . Peak Performance

by Dr. Charles Garfield
 Now in 12 audio sessions on six cassettes: the results of 16 years of research on why some people set higher standards of achievement and consistently outperform others.

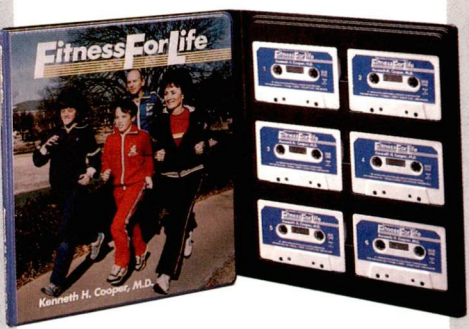
108A \$65.00 (Club Price: \$45.00)

Twelve audio sessions guaranteed to yield to you ever increasing dividends:

1. **You can Become a Peak Performer.** The quantum leap from just "doing well" to peak performance involves a clear understanding of your mission, goals, feedback and rewards.
2. **Meet the Peak Performers.** Peak performers reveal their special personal secrets for you to incorporate in your own success plan.
3. **Special Skills of Peak Performers.** How top achievers identify and utilize their unique individual skills to realize their goals.
4. **The Peak Performing Team.** How a supportive network can help you make the quantum leap.
5. **Discovering Your Mission.** Interest and desire—not just talent and aptitude—are the magic keys to optimal performance.
6. **Goal Setting.** How to incorporate short-term, intermediate and long-term goals in your action plan.
7. **Risk Taking.** Peak performers leave "comfort zones" of unthreatened performance to actively seek new challenges.
8. **Mental Rehearsal, the Master Skill.** How to master a central skill used by all top corporate executives, Olympic athletes and other peak performers.
9. **How Peak Performers Operate.** Learn how to creatively manage stress and enjoy a healthy, more productive lifestyle.
10. **Time Management in the '80s.** Time, like money, can be saved, budgeted and spent. Three secrets of effective time management.
11. **Putting It All Together.** Your peak performance profile: a device to marshal your personal strengths and identify specific areas that deserve your attention.
12. **Launching the Future.** Discovering more about your own potential and developing an action plan to move up to peak performance.

100% NO-RISK GUARANTEE

You must be **completely** satisfied with every club selection you order now or in the future—or you may return it within 15 days for a prompt refund.



Your personal, lifetime Rx for total well-being . . . Fitness for Life

by Dr. Kenneth H. Cooper
 Start today to look better, feel better and most important . . . to reduce, even eliminate your risk of a heart attack, stroke or other crippling or fatal disease . . . with this proved-effective plan by the internationally famous pioneer in aerobics and preventive health care.

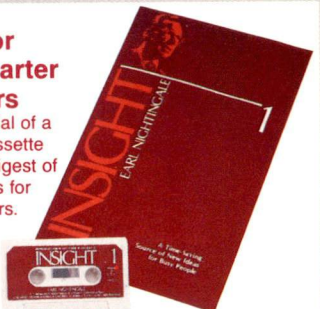
109A \$65.00 (Club Price: \$45.00)

Six audiocassettes that can help you enjoy a longer, happier, more rewarding life:

1. **The Boom in Preventive Medicine.** How five major factors dramatically improve national health statistics. Seven key habits to maintain maximum fitness.
2. **The Wellness Exam: Baseline for Fitness.** Why a periodic wellness examination is crucial to your good health.
3. **We Don't Just Die—We Kill Ourselves.** Leading causes of death among Americans and how these causes of death can be prevented or at least diagnosed early.

FOR FASTER SERVICE
 Charge card users call TOLL-FREE **1-800-323-5552** during Chicago office hours (Illinois, Alaska and Hawaii residents call **1-312-677-3100**). Any other time call **1-800-621-5199**. (Illinois residents call **1-800-972-5855**)...or mail in the Charter Membership Certificate now!

FREE for New Charter Members
 INSIGHT trial of a monthly cassette and book digest of action ideas for top achievers.



INSIGHT
This Sound/Print Digest of Action Ideas for Top Achievers is an exciting new monthly audiocassette and printed book of new ideas from Earl Nightingale and other top achievers widely recognized as experts in their fields. Ideas in all areas that can impact your life. Ideas most often made available to you within a few days of their appearance.

4. **Reducing Coronary Risks: Evaluation and Exercise.** How more than half the coronary risk factors can be lowered through regular exercise. Revealing factors in serious heart problems. What bypass surgery can and cannot do.
- 5 **Reducing Coronary Risks: Dieting and Stress Management.** What you need to know about the influence of diet, weight control and stress on your health. Managing stress. Which cholesterol is healthy and which is dangerous.
6. **Exercise: Feel Better and Live Longer.** The four major kinds of exercise and what benefits each can offer. How to start and maintain a fitness for life program to reap maximum benefits and prevent injuries from exercise.

TOP 5% CLUB CHARTER MEMBERSHIP CERTIFICATE

To: **Nightingale-Conant Corporation** • World's Largest Producer of Audiocassette Programs
 3730 West Devon Avenue • Chicago, IL 60659

Please enroll me as a Charter Club Member and send the cassette program I've indicated at only \$39.00...plus any additional programs I wish to buy now at the Club discount price of just \$45.00 each.

I simply agree to buy three programs (including my purchase today) in the next two years. Send me one, three or six FREE monthly issues of INSIGHT, depending on my purchase of one, two or three programs at this time. **If for any reason I'm not pleased with any program I receive, I may return it within 15 days for a prompt refund or credit.**

- Enclosed is my check. (Please use envelope with address shown above.)
 Bill my company. (Please use envelope with address shown above.)
 Signed Authorization on a Purchase Order or Company Letterhead Must Accompany This Form.
 Charge to my credit card:
 MasterCard VISA American Express Diners Club Carte Blanche

Qty.	Program	Total	Acct. No.	Exp. Date
_____	Seeds of Greatness (700A)	\$ _____	_____	_____
_____	Peak Performance (108A)	_____	Signature	_____
_____	Fitness for Life (109A)	_____	Name	_____
_____	Sanyo Cassette Player/Recorder (S-2) @ \$40.00	_____	Company	_____
	Illinois residents add 6% Tax	_____	Address	_____
	Shipping/Handling Charge	\$ 3.00	City	State Zip
	Total	\$ _____		

PLEASE NOTE: Offer limited to residents of U.S.A.

HOW TO DEVELOP A RICH,
EFFECTIVE SPEAKING VOICE.

Exercises For Speakers

by Marie Zima

When my friend Karen found out she was to receive her Women's Club "Woman of the Year" award, she became nervous and tense about making her acceptance speech. The night of the banquet, as I watched her walk to the podium with her shoulders pinched and stretched toward her ears, I got a sick feeling. As an actress, I recognized her flagrant symptoms of tension. I knew that tension would spread to her stomach and affect her breathing and voice quality. I knew her speech would be awful.

As she breathily opened her mouth, her arms remained plastered at her sides. Her voice strayed from flat, colorless monotones to raspy, shrill attempts at melody and variation. Her listeners had difficulty understanding what she said. Their patience was worn. They twitched restlessly in their seats. Afterwards, Karen was devastated by her poor performance.

If only she had warmed up, Karen could have thwarted tension, and she could have spoken effectively.

Dispelling Nervousness

Like a diligent speaker, Karen's preparation was to familiarize herself thoroughly with her speech. Unfortunately, knowing your speech doesn't dispel nervousness. Nervousness is a chemical reaction caused by 'adrenalin, which causes excess energy. That energy won't dissipate unless it is used. If it's not, it will manifest itself in tensions that will show in vocal strain, breathiness and lifeless, weak speech. When the body is tense, it doesn't waltz well, nor does it gesticulate dynamically.

All speakers want to be effective, but few know the voice and body mechanisms well enough to know how to do that. Speakers who've studied voice are far better prepared. They know the importance of correct breathing and realize the fragile voice

How Much Is It Worth To Build A Super Memory?

"My Super Reading System Shows You How To Think More Effectively... Double Your Ability To Read And Remember. (And The Most Amazing Part May Be The Cost.)"

—Professor Russell Stauffer, Ph.D., Professor Emeritus, University of Delaware

Suppose I told you the real problem with reading and remembering is the way we think.

No one has ever taught us how to think. No one has ever sat down and told us the right way to learn.

"You mean there's a 'right' and 'wrong' way to think?!" Yes, there is. And, unfortunately, most of us do it the wrong way.

Finally... A Real Breakthrough

Let me explain. As a Ph.D., I've been involved in many studies to determine precisely how and why we think the way we do... why learning is "easier" for some and "harder" for others. I, along with a few colleagues, discovered that we do not use our brain *efficiently*. The most wondrous part of us—our mind—is not being utilized fully when it comes to analyzing information... drawing conclusions... retaining data. In short, we have not learned how to use our brain to its maximum.

Until now.

After years of research and testing, I've developed a new system that actually teaches you how to think. I call it the Super Reading System—and it will *double* your ability to read and *remember*.

Super Reading Is Super Learning

The key to learning is *recall*. If you can't remember what you've heard or read, then you haven't really learned. The Super Reading System uses a step-by-step, easy-to-follow teacher-on-cassette guide that demonstrates a new, easy, practical way to learn. Spend a few, short hours a day (the whole course takes only about 30 hours to complete), and I'll guarantee you will be able to read *faster*... and remember *more*.

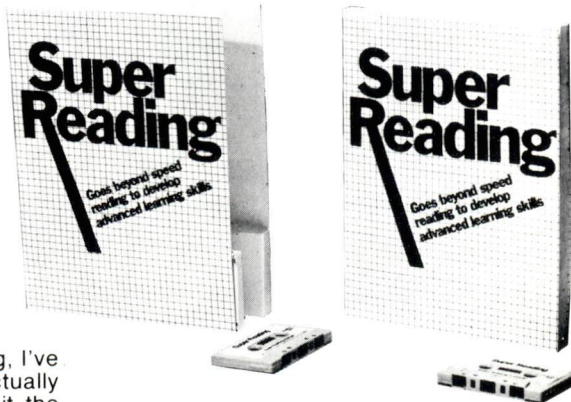
Expand Your Memory

Think of what this will mean to you. You'll be able to breeze through stacks of reading material. Books, newspapers, magazines, texts... even the most technical or difficult reading matter will be much easier and faster to read. But the real benefit, the real key to my Super Reading System is you'll *strengthen* your memory. Chances are, you'll never again have to flip back the pages in search of the thought you couldn't quite recall... or search your memory for that missing fact that you need to know. Your mind will be functioning better... thinking more efficiently... and remembering *twice* as much.

Listen And Learn At Your Own Pace

My Super Reading System gets you started immediately. No matter what your ability to read and learn, you'll see results from the very first day. Listen and progress at your own pace. You'll practice on materials that you read every day. Your living room becomes a comfortable classroom. Practice at home, the office... wherever or whenever it's convenient.

Whether you're a student, a business



person, a manager or a technician, you can benefit from the innovative Super Reading System that doubles reading speed and comprehension. In fact, anyone and everyone can use the system and get benefits that will last a *lifetime*.

Here's The Most Remarkable Part

Now, what would you expect to pay for a learning system this good, this easy, this foolproof? \$400? \$500? Or more?

MEET THE AUTHOR

Russell Stauffer, Ph.D., is Professor Emeritus at the University of Delaware. He has authored major textbooks and is considered to be one of the top researchers on how and why we learn. In addition, Dr. Stauffer is one of the few scholars admitted for membership in the Reading Hall of Fame.

How about \$39.95—plus postage and shipping? That's it—and there are *no* extra charges, *no* hidden costs. This one-time charge comes with my personal money-back guarantee to go along with it. My Super Reading System is complete with everything you need to get started—master guide, teacher-on-cassette, and full instructions.

Examine My Super Reading System FREE

I feel confident that you'll discover a real breakthrough in the way you read, learn and remember. Let me invite you to examine my Super Reading System *free* for 15 days. Listen to the teacher-on-cassette. Then you decide. If you don't feel you'll be able to double your reading speed... dramatically improve your comprehension... if you don't concur this is a revolutionary advance in your ability to think more effectively... as you build a super memory... simply send it back. I'll *refund* your money in full, no questions asked. What could be easier or fairer than that? So why delay? Send for the Super Reading System that I guarantee will ultimately change the way you think. Fill out and mail the no-risk coupon.

MAIL NO-RISK COUPON TODAY

Super Reading Institute

Dept. SB-02

113 Gaither Drive, Mt. Laurel, NJ 08054

YES! Please send me the Super Reading System at \$39.95 plus \$3 postage and insured delivery. If I'm not completely satisfied, I can return it in its original condition within 15 days for a full refund.

Check or money order enclosed.

NJ residents add 6% sales tax.

Charge my credit card under regular terms.

Visa MasterCard American Express

Card No. _____ Exp. Date _____

NAME _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

SIGNATURE _____

FREE 15-DAY TRIAL EXAMINATION

can be so easily strained or harmed if the voice and body muscles involved in voice production are ignored. A speaker would do well to emulate the artisans who don't take their voices and bodies for granted: singers and actors.

Singers and actors use their voices and bodies to perform their craft. They know that they must do daily vocal, breathing and relaxation exercise if they are to perform easily and without harmful vocal strain. By contrast, the speaker is often not concerned enough with his voice.

Speakers should realize that their preparation shouldn't end with learning the speech; rather, it should begin with warmup exercises. Few speakers, when on the podium, haven't been affected by leadlike arms or a creaky, weak voice that needed constant clearing. That is strain. Proper preparation can eliminate those amateurish qualities.

Exercises for Tension

Warmup should be at least 15 minutes long and should be done daily at least a week prior to the speaking engagement. Relaxation exercises should always be followed by an energizing exercise, such as running or jumping. That's because you don't want the relaxation exercises to soporize your performance; you merely want to eliminate tension. A sleepy speaker will put the audience to sleep. A relaxed but energized speaker will wake up his audience.

Exercises should be performed alone, so you won't be inhibited by an audience. You should do them in a quiet place, where you can be loud and not be afraid of disturbing anyone with your vocalizations. The exercises should be done in a warm place. Cold muscles are disastrous for the dancer, athlete and the speaker. Work in warm, comfortable clothes that will facilitate total freedom of movement.

One of the simplest and most beneficial exercises you can do is yawn. Open your mouth and stretch your body, as you do when you first wake. You'll be oxygenated as you stretch your pharynx. Yawning feels great, is easy, and does wonders for the speaker.

If a speaker or actor has time to work on only one part of the body to relieve tension, he should choose the neck, because tension in the neck will present itself in vocal strain. To get rid of vocal strain, you can be vocalizing while moving your neck. That is, make *ooo*, *aaah*, *eee* sounds that emanate from the diaphragm rather than from the throat. Vary your pitch,

volume and tone just as you would while doing your speech. After this, when you are slightly warmed up, you may want to try vocalizing with parts of your speech.

Neck exercises are simple. Move the head slowly, in every direction possible. Side to side, down toward the floor, backwards, where the eyes look up at the ceiling. Remember, the neck warmup will be more effective if you vocalize while doing the exercise. Your

YOUR GOAL IS TO BE A RELAXED BUT ENERGIZED SPEAKER.

neck isn't warmed up until it ceases to make crackling noises when you move it.

An even better neck exercise is neck rolls. Slowly, smoothly and continuously roll your head. Imagine your head is a huge bubble, with a heavy ball inside it. When the ball rolls, your head will rotate as well. When your head falls backward against your back, drop your mouth open to prevent jaw tension. Do one full circle, then reverse directions to prevent dizziness. Repeat until you notice that the crackling in your neck has ceased.

Shoulder rolls also eliminate neck and shoulder tension. Lift shoulders toward the ears. Circle backwards and around toward your chest. Reverse. Repeat.

Proper breathing is essential if you want to appear polished and not breathlessly amateurish. Constructive rest exercise will improve your breathing technique and relax you as well. Theoretically an hour in this position is equivalent to a night's sleep. This position should relax you without making you groggy.

Lay on your back, with your knees bent and pointing toward the ceiling; the soles of your feet should be on the floor, about six inches apart. Cross your hands on your chest. Press all your vertebrae into the floor. Concentrate on breathing from the diaphragm. Your stomach, not your chest, should rise and fall. When you feel relaxed, begin to vocalize parts of your speech, continuing to support your speech with breath that comes from the diaphragm rather than from the upper chest. If your neck feels tense, slowly roll it from side to side

until the tension subsides.

From constructive rest position, slide your legs out onto the floor. Keep the small of your back against the floor. If your back goes up off the floor, bend your knees. Relax your arms by your side. Now you are ready to do a super relaxation exercise called hypertension.

Hypertension is performed by stretching all your limbs and your head off the floor, with only your buttocks and back to support you. Hold your entire body tense for a count of sixty. Then allow your arms, legs and head to collapse onto the floor, as if they are melting. Repeat. During the first part of the exercise you are hyper-tensing and tiring your muscles. When you drop everything onto the floor, you become hyper-relaxed. That relaxation will carry over into your speech.

Another easy and effective tension-relaxation exercise is called the rag doll. From a standing position, with the feet about a foot apart, stretch your arms as if you must touch the ceiling. Hold that position for 15 seconds, and then collapse, simultaneously exhaling through the mouth. This is the rag doll. Your knees should be bent, and your arms and head should be swinging and bobbing. If your arms and head are still, you're holding tension in your body. Do it again, and try to let your body fall. This exercise feels good and works wonders at relieving tension. Repeat several times.

To more effectively use your rag doll, vocalize instead of breathing deep. While stretching, inhale from the diaphragm, not from the chest. Now speak as if your sound comes from your stomach instead of your throat. With an *ee* or *aah* sound, start your sound on a note at the top of a musical scale. Descend the scale as you allow your body to collapse into the rag doll position. Remember, your body should be limp and floppy.

A good speaking voice should be beautiful, rich and effective. To achieve these qualities, one should be as disciplined as an actor or singer. Devoting practice time to physical and vocal exercises will eliminate tension and vocal strain, and enhance the beauty of your speaking voice. 🗣️



Marie Zima, a writer based in Dover, Ohio, is also a dancer, choreographer and actress.

Carol Channing:

A Real Trouper



by George Heymont

If there is anyone who knows how to keep an audience eating from the palm of her hand, it is Carol Channing. After performing in nightclubs, motion pictures, concert halls and on Broadway for more than 40 years, the lady is one of the great veterans of the stage. A trouper.

Not only has she been blessed with Emmy awards, Tony awards and Grammy awards, Channing has even received Harvard University's Hasty Pudding "Woman of the Year" award. One of the few females to land on Richard Nixon's infamous "Hate List," Carol has been making audiences laugh for as long as she can

remember. "My friend Davey Burns died with his laugh building in a show called '70, Girls, 70' when it was trying out in Philadelphia and that's how I want to go. With my boots on!" vows the musical comedy star.

Carol's superb comic timing, defiantly strong personal presence and desperate need to be loved (coupled with an animal instinct for working a stage) have kept her a legend in an era when real stars are few and far between. Her huge eyes and gangly arms don't just reach out to embrace an audience, they entice and entrap theatergoers with the seductive powers of a love-starved venus flytrap.

"You know, there's a famous Spanish bullfighter who was once asked: 'Aren't you afraid of dying? Of death? Of the bull?'" she explains.

"And do you know what he said? 'Afraid of death? Ha! Never! I'm afraid of losing the audience. Let the bull come straight at me as long as the audience stands up and cheers!'"

Although some think of the 62-year-old actress as the dizziest thing on two wheels, in truth Channing is a woman obsessed with theatrical precision. Off-stage, Carol's tendency to garble sentences, swallow phrases and turn thoughts into a merry mishmash of the English language camouflage a memory which resembles a steel trap. Indeed, what may seem spontaneous to some in the audience has been planned down to the very last detail.

"I'm happy in my work and there's nothing to overcome. The reason I can't stay off the stage is because there's this wonderful feeling that is so cozy and warm; a feeling which is closer than touching each other, even closer than affection. That's the joy of theatre, the excitement of it. In a sports arena you either win or lose. But in the theatre, there's a tribal feeling that everyone is simultaneously experiencing an emotion. We're really kind of safe as long as we're together. If a bomb drops on us, if anything happens to us, we all go as a group. So it can't be that terrible."

Developing a Technique

Channing began to develop her stage technique at a very early age. In the fourth grade, she was nominated for the office of class secretary at San Francisco's Commodore Sloat Grammar School. A shy child, Carol stood in front of her classmates without any ideas for a speech. Desperate to succeed, she decided to imitate some of the teachers in the school. Her gifts of mimicry kept her classmates in stitches. Later, as she ran from the auditorium to hide in the cloakroom, she vowed she would do

anything to get back on the stage.

Throughout her adolescence Channing was onstage every Friday entertaining her school peers. Her specialty became dance pantomime and with her huge bug eyes she was always able to build a strong rapport with her audience. "Children are not courteous. If they lose interest, they start throwing erasers, chalk and spitballs at you," warns the actress. "Comedy is the only thing which will hold their attention every time. If you do something when you're young enough, it takes the fear away. You can attack anything when you're young because you don't yet know how hard it is. You're frightened, but you're sure that you can do it. As you get older you get more cautious and think: Oh, no, I can't do that."

As a stage-struck student eager to try her luck in the theatre, Channing left Bennington College without completing her degree. Success did not come at first, so she returned to California. Soon, her overwhelming talent caught the attention of Gower Champion, who auditioned her for a revue entitled "Lend an Ear." The show was transported to Broadway and the rest is history.

One evening composer Julie Styne and author Anita Loos watched in awe as Channing went through her "Gladiola Girl" routine. Styne and Loos signed Channing for their new musical, "Gentlemen Prefer Blondes." Carol's characterization of Lorelei Lee (the man-hungry, social-climbing flapper with the firm conviction that "Diamond's Are a Girl's Best Friend") led Brooks Atkinson, the dean of American theatre critics, to describe her performance as "the most fabulous comic creation of this generation."

Channing later went on to entertain audiences with her one-woman tour-de-force entitled "Show Girl." Then, in 1964 she took Broadway by storm in the musical version of Thornton Wilder's comedy, "The Matchmaker." And, in the 20 years since Carol first performed the title role in "Hello, Dolly!" she has not altered her performance one bit.

To some, the thought of continuing in one role for more than 3000 performances is anathema, raising the dread spectre of the long run blues. But to Carol, such a long run is a dream come true. "When you finally find the right way of doing something, hold onto it. Don't change it. It's God given," she swears.

"One show in many years is a smash hit," argues the performer.

"That's why 'Hello, Dolly!' is like lightning in a bottle. I'm never going to let go of it. I'm lucky that I've been able to play parts that I was crazy about. Doing this show so many times is like a marriage--the excitement can't go away. If you are passionately in love with a man, that love lasts through sickness and in health. That won't stop."

One of the distinct joys of her work is that during the show, Dolly Levi often gets to address the audience directly. "Thornton Wilder's firmest

"WHEN YOU FINALLY FIND THE RIGHT WAY OF DOING SOMETHING, HOLD ONTO IT."

conviction was that theatre should be performed like the joker in Shakespeare. Break through the theatre's fourth wall and talk straight to the audience," explains the actress. "In 'Our Town' the stage manager faces straight out to the audience and says 'Let me tell you about this character. Let me tell you about our town.' In 'The Skin of Our Teeth,' Sabina turns to the audience and says, 'I don't know WHAT this playwright is talking about. But I took the job because I need the money and this is what he wants to say.'"

The Role of Concentration

Many speakers and performers begin to exhibit signs of boredom after repeating their lines over and over. Ethel Merman used to tell people that after several months in a musical she would find herself standing onstage singing the show's hit tune while thinking about her grocery shopping list.

"This is the most frightening work there is. It's like walking a tightrope. All you have to do is have your thought waver one little bit and think, 'Gee, I'm hungry, what'll I have for dinner?' and you don't get that laugh," groans Carol. "Why? Because the people didn't catch the line. Whatever it is that goes out of the atmosphere is the most frightening thing in the world.

"You never forget those performances where you did not get it right," she confesses. "I'll go to my grave remembering the laughs I didn't

get, the cries people didn't cry or the times the audience didn't fall in love. Even one line stays indelibly imprinted on your mind. To this day, I remember the laughs I've lost because I know it was my fault. You can never shake that off."

Some performers start to add little bits of business to liven up their lines. After enough doctoring, they have completely changed the balance of the show. The late Zero Mostel began to ad-lib and ham it up so much during the original run of "Fiddler on the Roof" that he ended up playing the show strictly for laughs. To Channing, that lack of discipline is unforgivable.

"I wouldn't think of changing 'Hello, Dolly!' one iota. I don't change things for my own entertainment. That would be the mark of an amateur," she gasps. "George Bernard Shaw says 'Who are we against so many?' The audience is always seeing the show for the first time. So you keep it precisely the same. That's called discipline. I'm not the one who paid for the ticket, the audience did and we belong to them. So every night and every matinee I've got to recreate the emotion which makes me do precisely that same thing. If I don't do that then nobody cries, nobody laughs, nobody falls in love, nobody does anything that we want them to do. Isn't that frightening?"

In late 1983, Carol took "Hello, Dolly!" on one final tour around the United States and Europe. This time the show was videotaped at the Kennedy Center for future release on cable TV.

In 1984 she will be reunited with composer Jerry Herman on a new project. Herman, who wrote the songs and lyrics for "La Cage Aux Folles," "Mame" and "Hello, Dolly," has been working on a revue about the Ziegfield Follies which will demand every bit of Carol's comedic talents.

Channing herself is eager for the challenge. "We have to try it out in workshop first because not even God almighty knows where the laughs are," she explains. "But the creative period is like the pregnancy process, like carrying a child. It's the happiest, most wonderful, fertile time of life."

And, by her own confession, Carol plans to use every trick of the trade she has mastered during a half century of performing for audiences--including some of the tricks she used to fend off the spitballs in the fourth grade of Commodore Sloat Grammar School. ♣

George Heymont is a writer based in San Francisco, California.

THE KEY TO RESOLVING PERSONALITY
PROBLEMS IS EFFECTIVE COMMUNICATION.

Personalities, Yes; Personality Conflicts, No

by Freda Grones

Twenty-year-old Kathy seemed quite happy with her first real job--until she came home in tears one day. "I just can't seem to get along with Ann," Kathy told her mother. "I guess it's a personality conflict."

Tom was building a successful career as a purchaser when a new manager took over the department. "Nothing I do pleases this guy," Tom began complaining. "My job is at stake and I don't know what to do about it."

After three months, Helen considered her promotion into management a mixed blessing. "I never thought that my biggest problem would be getting along with another manager," she said.

Call it what you like, a personality conflict or human nature, friction among people who must work together is never pleasant and has been known to ruin careers and affect the bottomline profits of a department or company.

So what's a Kathy, Tom, Helen or anyone caught in such a situation to do?

Know Yourself

Most experts agree that just about any such conflicts can be resolved if at least one of the individuals is willing to do some self-analyzing and communicating. Then too, there are a number of things that a company can do to prevent personality conflicts from developing in the first place.

Bill Ellermeyer, president of Career Management Services, Santa Ana, California, says, "Everybody has his

or her own work personality--and that's good. But work personalities may be quite different from those displayed at home. It's quite possible for people to be easy-going and flexible within the family, but very rule-

***“PRESENT THE
PROBLEM AS
YOURS. LET
THEM KNOW
HOW YOU FEEL.”***

oriented at work. The opposite may be true as well."

According to Ellermeyer, there are a number of psychological assessments, such as the Myers/Briggs Survey, that can help people determine their work personalities. Most of these assessments do this with a series of self-tests or questions. But basically there are only two questions you need to know the answers to: What pleases/displeases me? What are my hot buttons?

"Self-knowledge is power," Ellermeyer says. "So one secret to more harmonious relationships is knowing yourself."

The other secret involves effective communicating. It's usually a mistake to go to other people and demand that they change because you're annoyed, inconvenienced or unhappy,"

Ellermeyer says. "You might be right, but generally such demands only make matters worse. Instead, present the problem as yours. Let them know what is worrying you and how you feel. With this approach, essentially you are asking for help--not demanding a change. If they then choose to change, all good and well. But it must be their decision."

Barbara Fielder, industrial relations consultant with Fielder and Associates in Tustin, California, agrees and adds, "Doing all you can not to put the other person on the defensive is important. You don't want to create an atmosphere of attack."

Threats should be avoided. Fielder says, "Generally, threatening someone, especially in your first conversation regarding the problem, is not a good idea. But if you do make a threat, be prepared to carry it out."

Her suggestions include first asking the other party to meet with you privately, at a mutually convenient time, and, if possible, on his or her turf.

"Plan what it is you want to say," Fielder advises. "You might even consider writing it down so you can more effectively construct and review any points you want to make."

"You will want to be as specific and objective as you can," she continues. "Your purpose is not to overwhelm, but to clarify and correct by supplying facts and by being objective."

Fielder gave the following examples of ineffective statements:

"For some reason, you don't seem to like me."

"You're never satisfied with what I do. My old manager never had any complaints."

"What's wrong with your department? Why can't you get the data to us on time?"

Effective statements might sound more like these:

"I need your help. I know you're probably as upset as I am because we haven't been working well together. What can I do to help make the situation better?"

"Mr. Black, I know every manager has his own preferences. I need to know more about how you want me to carry out my responsibilities."

"Last Tuesday the data needed to finish this month's sales report was late getting to us."

In addition to carefully wording your complaint, Fielder says full attention to the other party's answer is equally vital. "You must give the other person a chance to reply and really listen to the answer. After all, he or she may have something to say that you haven't even considered. They may even have a solution you haven't thought of.

"Chances are," she continues, "you will find the other person as eager to solve the problem as you are. Fortunately, most of us don't enjoy working with unnecessary stress and most of us realize how dangerous any conflict in the work arena can be."

A Positive Environment

Most companies are certainly aware of that danger. Crandall Gudmundson, president of Odetics, Inc., says, "The way people interact and get along with each other is of prime importance to the welfare of the company."

Odetics, a California-based company that designs and manufactures electronic devices for the space industry, was founded in 1969. Gudmundson says, "Originally, the company had six employees--its founders. The original six are still with us, plus 444 others. One of the major reasons, we've been so successful is that we've taken care to build a sense of togetherness or family, and a sense of open communication."

The company's philosophy, incorporated in its orientation manual, reflects these efforts. It encourages managers to: create a positive, involved-people environment; maintain an informal, nonstatus approach; promote from within whenever possible; acknowledge the importance of every function within the company, or eliminate it; reward dedication to reliability and technical excellence.

These policies are put into effect in many ways. Gudmundson says, "Encouraging a family atmosphere really begins even before someone is hired. We like having new people come aboard, but we are very careful when hiring. We check references."

One of the things looked for is the individual's compatibility at prior

"GIVE THE OTHER PERSON A CHANCE TO REPLY AND REALLY LISTEN TO THE ANSWER."

positions. "If a person was fired once because he or she couldn't get along, it may not have been that individual's fault," Gudmundson says. "On the other hand, if there's more than one such incident, it might indicate an inability or unwillingness to work harmoniously with others."

Then too, most candidates interview more than once for a position. Gudmundson says, "I like to tell people that starting a new job is similar to getting married. And one of the nice things about marriage is the romance. We believe in a lot of romancing and long engagements. That gives everyone a chance to know each other."

The prospective employee's immediate supervisor is always present at interviews. "That's an extremely important relationship," Gudmundson says, "so immediate supervisors have a strong say about whether or not someone is hired."

To put new people at ease, Odetics uses the buddy system. Gudmundson says, "It's just not right to have anyone arrive for his or her first day or work and not know what to do, who the others are, where the bathrooms are, etc. So we always put the newcomer in the care of someone in the department who knows the ropes."

Only first names are used at Odetics. "We don't believe in Sirs and Misters," Gudmundson says. "I call people by their first names and they call me by mine."

The nonstatus approach Odetics believes in is implemented in other ways as well. Instead of a formal organizational chart with pictures,

names and titles of the company's directors, there are 12 (one for each month) large charts. Each displays the photo, name and birthday of every employee born during that month.


"We don't believe in preferential parking spaces either," Gudmundson says. "We have only one reserved parking spot at each of our facilities. Every two months, we all vote. The reserved spot goes to the winner of that election. It's a lot of fun. Once we voted the spot to a man who didn't have a car. During his two months, we all got a chance to steal it."

Ideas are always welcome at Odetics. Gudmundson says the company has an annual training day for the exchange of ideas and the discussion of goals and philosophies. "But we also have other meetings for this type of exchange much more frequently," he adds.

Employee suggestions are reviewed by a committee of three. If implemented, they are rewarded. Depending on the value of the suggestion, the reward could be as much as \$500-- or simply a special coffee cup. "We also try to think in terms of what the person would like," Gudmundson says. "That's not always money. For instance, we recently surprised one of our engineers with a personal computer. We asked his wife, and she said that was what he really wanted."

Odetics also has a unique bonus plan which rewards achievement as well as attendance. Every two months each department supervisor compiles a list of special goals or milestones. Employees can earn extra money by reaching these goals and/or by not taking any unauthorized time off.

But the emphasis is on fun as well as work. "We like doing things together after work hours," Gudmundson says. Many of the company's programs cater to that kind of involvement. In addition to various sports teams, Odetics has an active drama club, choral group and exercise center.

Gudmundson thinks the exercise center is an effective common denominator. He says, "Everyone becomes everyone else's peer when they exercise and sweat together. It's just another opportunity for building friendships--getting to know and appreciate each other's personalities and avoiding personality conflicts." 

Freda Groner is a writer, editor and creative writing instructor in Orange County, California. She is also president of *The Write People*, a firm specializing in public relations, resume writing and editing.

A PERSON RARELY GETS PROMOTED TO A POSITION FOR WHICH HE DOESN'T LOOK THE PART.

Dress With Dignity

by Elaine Phillips, ATM

Before you open your mouth to speak, your clothes start talking about you. As Toastmasters, we want our appearance to say "I'm competent, I'm professional, and you can trust me," but how can we go about achieving this?

Psychologists call the control of the image we present to others "impression management." Like it or not, first impression management is nothing new. People of high status have traditionally worn crowns, head-dresses or distinctive outfits, while hunters decorated themselves with the horns of animals they had killed.

As Toastmasters, we should aim not at the outlandish or trendy, but at clothes which speak with authority, dignity and good taste. If money is a problem, invest in quality, not quantity.

Polonius in "Hamlet" gave some excellent advice which is as valid today as it was in Shakespeare's time: "Costly thy habit as thy purse can buy, but not expressed in fancy; rich, not gaudy; for the apparel oft proclaims the man."

Dressing appropriately is essential for developing poise, self-confidence and self-esteem. The moment your audience looks at you, they begin to



WORD WISDOM

by David Rottman

The new year is traditionally a time for assessment. Here's a test to determine your level of word mastery. Good luck!

1. an *anchorite* by nature:
a. a conservative b. leader c. enthusiast d. recluse e. scoundrel.
2. a carefree *philanderer*:
a. rebel b. flirt c. nomad d. vagrant e. debutant.
3. a feeling of *lassitude*:
a. longing b. excitement c. anger d. sorrow e. weariness
4. a *pristine* culture:
a. complex b. agricultural c. different d. primitive e. peaceful
5. a solemn *anathema*:
a. occasion b. pact c. curse d. guarantee e. ceremony
6. a *diaphanous* curtain:
a. transparent b. opaque c. ornate d. folded e. woven
7. a *salient* observation:
a. sarcastic b. profound c. striking d. meaningless e. lewd
8. to *corroborate* a statement:
a. confirm b. withdraw c. revise d. compose e. contradict
9. in an *urbane* manner:
a. unctuous b. refined c. hurried d. carefree e. swift
10. a *cataclysmic* upheaval:
a. universal b. awesome c. celebrated d. violent e. predicted
11. to *ruminate* at length:
a. discourse b. explain c. reflect d. object e. imbibe
12. filled with *levity*:
a. contempt b. nostalgia c. concern d. lightness e. anxiety
13. an *incredulous* look:
a. earnest b. inquiring c. skeptical d. critical e. puzzled
14. a *dissonant* chord:
a. loud b. incongruous c. inaudible d. vibrating e. high-pitched
15. the *mundane* pleasures:
a. forbidden b. worldly c. costly d. exotic e. jaded
16. a *wizened* face:
a. kindly b. mysterious c. omniscient d. protuberant e. withered
17. to *mollify* a friend:
a. appease b. defend c. insult d. ignore e. tease
18. to give *approbation*:
a. protection b. notification c. commendation d. counsel e. aid
19. a *circumspect* judgment:
a. faulty b. prudent c. revised d. hurried e. suspicious
20. a *delectable* prospect:
a. lingering b. postponed c. delightful d. amicable e. tasteless
21. a *frenetic* retreat:
a. strategic b. timely c. deadly d. frantic e. tragic
22. a *feckless* child:
a. pitiable b. careless c. cowardly d. lost e. friendless

Answer key:

1.d; 2.b; 3.e; 4.d; 5.c; 6.a; 7.c; 8.a; 9.b; 10.d; 11.c; 12.d; 13.c; 14.b; 15.b; 16.e; 17.a; 18.c; 19.b; 20.c; 21.d; 22.b.

make value judgments as to your economic and educational level, trustworthiness, social position, sophistication and moral character.

Your overall appearance can trigger an immediate response in your audience. The movie industry has long known this. The late Edith Head, grand dame of Hollywood couture, created glamorous attire for film stars

and won eight Oscars, believing strongly that clothes make the person. She had that unique ability to create wardrobes to package stars for their situation, time and place.

Your inner self is reflected in the clothing which covers up to 90 percent of your body. For this reason, you should dress for where you would like to be in life, not for where you are

now. Think about what you want your appearance to say about you. By packaging yourself to achieve specific goals and objectives, you can contribute significantly to your success. It is rare for a person to get promoted to a position if he doesn't look the part. Is your image working for you?

SEVENTY PERCENT OF YOUR CLOTHES SHOULD BE SEASONLESS.

The way you dress is every bit as important as the way you act and speak, in determining your effect on people. Not only can it give you credibility as a speaker, it may even determine how far you go in life.

The following are a few suggested guidelines.

- Strive for comfortable, versatile, affordable clothes--garments that speak of quality, not quantity.

- Avoid impulse shopping and buying without trying the garment on first.

- Only build on an already successful wardrobe.

- Keep your clothes in good repair, impeccably cleaned, and you will find that they will provide you with that sensible, serviceable, long-lasting look you are striving for.

- Keep 70 percent of your clothes seasonless. Build first on solid colors that project the real you, then graduate into plaids, checks, stripes, etc. The best seasonless fabric is a 55 percent wool and 45 percent polyester blend.

The Well-dressed Man

Men should wear a conservative navy blue or charcoal gray single-breasted or double-breasted three-piece suit (solid or pin stripe). In cooler climates, the 55 percent polyester and 45 percent wool blend is light-weight, seasonless and durable. In warmer climates, choose cotton, linen or 100 percent seersucker. Avoid double-knit suits and sports coats, pants or shirts. Your best insurance in enhancing your image and drawing the audience to your face and eyes, is a crisp, immaculate white shirt. One hundred percent cotton or 55 percent cotton and 45 percent polyester will reflect rather than absorb the light. It is also more authoritative than a colored

Your tie is your finishing touch. It is the accent color to balance the well-dressed Toastmaster. Choose a darker shade for your ties, then put your accent color into play--red, burgundy, blue, etc. You can choose a pin dot, regimental or rep stripe tie. All silk is


must. A dress and jacket are feminine and presentable but lack the versatility of the classic suit. The 55 percent wool and 45 percent polyester blend is your best choice. In a warmer climate, you may prefer cotton or linen.

Your suit should be solid in one of the five basic shades--black, brown,

earth tones for a brownish outfit, charcoal with blacks and darker colors, soft gray with gray tones, and navy with navy-based colors. For a blush of color, don't hesitate to include sea mist, violet or powder blue in your wardrobe hose.

Shoes should be of fine leather and in the classic pump style. Black and brown are basics, but navy and bone are also perfectly acceptable.

A strong, confident woman does not need a lot of jewelry. Pearls will take you round the clock, 12 months a year, and will not intimidate anyone. Gold and silver are also safe. Tiny stud earrings are perfect for day with a pearl, gold or silver necklace.

Remember the golden rule: You don't have to be busy to be elegant. 

DRESS FOR WHERE YOU WOULD LIKE TO BE IN LIFE, NOT FOR WHERE YOU ARE NOW. IS YOUR IMAGE WORKING FOR YOU?

best, followed closely by a silk and polyester blend. Always make sure your tie touches the top of your belt buckle for a more elongated look. A handkerchief puff in the same accent color as your tie will balance your look.

Your shoes should be of good quality leather in basic brown or black (either slip-on or lace-up).

The Well-dressed Woman

For women, a two-piece suit is a

navy, gray, camel or white. Most women suit the classic, clean-cut lines of the Chanel jacket with a soft dirndl or slightly gored skirt.

Choose a tailored day blouse in a complementary color to your hair, complexion, suit and business situation. Pale blue, dusty rose or aqua will be feminine, yet authoritative.

To pull your look together, always wear hose that elongate the body and complement the ensemble. Choose



Elaine Phillips, ATM, is the founder of *Image Dynamics*, a consulting service that provides figure analysis, color assessment and wardrobe coordination for men and women. She is currently teaching fashion buying, retailing, and effective sales at Sir Sandford Fleming College in Peterborough, Ontario, Canada.

Body Language isn't taught in school . . .

It has been estimated that some 70-90% of our day-to-day communication is conducted **non-verbally**. Unfortunately, to many men and women, body language is a *foreign language*.

You Need This Course . . .

- If you are a professional whose career is dependent upon effective communication.
- If you are ever called upon to speak before a group.
- If you desire to improve your marketability.
- If "first impressions" are important to you.
- If you are in a cut-throat industry in which every tool that enhances your credibility will increase your chances for success.

Body Language: TEN BASIC POWER SIGNALS

Course includes: Audio Cassette Tape instruction detailing body language do's and don'ts; 15 Signal Cards for personal role playing and rehearsal, including the TEN BASIC POWER SIGNALS plus eight "Killer" negative signals to be avoided. Additionally, a Power Signal 21-Day Rehearsal Chart is enclosed for turning the Power Signals into a life-long habit.

How Important Is Your Image To You?

This course will teach you how to signal *positive self-assurance* without opening your mouth! Learn the power signals utilized by leaders throughout the world, including Presidents, corporate CEOs, Professional Sales Executives, and dynamic Motivational Speakers.

UP, inc.™

RMTS Unlimited Potential, Incorporated
PO Box 507, Salem, Oregon 97308

Please rush me _____ TEN BASIC POWER SIGNALS course(s) at \$24.95 each, which includes postage and handling charges. I understand that, if for any reason I am not satisfied after examining contents for 30 days, I may return it for a full refund.

MAKE CHECK PAYABLE TO R.M.T.S. UP, Inc.

Name _____
Address _____
City _____ State _____ Zip _____

Send to UP, Inc., P.O. Box 507, Dept. PS, Salem, OR 97308
(Allow 4-6 weeks for processing and delivery.)

HALL of FAME

DTMs

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

- Sid Hutt**
Park Central 3527-3, Phoenix, AZ
- Willard R. Olshack**
Sunrisers 2140-6, Crystal, MN
- Peter Cerny**
Aerospace 3368-14, Robins AFB, GA
- John W. Thomas**
Bacchus 3791-15, Magda, UT
- Joseph H. Hayashi**
Buffalo 2438-26, Denver, CO
- Edwin M. Brown**
Fostoria 4514-28, Fostoria, OH
- Ed Vasquez**
Trident 1002-33, Point Mugu, CA
- Judy Clinton**
Bachelors/Bachelorette 3374-33, Las Vegas, NV
- David Joseph Miller**
Southshore 3281-35, Milwaukee, WI
- Otis L. Turner**
Vienna 1762-36, Vienna, VA
- Alan Scott Palm**
USDA 3294-36, Washington, D.C.
- Nicholas J. Colonna**
Speak Easy 3262-39, Reno, NV
- Thomas Everett Alton**
Sarasota 1958-47, Sarasota, FL
- Richard E. Snodgrass**
Toronto Downtown 1744-60, Toronto, Ont., Can
- Deirdre Lavarack**
API Brisbane 900-69, Brisbane, Qld., Aust
- Mike Coleman**
Tropic City 2987-69, Townsville, Qld., Aust
- John Fairman**
Bankstown Sports 1519-70, Bankstown, N.S.W., Aust
- Jack Phillips**
Tauranga 3089-72, Tauranga, NZ
- Norman T. Adams**
Boksborg 4602-74, Boksborg, RSA
- Walter S. Schamel**
Goldenheart 1240-U, Fairbanks, AK

ATMs

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

- Peter Parry**
TM of Diamond Bar 168-F, Diamond Bar, CA
- John L. Hughes**
Foothills 1475-F, Claremont, CA
- Sam N. Donaldson**
Rockwell-Anaheim Bicentennial 3798-F, Anaheim, CA
- Carol Averill**
Chino Valley 3957-F, Chino, CA
- Maria E. Ochsner**
Chino Valley 3957-F, Chino, CA
- Lloyd Richard Frederick**
Hollywood & Vine 328-1, Hollywood, CA
- Phillip Merle Johnson**
Totem 41-2, Seattle, WA
- Jane E. Van Noy**
Pro Master 240-2, Seattle, WA
- Steven Alan Schmidt**
Leading Knights 3666-2, Burien, WA
- John D. Crockett**
New Age Masters 4752-2, Seattle, WA
- Lawrence F. Emmott**
Sunrise 74-3, Phoenix, AZ
- Janet E. King**
Single Desert Voices 441-3, Phoenix, AZ
- David O. Onstad**
Dawn Busters 1918-3, Phoenix, AZ
- Mary E. Fleming**
South Mountain 4363-3, Phoenix, AZ
- Forrest M. Holly**
Santa Cruz 4382-3, Nogales, AZ
- Ronald E. Nagata Jr.**
Lands End 3976-4, San Francisco, CA
- Hugh Curley**
AMYAC 4460-4, Sunnyvale, CA
- Stanley A. Nowak**
Point Loma 198-5, San Diego, CA
- William Norvell**
Odem 3965-5, San Diego, CA
- Donald S. Kearton**
Salem 138-7, Salem, OR
- James E. Redel**
Fort Leonard Wood 493-8, Fort Leonard Wood, MO

- Joseph M. Hardie**
Emerson 592-8, St. Louis, MO
- H.R. Dick Pennington**
Waynesville, St. Robert 2842-8, St. Robert, MO
- Doris G. Kerns**
Kellogg 245-9, Kellogg, ID
- Pat Murphy**
Lewis-Clark 369-9, Lewiston, ID
- Stephen Louis Grant**
Downtown 2550-10, Cleveland, OH
- Richard K. Butters**
Northwest 30-11, Indianapolis, IN
- Harold W. Ranes**
Anthony Wayne 521-11, Ft. Wayne, IN
- Garland W. Hamlin**
YMCA 715-11, Anderson, IN
- Harry Kellerhouse**
Murat Shrine 1211-11, Indianapolis, IN
- Russell L. Collins**
Chief Munsey Sunrisers 4552-11, Muncie, IN
- James E. Hacker**
John Pournaras Agency 2338-13, Ambridge, PA
- Jane McHenry**
Dogwood 1901-14, Atlanta, GA
- Robert Brentin**
Carpet Capital 4464-14, Dalton, GA
- Leroy James Jr.**
Claremore Community 806-16, Claremore, OK
- John T. Mitchell**
Bartlesville Advanced 2330-16, Bartlesville, OK
- Harry H. Revelle Jr.**
Indian Meridian 2361-16, Oklahoma City, OK
- Robert L. Reed**
Torchlighters 2942-16, Tulsa, OK
- Harvey R. Ogden**
Hilltoppers 3046-16, Oklahoma City, OK
- Thomas L. Herzog**
Firetower 3878-17, Helena, MT
- Roger Chang**
West Side 4047-18, Columbia, MD
- Jere C. Maddux**
Town and College 875-19, Ames, IA
- Blythe A. Smith**
Fort Dodge 597-19, Fort Dodge, IA
- Leona D. Hertema**
Marshalltown 1857-19, Marshalltown, IA

David L. Vaughn
Bismarck 717-20, Bismarck, ND

George Foldes
Rich-Del 3767-21, Richmond, B.C., Can

Wone F. Carlson
North-Wichita 193-22, Wichita, KS

Robert J. Allen
Early Bird 1928-22, Overland Park, KS

Thomas C. Roberts
Power Masters 3985-22, Overland Park, KS

Justin L. Murray
Tets 1024-24, Lincoln, NE

Dana Edward Snyder
Tets 1024-24, Lincoln, NE

Shakur Abdullah
Innovators 4362-24, Lincoln, NE

Ardis Baker
Plus-Two 349-25, Fort Worth, TX

Robert Keats Knickerbocker
The Big D 713-25, Dallas, TX

E. Ray Bond
Richardson Noon 2146-25, Richardson, TX

Edward G. Groesbeck
Mid-Cities Noon-Time 2476-25, Hurst, TX

William E. Harris
Mid-Cities Noon-Time 2476-25, Hurst, TX

Beverly A. Hagemeyer
Richardson Evening 2690-25, Richardson, TX

George Anthony Comiskey
North Dallas 40 4096-25, Dallas, TX

John L. Ballagh
Grand Junction 1671-26, Grand Junction, CO

Larry W. Howard
Timberline 1965-26, Denver, CO

Alan P. Swartz
Rocky Ford 2909-26, Rocky Ford, CO

Edwin M. Brown
Findlay 1563-28, Findlay, OH

Robert L. Showalter
Uniroyal Masters 2357-28, Detroit, MI

John H. Freeman
Elmhurst 1604-30, Elmhurst, IL

Timothy A. Wingert
Ellsworth Park 2745-30, Downers Grove, IL

Donald W. Eginton
New Horizons 2103-33, Las Vegas, NV

Wesley E. Davies
Los Medios Dias 2112-33, Bakersfield, CA

M. Arlene Bartholome
Sunrise 4333-33, Merced, CA

William G. Yoshihara
County 4622-33, Merced, CA

Eleanor H. Jackson
NLRB 3542-36, Washington, D.C.

Barbara Hicks Geslock
Chopawamsic 2635-36, Quantico, VA

Thomas C. Aldridge
NAVFAC 3396-36, Alexandria, VA

Joseph Pileggi
Penthouse 3618-36, Washington, D.C.

Michael E. Maguire
Kinston 962-37, Kinston, NC

Earl W. Melton
Transportation 1153-37, Burlington, NC

William N. Hodges
Huber Heights 1740-40, Dayton, OH

Robert E. Straker
Troy 3453-40, Troy, OH

William B. Eaton
Daybreakers 1327-44, San Angelo, TX

Jack Owen
Natural Gassers 1875-44, Amarillo, TX

Harold Peter Cabaniss
Harris Communicators 363-47, Palm Bay, FL

Richard A. Alder
Sunrise 1134-47, Daytona Beach, FL

Sophie D. Richardson
Orange Park 1980-47, Orange Park, FL

David J. Kingsley
Great Fort Lauderdale 2004-47, Fort Lauderdale, FL

Samuel L. Watson
Gold Coast 2727-47, West Palm Beach, FL

Gene B. Lewis
Oxmoor 1343-48, Birmingham, AL

Albert Thomas Fromhold Jr.
Auburn-Opelika 2165-48, Auburn-Opelika, AL

Arthur Mees Issoglio
RTD 1063-52, Los Angeles, CA

Stephen A. Buscaino
LA Civic Center 3567-52, Los Angeles, CA

Edwin G. Young
Easy Risers 109-56, Houston, TX

Velma L. Byler
Hilltop 2058-56, San Antonio, TX

Hank C. Zwetsloot
Mare Island 2839-57, Vallejo, CA

Nathan Meeks
Pathfinder 3635-57, Fremont, CA

M. Cole Pardue
West Knoxville 3117-63, Knoxville, TN

Richard J. Arntz
Cleveland 3728-63, Cleveland, TN

William H. Fanning Jr.
RAAP 3633-66, Radford, VA

Tom Clancy
Tropic City 2987-69, Townsville, Qld., Aust

James Joseph Boyle
Cairns 3779-69, Cairns, Qld., Aust

Clement David Milne
Akarana 3398-72, Auckland, NZ

Donald Harden
Rangitoto 848-72, Auckland, NZ

Ron Isaac
Diamond Valley 567-73, Eltham, Vic., Aust

Zoe Ettie Hall
Bauyandah 1285-73, Perth, WA

Rebecca L. Schmidt
Ramstein 2442-U, Ramstein Air Base, Germany

NEW CLUBS

3363-1 Tower
El Segundo, CA--Wed., 12:05 p.m.,
Hughes Aircraft Company C2, Rm. 1020J,
2000 E. El Segundo Blvd. (414-6345).

1518-2 Unity
Bellevue, WA--Wed., 12:30 p.m., Unity of
Bellevue, 16330 N.E. 4th St. (747-9892).

3152-3 Rio Salado
Tempe, AZ--Tues., 6:30 p.m., Plaza del
Sur, 2655 W. Guadalupe Rd. (893-2964).

3643-3 Prickly Pear
Luke Air Force Base, AZ--Wed., 11:30
a.m., Silver Wings Recreation Center,
Meeting Room (856-7241).

5317-3 Sammy Speaks

Phoenix, AZ--Thurs., 7 a.m., Good Samaritan Medical Center, 1111 E. McDowell Rd. (239-4200).

5318-3 Vat Cats

Tucson, AZ--2nd & 4th Tues., 11:30 a.m., VA Medical Center, S. 6th Ave. (792-1450, x 591).

5315-5 Voyagers

San Diego, CA--Tues., 7 a.m., Padre Trail Inn, 4200 Taylor St. (277-0948).

5326-5 SAI Communicators

San Diego, CA--Wed., noon, SAI Com-systems/ 3rd Fl., Conference Room, 2815 Camino del Rio South (293-7500).

5305-6 Monterey Jacks

Edina, MN--Thurs., 11:45 a.m., Monterey Jacks, 4940 Viking Dr. (893-8736).

5306-6 Conklin Lunch Bunch

Minneapolis, MN--Wed., noon, Conklin Company, Inc., 4660 W. 77th St. (831-4044).

3866-7 First Masters

Portland, OR--Thurs., 11:45 a.m., Portland Motor Hotel, 1414 S. W. 6th Ave (225-3285).

1915-9 West Coasters

Spokane, WA--Tues., 6:15 a.m., West Coast Grocery Co., P.O. Box 2808 T.A. (928-7700).

5307-14 All American

Columbus, GA--2nd & 4th Thurs., 7 a.m., American Family Life Assurance Co., 1932 Wynnton Rd. (323-3431, x 587).

5320-18 University of Delaware

Newark, DE--Tues., 5 p.m., Purnell Hall, Amstel Ave. (366-0188).

974-19 Communicators

Des Moines, IA--Wed., 11:30 a.m., Employers Mutual, Acorn Room, 717 Mulberry (247-7529).

5295-19 Reddy

Sioux City, IA--Tues., noon, Iowa Public Service Building, 401 Douglas (277-7716).

5313-19 Speakers of Tomorrow

Emmetsburg, IA--Fri., 6:45 a.m., Palo Alto County State Bank, 11th & Broadway (852-4006).

4033-20 Missouri Basin

Bismarck, ND--1st & 3rd Wed., noon, Basin Electric Power Cooperative, 1717 E. Interstate Ave. (223-0441).

2765-22 HNTB

Kansas City, MO--Wed., 12:05 p.m., Howard Needles Tammen & Bergendoff, 9200 Ward Parkway (333-4800).

3860-22 State Liners

Kansas City, MO--Tues., 12:30 p.m., Black & Veatch AB Conference Room, 1500 Meadow Lake Parkway (967-3359).

5319-22 Speakeasy

Lenexa, KS--Thurs., 6:30 a.m., Delux Check Printers, Inc., 14685 W. 105th St. (888-7300).

4231-25 Burkburnett

Burkburnett, TX--Sat., 8 a.m., Sarji's Restaurant, 909 Sheppard Rd. (569-5059).

3006-25 UCC

Dallas, Tx--2nd & 4th Wed., 11:30 a.m., UCC Conference Center, UCC Tower Exchange Park (353-7618).

2295-26 Rocky Top

Denver, CO--Mon., noon, Peabody Coal Co., 10375 E. Harvard Ave., Suite 400 (337-5903).

5314-26 Noonshiners

Fort Collins, CO--Mon., 11:45 a.m., Applegate's Landing, 2721 S. College (482-4595).

5316-26 Peterson

Peterson Air Force Base, CO--1st & 3rd Tues., 11:30 a.m., Peterson AFB NCO Club (591-3661).

3867-30 Ben Franklin

Des Plaines, IL--1st & 3rd Thurs., 5:15 p.m., Ben Franklin, 1700 S. Wolf Rd. (298-8800).

5302-30 Essayons

Chicago, IL--1st & 3rd Thurs., noon, U.S. Army Corps of Engineers, 219 S. Dearborn & 536 S. Clark (353-4333).

5311-31 Sentry

Concord, MA--Tues., 7:30 a.m., Sentry Insurance, Rt. 2 (369-8600, x 2289).

5325-32 Sundowners

Olympia, WA--Thurs., 6:30 p.m., Rib Eye Carriage Restaurant, 1200 Plum (456-4645).

2517-35 American Family Executive Drivers

Brookfield, WI--2nd & 4th Tues., 7 p.m., American Family Insurance, 440 Executive Dr. (784-9100, x 446).

1378-36 NAVSUP

Arlington, VA--2nd & 4th Tues., noon, Crystal Mall #3, Rm. 508, 1931 Jeff Davis Hwy. (695-5773/3824).

3846-36 FEMA

Washington, D.C.--1st & 3rd Wed., noon, Federal Emergency Management Agency, 500 C. St., S.W. (287-0889).

5309-36 FRB

Washington, D.C.--1st & 3rd Tues., noon, Federal Reserve Board, Rm. 3219, 20th & Constitution Ave., N.W. (452-3444).

2049-37 Capitals

Raleigh, NC--1st & 3rd Thurs., 7 p.m., CP & L Business Office, 205 W. Cabarrus St. (266-3071).

3238-37 IBM Sub Club

Charlotte, NC--1st & 3rd Wed., 4:30 p.m., IBM, 1001 W. 7 Harris Blvd. (594-1149).

3528-37 Dunn Area

Dunn, NC--Thurs., 6 p.m., Holiday Inn (892-8081).

1626-38 Campbell Soup Company

Camden, NJ--1st & 3rd Tues., 4:45 p.m., Campbell Soup Co.

3869-38 United Penn

Wilkes-Barre, PA--Wed., biweekly, 4 p.m., United Penn Bank, 8-18 W. Market St. (826-2848).

3475-39 Nooners

Redding, CA--Tues., 12:10 p.m., Park Marina Restaurant, 1815 Park Marina Dr. (246-7388).

5303-45 Mid-Maine Speakers

Waterville, ME--Tues., 6:30 p.m., Waterville House of Pancakes, Kennedy Memorial Dr.

5304-48 Ampex

Opelika, AL--Tues., noon, Ampex Corp. Training Room, P. O. Box 190 (745-7643).

5176-52 Just For Fun

Los Angeles, CA--Thurs., 11:30 a.m., Union Oil Co., 460 S. Boylston, California Rm. (977-5126).

1784-52 FEDS

Van Nuys, CA--1st & 3rd Wed., 11:30 a.m., Van Nuys Federal Bldg., 4th Fl., 6230 Van Nuys Blvd. (842-7634).

1870-52 North Hills Jaycees

Granada Hills, CA--2nd & 4th Thurs., 6 p.m., Numero Uno Pizzeria, 17068 Devonshire St. (368-4813).

3277-52 Winners Circle

Glendale, CA--1st & 3rd Sun., 2:30 p.m., 1412 Valley View Rd. (500-0398).

1710-53 Great Plains

Plainsville, CT--1st & 3rd Wed., 5:30 p.m., Plainville Municipal Center, One Central Square (747-2316).

2892-56 Frankly Speaking

Houston, TX--Wed., noon, Houston N.M. Medical Center, 710 W. FM 1960 (440-1000).

CLASSIFIEDS

SPEAKING RESOURCES

THE NEW BOOK OF "ORCHIDS OR ONIONS" FOR ALL OCCASIONS, OVER 900 CLEAN JOKES & SHORT LINERS. Written by a Toastmaster. Indexed for Quick Reference, \$7, including tax and postage. Check or M.O. to T.R. Bob Kirby, #1 Marcia's Park, Easton, IL 62633.

TOP QUALITY professional comedy material; the monthly service leading speakers have used for years. Recent sample, only \$2. **Contemporary Comedy**, 5804-X Twineing, Dallas, TX 75227.

JOB OPPORTUNITIES

BIG MONEY Possible Lecturing!! Cash In On Rich, Untapped Market For Public Speakers Throughout Country. Simple Procedures. Learn How; Write Cuppett, Box 91-A, Wilmington, CA 90748.

MISCELLANEOUS

Inventions, ideas, new products wanted for presentation to industry and exhibition at national technology exposition. Call toll free 1-800-528-6050. In Arizona, call 1-800-352-0458. Extension 831.

Kingsway 3484-42, Edmonton, Alta., Can
First Bahamas Branch 1600-47, Nassau, Bahamas
Bankoh 2074-49, Honolulu, HI
Amanzimtoti 1812-74, Amanzimtoti, RSA

10 Years

Imperial 2610-F, Norwalk, CA
Hastings 2218-24, Hastings, NE
Kohoutek 611-36, Washington, D.C.
Golden Gavel 438-42, Calgary, Alta., Can
Kitowin 2928-42, Red Deer, Alta., Can
Daybreakers 839-56, Houston, TX
Orangeburg 3888-58, Orangeburg, SC
First York 3815-60, Toronto, Ont., Can
Country Club 2636-74, Johannesburg, RSA
TM Club of Davao 3854-75, Davao City, Philippines

3775-74 Goldfields

Welkom, South Africa--2nd & 4th Mon., 5:30 p.m., Holiday Inn Welkom, P.O. Box 2801 (29805).

4151-U Morris Gellman

Buenos Aires, Argentina--1st & 3rd Tues., 7:30 p.m., American Club, Viamonte 1133 (774-8811, x 325).

5324-U Colombo

Colombo, Sri Lanka--1st & 3rd Friday, 7 p.m., USIS Auditorium, 39, Flower Rd. (3516).

ANNIVERSARIES

40 Years

Zanesville 257-40, Zanesville, OH

35 Years

Hospitality 683-5, San Diego, CA
Evergreen 678-7, Camas, WA
Turning Wheel 676-28, Warren, MI
Quincy 675-31, Braintree, MA
Lilac City 687-65, Rochester, NY

30 Years

Brunswick 1411-14, Brunswick, GA
Dubuque 1337-19, Dubuque, IA
Green Bay 1350-35, Green Bay, WI
Green City 1420-37, Charlotte, NC
Van Wert 1418-40, Van Wert, OH
Graybar 1436-46, New York, NY
Empire Statesmen 1427-65, Syracuse, NY

25 Years

Central West Virginia 2885-13, Clarksburg, WV
Mercury 2864-37, Winston-Salem, NC
East Dayton 2838-40, Dayton, OH
Harris 1423-47, Palm Bay, FL
Greater Flint 2826-62, Flint, MI

20 Years

Kalispell 3147-17, Kalispell, MT
Harlan 1501-19, Harlan, IA
U.S. Postal Service 3711-36, Washington, D.C.
Ala Moana 3701-49, Honolulu, HI
Utica 3703-65, Utica, NY

15 Years

Peachtree Center 2261-14, Atlanta, GA
Big Timber 1534-17, Big Timber, MT
We Talk 1533-26, Aurora, CO
Rocky Ford 2909-26, Rocky Ford, CO
Northern Nooners 1084-42, Edmonton, Alta., Can

4035-58 Piedmont Executive

Greenville, SC--2nd & 4th Tues., 11:45 a.m., Colonial Court Motel, 755 Wade Hampton Blvd. (242-6700, x 617).

3294-58 Shaw

Shaw Air Force Base, SC--2nd & 4th Tues., 11:30 a.m., Shaw AFB Recreation Center (668-3714).

3312-60 Westmount

Waterloo, Ont., Can--Tues., 7:30 a.m., Dominion Life Assurance, 111 Westmount Rd. South.

3310-61 Teleglobe

Montreal, Que., Can--Thurs., 5 p.m., Bowie Room at Teleglobe Canada, 680 Sherbrooke St. West (281-5092).

3322-61 Contact

St. Foy, Que., Can--Tues., 7 a.m., Chateau Bonne Entente, 3400 Chemin Ste. Foy (653-6310, 653-7794).

3321-62 Unity

Grand Rapids, MI--Thurs., 7:30 p.m., Unity Church, 1711 Walker N.W. (453-9909).

1163-63 Freedom Speakers

Chattanooga, TN--Thurs., 6:30 p.m., Howard Johnson's Restaurant, Ringgold Rd. (892-5443).

3410-69 Ipswich

Ipswich, Qld., Aust--2nd & 4th Tues., 7:30 p.m., A.P.I. Bldg., (Post Office), Limestone Street (201-6552).

1077-70 Lithgow & District

Lithgow, N.S.W., Aust--1st & 3rd Mon., 7:30 p.m., Lithgow Workmans Club, Tank Street (521461 or 512277).

4289-70 Ginninderra

Canberra, Aust--1st & 3rd Mon., 7 p.m., Canberra Labor Club, Chandler Street, Belconnen (466113).

5308-70 Port MacQuarie

Port MacQuarie, N.S.W., Aust--2nd & 4th Wed., 7:30 p.m., 'Roto' Lord Street (85-5522).

5323-70 Chatswood Communicators

Sydney, N.S.W., Aust--22nd & 4th Wed., 6:45 p.m., Chatswood Golf Club, Beaconsfield Road (816-2378).

1961-73 South Perth Sayers

South Perth, Western Australia--2nd & 4th Tues., 7:30 p.m., Forrest Street Primary School, Corner of Forrest & Angelow Streets (367-1131).

3901-73 National Australia Bank

Melbourne, Vic., Aust--2nd & 4th Tues., 6:30 p.m., National Australia Bank, 7th Fl., 271 Collins St. (786-0514).

GO FOR GROWTH!

Toastmasters' 1984 Membership Building Program

GO FOR GROWTH SPELLS S-U-C-C-E-S-S!

Every club must have at least twenty members in order to conduct an effective Toastmasters program. If your club has less than twenty members, now is the time to point your club toward success. Even if your club has more than twenty members, new members can add vitality, bring in new ideas and combat normal member turnover.

GO FOR GROWTH IS C-H-A-L-L-E-N-G-I-N-G!

Challenge yourself. Challenge your fellow Toastmasters. Challenge other clubs in your area. If your club has fewer than twenty members, growth should be its foremost challenge.

GO FOR GROWTH IS F-U-N!

Have a good time. Make it enjoyable for yourself and for the new Toastmasters you bring in.

GO FOR GROWTH IS E-X-P-E-R-I-E-N-C-E!

Put into action what you have learned through your Toastmasters training. It's a chance to practice your one-on-one technique.

All you have to do is sponsor 5, 10, or 15 new members during 1984. Recognition of your efforts will be shipped automatically--there are no entry blanks to fill out!

WHAT WILL YOU RECEIVE?

- 5 new members -- A Toastmasters Membership Building Pin
- 10 new members -- A Pocket-Size Evaluation Guide Folder
- 15 new members -- Choice of Toastmasters Necktie or Ladies Ascot Scarf
- WORLD'S NUMBER ONE MEMBERSHIP BUILDER FOR 1984-- President's Sponsor Plaque
- Nine Runners-Up -- President's Circle Plaque



HOW CAN YOU PARTICIPATE?

1. All Toastmasters are eligible.
2. New, dual and reinstated members count for credit. Transfer and charter members do not.
3. To receive credit as a sponsor, you must print or type name on the Application for Membership (Form 400) exactly as it appears on your magazine label. Be sure to include your home club number (for those Toastmasters who belong to more than one club) and district number. No additions or changes may be made to applications once they are submitted to World Headquarters.
4. The new member must join during the calendar year 1984. The application must be received at World Headquarters later than December 31, 1984.
5. Awards will be sent automatically upon qualification.
6. "President's Circle" and "President's Sponsor" awards presented at the 1985 International Convention in Columbus, Ohio. However, they do not include transportation or expenses. If the recipient is not in attendance, the presentation will be made to the district governor.
7. Customs duties (or taxes on awards) are the responsibility of the recipients.